# Metro | *Agenda*

| Meeting: | Metro Technical Advisory Committee |
|---|---|
| Date: | Wednesday, April 6th, 2011 |
| Time: | 10 a.m. – 12:00 p.m. |
| Place: | **Metro Regional Center, Council Chambers** |

| Time | Agenda Item | Action Requested | Presenter(s) | Materials |
|---|---|---|---|---|
| 10:00 a.m. | **CALL TO ORDER AND INTRODUCTIONS** | | Robin McArthur, Chair | |
| 10:10 a.m. | **1. 2010 Compliance Report**<br><br>*Objective: To review report and discuss the process for compliance* | Information | Sherry Oeser | In packet |
| 10:45 a.m. | **2. Greater Portland-Vancouver Indicators**<br><br>*Objective: Introduce the project and familiarize MTAC with project timeline, key deliverables and work to-date; get feedback from members and identify opportunities for member jurisdictions or organizations to participate in upcoming activities* | Information | Rita Conrad (Metro) / Sheila Martin (PSU) | In packet |
| Noon | **ADJOURN** | | | |

MTAC meets on the 1st & 3rd Wednesday of the month. The next meeting is scheduled for April 20th, 2011.

*For agenda and schedule information, call Alexandra Roberts at 503-797-1839, email:* Alexandra.Roberts-Bullock@oregonmetro.gov. *To check on closure or cancellations during inclement weather, please call 503-797-1700#.*

600 NE Grand Ave.
Portland, OR 97232-2736
503-797-1700
503-797-1804 TDD
503-797-1797 fax

www.oregon**metro**.gov

Metro | *Memo*

| | |
|---|---|
| Date: | Tuesday, March 29, 2011 |
| To: | MTAC |
| From: | Sherry Oeser, Principal Regional Planner |
| Subject: | 2010 Compliance Report |

Metro Code 3.07.870 requires the Chief Operating Officer to submit annually to the Metro Council the status of compliance by cities and counties with the requirements of the Metro Code Chapter 3.07 (Urban Growth Management Functional Plan). The purpose of Title 8 (Compliance Procedures) and the compliance report is to establish a process for ensuring city or county compliance with requirements of Metro Code Chapter 3.07 and for evaluating and informing the region about the effectiveness of those requirements.

During the past three years of the Making a Great Place initiative, certain Metro Code reporting requirements were suspended while changes to Metro Code were being refined and finalized. Other compliance requirements remained in effect, however, including maintaining housing capacity (Title 1), protecting industrial land (Title 4), continuing concept planning in areas added to the Urban Growth Boundary (UGB) (Title 11), and protecting and enhancing fish and wildlife habitat (Title 13).

On December 16, 2010, the Metro Council adopted Ordinance 10-1244B which amended several Functional Plan titles. The status of compliance contained in the attached 2010 Compliance Report summarizes the compliance status of each jurisdiction for Functional Plan requirements in effect on December 15, 2010, prior to adoption of Ordinance 10-1244B.

Metro Code allows a city or county to seek an extension of a compliance deadline or an exception from compliance with a functional plan requirement. The Metro Code also provides an enforcement process "if a city or county has failed to meet a deadline for compliance with a functional plan requirement or if the Council has good cause to believe that a city or county is engaged in a pattern or practice of decision-making that is inconsistent with the functional plan, ordinances adopted by the city or county to implement the plan, or the terms or conditions in an extension or an exception."

At the April 6 MTAC meeting, the compliance report will be reviewed and options available to local jurisdictions that are not in compliance will be discussed.

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# 2010 Compliance Report

Metro Code Chapter 3.07 Urban Growth
Management Functional Plan

March 2011

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## About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

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**Auditor**
Suzanne Flynn

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# Executive Summary

This 2010 Compliance Report includes a summary of the status of compliance of each city and county in the region with Metro Code requirements. Those requirements are intended to implement regional policies and achieve the goals set out in the 2040 Growth Concept. Each city and county in the region are required, if necessary, to change their comprehensive plans or land use regulations to come into compliance with Metro Code requirements within two years of acknowledgement by the Oregon Land Conservation and Development Commission and to remain in the compliance.

Most local governments in the region have complied with most of the code requirements. However, several cities and counties have not completed planning for new urban areas (Title 11). Many of the local governments that have not completed concept planning are making progress in planning for new urban areas. Some cities have not adopted natural resource protection programs (Title 13); however, most of these cities are working toward adoption in 2011.

This compliance report also evaluates the effectiveness of Metro Code requirements. In 2010, the Metro Council changed regional policy and implementation strategies and a summary of those changes is included in the report.

# 2010 Compliance Report
## Metro Code Chapter 3.07 Urban Growth Management Functional Plan

## Introduction

Metro Code 3.07.870 requires the Chief Operating Officer to submit to the Metro Council by March 1 of each year the status of compliance by cities and counties with the requirements of the Metro Code Chapter 3.07 (Urban Growth Management Functional Plan). The purpose of Title 8 (Compliance Procedures) and this compliance report is to establish a process for ensuring city or county compliance with requirements of Metro Code 3.07 and for evaluating and informing the region about the effectiveness of those requirements.

During the past three years of the Making a Great Place initiative, certain Metro Code reporting requirements were suspended while changes to Metro Code were being refined and finalized. Other compliance requirements remained in effect, however, including maintaining housing capacity (Title 1), protecting industrial land (Title 4), continuing concept planning in areas added to the Urban Growth Boundary (UGB) (Title 11), and protecting and enhancing fish and wildlife habitat (Title 13).

On December 16, 2010, the Metro Council adopted Ordinance 10-1244B which amended several Functional Plan titles. A summary of those changes is included in this report. The status of compliance contained in this compliance report summarizes the compliance status of each jurisdiction for Functional Plan requirements in effect on December 15, 2010, prior to adoption of Ordinance 10-1244B.

## Accomplishments

- From 2002 through 2010, 12 local governments completed planning for new urban areas. Of these, ten used grant funding from Metro's Construction Excise Tax to complete planning efforts.
- In 2005, the Metro Council adopted Title 13 Nature in Neighborhoods. Since then, 23 local governments have completed Title 13 evaluations and adopted plans.
- Though not required by Metro Code, 18 cities and one county submitted their aspirations for growth in 2009. These aspirations reflect the values of the region for vibrant communities that have a balance of jobs and housing, economic prosperity, transportation choices, and clear air and water. To achieve these aspirations, communities identified a series of investments that need to be made to serve as catalysts of growth including investments in transit, infrastructure, and parks among others.

## Status of Compliance by Jurisdiction (as of December 15, 2010)

**Beaverton**: The City of Beaverton is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Cornelius**: The City of Cornelius is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for the North Holladay Concept Plan. It is Metro's understanding that the plan will be completed by the city in early 2011.

**Damascus:** The City of Damascus is not in compliance with Functional Plan requirements. The city recently adopted its comprehensive plan. It is Metro's understanding that the city is working on implementation measures during 2011 that will be the basis for assessing Functional Plan compliance.

**Durham**: The City of Durham is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Fairview**: The City of Fairview is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 13 Nature in Neighborhood. It is Metro's understanding that the city has a Title 13 work plan that calls for city council action in August 2011.

**Forest Grove**: The City of Forest Grove is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Gladstone**: The City of Gladstone is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Gresham**: The City of Gresham is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Happy Valley**: The City of Happy Valley is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Hillsboro**: The City of Hillsboro is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for UGB expansion areas 69 and 71.

**Johnson City**: The City of Johnson City is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**King City**: The City of King City is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Lake Oswego**: The City of Lake Oswego is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 4 protection of Industrial and Other Employment Areas. For Title 4, the city needs to submit documentation to Metro staff detailing what actions the city has taken to come into compliance.

**Maywood Park**: The City of Maywood Park is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Milwaukie**: The City of Milwaukie is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 13 Nature in Neighborhoods. It is Metro's understanding that the city has submitted a draft plan of action for adoption of code amendments by the Milwaukie City Council in April 2011.

**Oregon City**: The City of Oregon City is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for the South End area and the implementation measures for the Beavercreek Road concept plan area. It is Metro's understanding that while the city has updated its code for industrial uses, it must still apply the protection requirements of Title 4 when the industrial land is annexed into the city.

**Portland**: The City of Portland is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 13 Nature in Neighborhoods. It is Metro's understanding that the City is continuing to work on a number of fronts to come into compliance with Title 13 and that Metro and City staff need to assess the existing natural resource protection programs and develop a new schedule and plan for meeting compliance. The city is working with Metro to revise the Title 4 Industrial and other Employment Areas map.

**Rivergrove**: The City of Rivergrove is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Sherwood**: The City of Sherwood is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010. It should be noted that the ordinance that brought Study Area 61 Cipole Road into the urban growth boundary makes Washington County or City of Tualatin responsible for Title 11 planning. The cities of Tualatin and Sherwood believe, however, that the city of Sherwood should have Title 11 planning responsibility for Study Area 61. It is Metro's understanding that the City of Sherwood has no plans at this time to begin concept planning. The area in question is less than five acres with one acre being developable.

**Tigard**: The City of Tigard is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Troutdale**: The City of Troutdale is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 13 Nature in Neighborhoods. It is Metro's understanding that the City Council tabled the adoption of the necessary code amendments in October 2009 and to date, the City has not supplied Metro with a revised estimated timeline for adoption of Title 13 protection measures.

**Tualatin**: The City of Tualatin is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning requirements for the Basalt Creek/West Railroad Area in collaboration with the City of Wilsonville, the Southwest Tualatin industrial area, and Study Area 61 Cipole Road. It is Metro's understanding that the cities of Tualatin and Wilsonville have embarked on a joint planning effort for the Basalt Creek Concept Plan. The city council has accepted a concept plan for the Southwest Tualatin area and the city is now working on implementation measures which are anticipated to be completed in spring 2011. For Study Area 61 Cipole Road, it should be noted that the ordinance that brought that study area into the UGB makes Washington County or the City of Tualatin responsible for Title 11 planning. However, the cities of Tualatin and Sherwood believe that the City of Sherwood should have Title 11 planning responsibility for Study Area 61. The City of Sherwood has no plans at this time to begin concept planning. The area in question is less than five acres with one acre being developable.

Metro appealed to the Land Use Board of Appeals a Tualatin ordinance that reduced zoned residential capacity below the minimum capacity in Table 3.07-1 of Title 1, taking the city out of compliance with Title 1. Metro and the city have agreed to a delay in the appeal to December 31, 2011 to allow the city time to increase minimum zoned capacity in another part of the city.

**West Linn**: The City of West Linn is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Wilsonville**: The City of Wilsonville is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for East Wilsonville (Frog Pond area) and for the Basalt Creek/West Railroad Area in collaboration with the City of Tualatin. It is Metro's understanding that the city is evaluating and budgeting for a major sewer upgrade that must be completed before planning and developing the East Wilsonville/Frog Pond area. It is also Metro's understanding that the cities of Wilsonville and Tualatin have embarked on a joint planning effort for the Basalt Creek Concept Plan.

**Wood Village**: The City of Wood Village is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010.

**Clackamas County**: Clackamas County is in compliance for all Urban Growth Management Functional Plan requirements in effect on December 15, 2010. It is Metro's understanding that the County is continuing to review land use and development code changes to eliminate barriers to habitat friendly development practices.

**Multnomah County**: Multnomah County is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for Bonny Slope West (Area 93). It is Metro's understanding that a concept plan has been completed but that it has not yet been adopted by the County Board of Commissioners. The county and Metro are in discussions about a process to complete the planning for this area.

**Washington County**: Washington County is in compliance with all Urban Growth Management Functional Plan requirements in effect on December 15, 2010, except for Title 11 planning for the West Bull Mountain and Cooper Mountain areas. It is Metro's understanding that a West Bull Mountain concept plan has been adopted and that implementation measures are scheduled for completion in fall 2011. For the Cooper Mountain area, it is Metro's understanding that the county will begin Title 11 planning in 2011.

## Evaluation of the Effectiveness of Metro Code Chapter 3.07 (Urban Growth Management Functional Plan) in achieving the 2040 Growth Concept

The 2040 Growth Concept is this region's blueprint for the future, guiding growth and development based on a shared vision to create vibrant communities while protecting what we love about this place – safe and stable neighborhoods for families; compact development which uses both land and money more efficiently; a healthy economy that generates jobs and business opportunities; protection of farms, forests, rivers, streams, and natural areas; a balanced transportation system to move people and goods; and housing for people of all incomes in every community. This section briefly evaluates the effectiveness of compliance in helping achieve the 2040 Growth Concept.

A primary goal of regional policy contained in the Regional Framework Plan is efficient use of land within the urban growth boundary. Local governments have complied with Functional Plan requirements relating to maintain or increasing zoned capacity for housing, encouraging a balanced transportation system, enhancing the role of centers and protecting natural resources, is the region achieving the desired results?

**Efficient use of land**

Metro measures the region's progress toward achieving the objectives of the 2040 Growth Concept biennially in a report to the state. According to the 2009 Performance Measures Report and the 2009 Urban Growth Report, the collective actions of the cities and counties of the region to use urban land more efficiently are moving the region toward meeting some of the objectives of the 2040 Growth Concept. For example, the density of residential development has increased since the 2040 Growth Concept was first developed in 1995 reflecting how land is being used more efficiently. The number of residential units built per net acre increased from 5.5 units in 1995 to 10.7 units in 2006. Median residential lot size decreased from 6,738 square feet in 1995 to 4,300 square feet in 2006.

**Healthy economy**

In 2002 and 2004, the Metro Council adopted changes to Title 4 Industrial and Other Employment Areas to provide and protect a supply of sites for employment by limiting the types and scale of non-industrial uses in Regionally Significant Industrial Areas (RSIAs), industrial, and employment areas. All local governments in the region have adopted protections required by Title 4. It is also the region's policy to encourage employment opportunities in Centers, Corridors, Station Communities and Main Streets by encouraging cities and counties to allow a wide range of employment uses and building types in those design types.

The following information shows the net employment change from 2000 to 2006 by 2040 design type according to the 2009 Performance Measures report:

| | |
|---|---|
| Central City: | 1.5% |
| Regional Centers: | 0% |
| Town Centers: | 2.8% |
| Corridors: | 1.4% |
| RSIAs | (5.3%) |
| Industrial: | 28.5% |
| Employment: | 2% |
| Other | 1.7% |

In 2010, the Metro Council adopted a Community Investment Strategy to fulfill the vision of the 2040 Growth Concept to focus public investments in areas that will stimulate private investment. As a result, development in the above design types is expected to increase over time.

**Protection of farms, forest and natural areas**

It is regional policy to protect farm and forest land as well as other natural areas. In 2005, the Council adopted Title 13 Nature in Neighborhoods to protect and restore a viable streamside corridor system. Metro required local jurisdictions to protect more than 39,000 acres of the highest value riparian areas.

During 2009-2010, Clackamas, Multnomah, and Washington counties and Metro worked to designate urban and rural reserves. Urban reserves are areas outside of the urban growth boundary where future urban development could occur. Rural reserves are areas outside the

UGB reserved for long-term protection of agriculture, forestry or important natural landscape features that limit urban development. Clackamas County designated more than 68,000 acres of rural reserves and Multnomah County designated more than 46,000. The decision on reserves in Washington County is under further review and consideration by the county, Metro and the state Land Conservation and Development Commission.

**Balanced transportation system**

According to the 2009 Performance Measure Report which reviewed Federal Highway Administration and State Highway Performance Monitoring System data, between 1998 and 2008, vehicle miles traveled (VMT) per capita in this region declined 8 percent while VMT increased nationally by more than 4 percent. Average annual growth for the overall transit system was about 4 percent in the TriMet service district between FY1998 and FY2008. Bicycles play an important and growing role in the regional transportation system. Between 1991 and 2004, the City of Portland developed a bikeway network that increased the mileage on bike lanes and bike boulevards from 78 to 256, according to the 2035 Regional Transportation Plan. Bicycle count data is currently limited to Portland, but anecdotal evidence suggests that bicycle ridership has increased throughout the region.

**Housing choice**

According to the 2009 Performance Measures report which used data from the Regional Multiple Listing Service and the U.S. Department of Housing and Urban Development, between1993 to 2008, the median price of owner-occupied single family dwellings in the Portland-Vancouver metropolitan region rose by 160%, reaching a peak in 2005 of almost $300,000. During 2000-2009, rent increases reached their peak for efficiency units in 2006 at $545 per month, for one-bedroom units in 2009 at $645, for two-bedroom units in 2009 at $842, for three-bedroom units in 2004 at $1,107. Several local government mayors who sit on the Metro Policy Advisory Committee (MPAC) have expressed an interest in reviewing efforts to provide housing choice in the region.

## Areas for Monitoring

**Development of new urban areas**

While significant progress has been made over the past five years in concept planning for new urban areas, several areas that were added to the urban growth boundary in 2002-2004 remain unplanned. In most cases, concept planning for those areas will begin or be completed in 2011.  The progress that has been made is primarily a result of the establishment of the grant program funded by the Construction Excise Tax that funded concept planning efforts. See Appendix B for a summary of the status of new urban area planning.

**Center Development**

The previous version of Title 6 covered only Centers and Station Communities and required local governments to develop a strategy to enhance all centers by December 2007. It also required jurisdictions to submit progress reports to Metro every two years. This approach was not effective in encouraging center development and development in centers has not achieved the results originally anticipated.

The version of Title 6 adopted by the Metro Council in December 2010 as part of the Community Investment Strategy legislation moves away from reporting requirements to an incentive approach to encourage cities and counties to develop centers including incentives to local governments that adopt a plan of actions and investments to enhance their center, corridor, station community, or main street. Focusing development in centers, corridors, station communities, and main streets is a key strategy to use land more efficiently.

**Housing Choice**

As previously mentioned, several local government mayors have expressed an interest in reviewing efforts to provide housing choice in the region. Metro and its advisory committee, the Metro Policy Advisory Committee (MPAC), may consider reviewing Title 7 (Housing Choice) of the Metro Code to ensure that local governments in the region are continuing to take steps to implement its provisions.

**Looking ahead**

As previously noted, certain functional plan reporting requirements were suspended while the plan was under review and revision. In amending the functional plan in 2010, those reporting requirements were removed and the focus of functional plan compliance in the future will be implementing regional policy to achieve the 2040 Growth Concept and the recently adopted six desired outcomes and characteristics of a successful region:

1. People live, work and play in vibrant communities where their everyday needs are easily accessible.
2. Current and future residents benefit from the region's sustained economic competitiveness and prosperity.
3. People have safe and reliable transportation choices that enhance their quality of life.
4. The region is a leader in minimizing contributions to global warming.
5. Current and future generations enjoy clean air, clean water and healthy ecosystems.
6. The benefits and burdens of growth and change are distributed equitably.

## Summary of Functional Plan Changes

The Metro Council adopted several ordinances in 2010 that amended the Urban Growth Management Functional Plan (Metro Code Chapter 3.07). Below is a summary of those changes.

Title 1 Housing Capacity (Metro Code 3.07.110-120)

The new Title 1 moves to a "no-net-loss" approach for housing based on plan amendments or zone changes, eliminates Table 1 and the need to calculate capacity city-wide, and eliminates the requirement for calculating and tracking job capacity. The new Title 1 requires that an increase in capacity must be adopted before a decrease in capacity is adopted. Title 1 also allows a local government to reduce capacity to allow an industrial use, a major educational or medical facility, or to protect natural resources without violating the no-net-loss policy.

Title 2 Regional Parking Policy (see Regional Transportation Functional Plan Title 4 Regional Parking Management, Metro Code 3.08.410)

Although Title 2 of the Urban Growth Management Functional Plan was repealed in 2010 by Ordinance 10-1241B, it was added to Metro Code Chapter 3.08 (Regional Transportation Functional

Plan) in the same ordinance. Title 4 of the Regional Transportation Functional Plan provides parking requirements for cities and counties in the region.

Title 4 Industrial and Other Employment Areas (Metro Code 3.07.410-450)

Title 4 seeks to protect a regional supply of sites for industrial uses. In recent years, several industrial-designated sites have been developed for non-industrial uses. The new version of Title 4 limits new schools, places of assembly, recreational facilities and parks (with exceptions for habitat protection) in Regionally Significant Industrial Areas. A new Title 14 (Urban Growth Boundary), discussed below, includes an expedited process for adding large industrial sites to the UGB. The process to amend the Title 4 map does not change. Title 4 sets guidelines for map changes. When considering a map change, local governments should contact Metro staff.

Title 6 Centers, Corridors, Station Communities and Main Streets (Metro Code 3.07.610-650)

The new version of Title 6 moves away from reporting requirements to an incentive approach to encourage cities and counties to develop centers. Title 6 provides incentives to local governments that adopt a plan of actions and investments to enhance their center, corridor, station community, or main street. These incentives include:

- Eligibility for a regional investment (currently defined as new high capacity transit lines).
- Ability to use a higher volume-to-capacity standard under the Oregon Highway Plan when considering amendments to comprehensive plans or land use regulations, and
- Eligibility for an automatic 30 percent trip reduction credit under the Transportation Planning Rule when analyzing traffic impacts of new development in plan amendments for a center, corridor, station community, or main street

Title 6 is no longer a compliance requirement and affects only those local governments who want to be eligible for one of the incentives listed above. A new Title 6 map will be Metro's official depiction of adopted boundaries for centers, corridors, station communities and main streets and will be revised as local governments adopt revised boundaries.

Title 8 Compliance Procedures (Metro Code 3.07.810-870)

Title 8 establishes a process for determining whether a jurisdiction complies with requirements of the Urban Growth Management Functional Plan. To streamline the process, Title 8 was changed to make requests from local governments for extensions of compliance deadlines or exceptions from compliance administrative functions but still allow for an appeal to the Metro Council. The criteria for determining whether an extension or exception is granted remain the same.

Title 9 Performance Measures

Title 9 set out a process for Metro to measure and report on the progress of achieving implementation of the Functional Plan. Title 9 was repealed but the policy of measuring performance is now included in the Regional Framework Plan.

Title 10 Functional Plan Definitions (Metro Code 3.07.1010)

Title 10 defines terms found in Metro Code Chapter 3.07. Changes to Title 10 reflect updated definitions.

Title 11 Planning for New Urban Areas (Metro Code 3.07.1105-1140)

Title 11 was amended during the urban and rural reserves process in spring 2010 and with the more recent adoption of Ordinances 10-1244B and 11-1252A. The new Title 11 requires concept planning for urban reserve areas prior to their coming into the UGB. Previously, concept planning occurred after an area was brought into the UGB. Title 11 also contains outcomes that must be achieved by the concept plan. The concept planning provisions of Title 11 do not apply until December 31, 2011.

Title 14 Urban Growth Boundary (Metro Code 3.07.1405-1465)

The Urban Growth Boundary and reserves procedures and criteria that were in Metro Code Chapter 3.01 were moved to this new Title 14 to join other growth management tools and strategies. In addition, Title 14 includes an expedited process for adding large industrial sites to the UGB (3.07.1435).

# Appendices

## APPENDIX A
## Outstanding Compliance Elements

| | Title 1 Housing Capacity | Title 2[1] Parking Management | Title 3 Water Quality & Flood Management | Title 4 Industrial and other Employment Areas | Title 5[2] Neighbor Cities & Rural Reserves | Title 6 Centers, Corridors, Station Communities & Main Streets | Title 7 Housing Choice | Title 11 Planning for New Urban Areas | Title 13 Nature in Neighborhoods |
|---|---|---|---|---|---|---|---|---|---|
| Beaverton | | | | | | | | See Appendix B | |
| Cornelius | | | | | | | | See Appendix B | |
| Damascus | Not in compliance | Not in compliance | Not in compliance | Not in compliance | | | Not in compliance | See Appendix B | Not in compliance |
| Durham | | | | | | | | | |
| Fairview | | | | | | | | | Not in compliance |
| Forest Grove | | | | | | | | See Appendix B | |
| Gladstone | | | | | | | | | |
| Gresham | | | | | | | | See Appendix B | |
| Happy Valley | | | | | | | | See Appendix B | |
| Hillsboro | | | | | | | | See Appendix B | |
| Johnson City | | | | | | | | | |
| King City | | | | | | | | See Appendix B | |
| Lake Oswego | | | | Not in compliance | | | | | |

[1] While Title 2 was removed from the Urban Growth Management Functional Plan through Ordinance 10-1244B, the requirements of Title 2 were added to the Regional Transportation Functional Plan in the same ordinance.
[2] Title 5 was repealed in Ordinance 10-1238A

# APPENDIX A
## Outstanding Compliance Elements

| | Title 1 Housing Capacity | Title 2 Parking Management | Title 3 Water Quality & Flood Management | Title 4 Industrial and other Employment Areas | Title 5 Neighbor Cities & Rural Reserves | Title 6 Centers, Corridors, Station Communities & Main Streets | Title 7 Housing Choice | Title 11 Planning for New Urban Areas | Title 13 Nature in Neighborhoods |
|---|---|---|---|---|---|---|---|---|---|
| Maywood Park | | | | | | | | | |
| Milwaukie | | | | | | | | | Not in compliance |
| Oregon City | | | | | | | | See Appendix B | |
| Portland | | | | | | | | See Appendix B | Not in compliance |
| Rivergrove | | | | | | | | | |
| Sherwood | | | | | | | | See Appendix B | |
| Tigard | | | | | | | | | |
| Troutdale | | | | | | | | | Not in compliance |
| Tualatin | | | | | | | | See Appendix B | |
| West Linn | | | | | | | | | |
| Wilsonville | | | | | | | | See Appendix B | |
| Wood Village | | | | | | | | | |
| Clackamas County | | | | | | | | | |
| Multnomah County | | | | | | | | See Appendix B | |
| Washington County | | | | | | | | See Appendix B | |

| Project | Lead Government(s) | Compliance[1] | Status |
|---|---|---|---|
| **1998 UGB Expansion** | | | |
| Rock Creek Concept Plan | Happy Valley | yes | Concept plan and implementation measures completed; development on-going. |
| Pleasant Valley Concept Plan | Gresham and Portland | yes | Concept plan and implementation measures completed; city annexed 524 acres and development to begin in eastern section. |
| **1999 UGB Expansion** | | | |
| Witch Hazel Community Plan | Hillsboro | yes | Concept plan and implementation measures completed; development on-going. |
| **2000 UGB Expansion** | | | |
| Villebois Village | Wilsonville | yes | Concept plan and implementation measures completed; development on-going. |
| **2002 UGB Expansion** | | | |
| Springwater Community Plan | Gresham | yes | Concept plan and implementation measures completed for this mostly industrial area; waiting annexation & development. |
| Damascus/Boring Concept Plan | Happy Valley | yes | HV portion: Concept plan and implementation measures completed; waiting annexation and development. |
| | Damascus | no | Damascus portion: Comprehensive plan map approved, implementation measures due late 2011. |
| Park Place Master Plan | Oregon City | yes | Concept plan and implementation measures completed; waiting annexation & development. |
| Beavercreek Road | Oregon City | no | Concept plan is completed and accepted by Metro; City has put on hold adoption of the final implementing ordinances pending LUBA appeal and work load. |
| South End Road | Oregon City | no | City working on scope of work & intends to start in spring. |
| East Wilsonville (Frog Pond area) | Wilsonville | no | City initially completed site analysis w/private builders in 2008; currently City is evaluating and budgeting for major sewer upgrade for eastern portion of City which must be completed before planning and development of site. |
| Coffee Creek 1 (NW Wilsonville) | Wilsonville | yes | Concept plan and implementation measures completed, including master plan for area adopted, for this industrial area; waiting development. |
| NW Tualatin Concept Plan (Cipole Rd & 99W) | Tualatin | yes | Concept plan and implementation measures completed for this small industrial area. |
| SW Tualatin Concept Plan | Tualatin | no | Concept plan has been accepted by City Council, and City now working on code (early 2011). |
| Brookman Concept Plan | Sherwood | yes | Concept Plan and implementation measures completed; waiting development. |
| Study Area 59 | Sherwood | yes | Concept plan and implementation measures completed; school constructed. |
| Adams Avenue | Sherwood | yes | Concept plan and implementation measures completed. |

[1] The compliance responses are limited to 'yes' or 'no', however, many projects are partially or mostly completed.

| Project | Lead Government(s) | Compliance | Status |
|---|---|---|---|
| Study Area 61 (Cipole Rd | Tualatin/Sherwood[2] | no | City of Sherwood has no plans for this area yet. |
| King City | King City | yes | Concept plan and implementation measures completed; annexed to city with portion developed as park and rest in floodplain. |
| West Bull Mountain Concept Plan | Washington County | no | Concept plan adopted; implementation measures scheduled for completion fall 2011. |
| Cooper Mountain area | Washington County | no | Pending staff confirmation, Wash County to start planning in 2011. |
| Study Area 64 (14 acres north of Scholls Ferry Rd) | Beaverton | yes | Concept plan and implementation measures completed; annexed to City. |
| Study Area 69 & 71 | Hillsboro | no | Areas are included in South Hillsboro Area Plan. |
| Study Area 77 | Cornelius | yes | Concept plan and implementation measures completed; annexed to City. |
| Forest Grove Swap | Forest Grove | yes | Concept plan and implementation measures completed; annexed to City. |
| Shute Road Concept Plan | Hillsboro | yes | Concept plan and implementation measures completed; annexed to City and portion developed with Genentech. |
| North Bethany Subarea Plan | Washington County | yes | Concept plan and implementation measures completed with final code modifications and finance plan to be completed in 2011. |
| Bonny Slope West Concept Plan (Area 93) | Multnomah County | no | Concept plan map developed though not yet adopted by Board of Commissioners; completion of process under discussion between Metro and County. |
| **2004/2005 UGB Expansion** | | | |
| Damascus area | Damascus | no | Included with Damascus comp plan (see above) |
| Tonquin Employment Area | Sherwood | yes | Concept plan and implementation measures completed. |
| Basalt Creek/West RR Area Concept Plan | Tualatin and Wilsonville | no | Cities scheduled to begin planning in early 2011. |
| N. Holladay Concept Plan | Cornelius | no | City due to complete planning in early 2011. |
| Evergreen Concept Plan | Hillsboro | yes | Concept plan and implementation measures completed. |
| Helvetia Concept Plan | Hillsboro | yes | Concept plan and implementation measures completed. |

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[2] The Metro ordinance conditions designate Tualatin or Washington County as responsible for completing Title 11 planning. City of Sherwood and City of Tualatin indicate that it makes more sense for Sherwood to complete planning since the property is west of Cipole Road.

# Appendix C:
## COMPLIANCE DATES FOR THE
## URBAN GROWTH MANAGEMENT FUNCTIONAL PLAN

| Functional Plan Requirement | When Local Decisions Must Comply | | |
| --- | --- | --- | --- |
| | Plan/Code Amendment 3.07.810(C)[1] | Land Use Decision 3.07.810(D)[2] | Adoption 3.07.810(B)[3] |
| **Title 1:** Adopt minimum dwelling unit density (3.07.120.B) | 12/16/2010 | | 2 years after acknowledgement by LCDC |
| **Title 1:** Allow accessory dwelling unit in SFD zones (3.07.120.G) *(provision included in previous version of Metro Code as 3.07.140.C)* | 12/8/2000 | | 12/8/2002 |
| **Title 3:** Adopt model or equivalent and map or equivalent (3.07.330.A) | 12/8/2000 | | 12/08/2002 |
| **Title 3**: Floodplain management performance standards (3.007.340.A) | 12/8/2000 | 12/08/2001 | 12/08/2002 |
| **Title 3**: Water quality performance standards (3.07.340.B) | 12/08/2000 | 12/08/2001 | 12/08/2002 |
| **Title 3**: Erosion control performance standards (3.07.340.C) | 12/08/2000 | 12/08/2001 | 12/08/2002 |

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[1] A city or county that amends its plan to deal with the subject of a Functional Plan requirement any time after the effective date of the requirement (the date noted) must ensure that the amendment complies with the Functional Plan

[2] A city or county that has not yet amended its plan to comply with a Functional Plan requirement must, following one year after acknowledgement of the requirement (the date noted), apply the requirement directly to land use decisions

[3] Cities and counties must amend their plans to comply with a new Functional Plan requirement within two years after acknowledgement of the requirement (the date noted)

# Appendix C:
## COMPLIANCE DATES FOR THE
## URBAN GROWTH MANAGEMENT FUNCTIONAL PLAN

| Functional Plan Requirement | When Local Decisions Must Comply | | |
|---|---|---|---|
| | Plan/Code Amendment 3.07.810(C)[1] | Land Use Decision 3.07.810(D)[2] | Adoption 3.07.810(B)[3] |
| **Title 4:** Limit uses in Regionally Significant Industrial Areas<br><br>(3.07.420) | 7/22/2005 | 7/22/2006 | 7/22/2007 |
| **Title 4:** Prohibit schools, places of assembly larger than 20,000 square feet, or parks intended to serve people other than those working or residing in the area in Regionally Significant Industrial Areas<br><br>(3.07.420D) | 12/16/2010 | 1 year after acknowledgement by LCDC | 2 years after acknowledgement by LCDC |
| **Title 4**: Limit uses in Industrial Areas<br><br>(3.07.430) | 7/22/2005 | 7/22/2006 | 7/22/2007 |
| **Title 4**: Limit uses in Employment Areas<br><br>(3.07.440) | 7/22/2005 | 7/22/2006 | 7/22/2007 |
| **Title 6**: (Title 6 applies only to those local governments seeking a regional investment or seeking eligibility for lower mobility standards and trip generation rates) | | | |
| **Title 7:** Adopt strategies and measures to increase housing opportunities<br><br>(3.07.730) | | | 6/30/04 |
| **Title 8:** Compliance Procedures (45 day notice to Metro for amendments to a comprehensive plan or land use regulation)<br><br>(3.07.820) | 2/14/03 | | |

# Appendix C:
## COMPLIANCE DATES FOR THE
## URBAN GROWTH MANAGEMENT FUNCTIONAL PLAN

| Functional Plan Requirement | When Local Decisions Must Comply | | |
| --- | --- | --- | --- |
| | **Plan/Code Amendment** 3.07.810(C)[1] | **Land Use Decision** 3.07.810(D)[2] | **Adoption** 3.07.810(B)[3] |
| **Title 11:** Develop a concept plan for urban reserve prior to its addition to the UGB <br><br> (3.07.1110) | | | 2 years after acknowledgement by LCDC |
| **Title 11:** Prepare a comprehensive plan and zoning provisions for territory added to the UGB <br><br> (3.07.1120) | 12/08/2000 | 12/08/2001 | 2 years after the effective date of the ordinance adding land to the UGB unless the ordinance provides a later date. |
| **Title 11:** Interim protection of areas added to the UGB <br><br> (3.07.1130) *(provision included in previous version of Metro Code as 3.07.1110)* | 12/8/2000 | 12/08/2001 | 12/08/2002 |
| **Title 12**: Provide access to parks by walking, bicycling, and transit <br><br> (3.07.1240B) | | | 7/7/2005 |
| **Title 13:** Adopt local maps of Habitat Conservation Areas consistent with Metro-identified HCAs <br><br> (3.07.1330.B) | 12/28/2005 | 1/5/2008 | 1/5/2009 |
| **Title 13:** Develop a two-step review process (Clear & Objective and Discretionary) for development proposals in protected HCAs <br><br> (3.07.1330.C & D) | 12/28/2005 | 1/5/2008 | 1/5/2009 |

# Appendix C:
## COMPLIANCE DATES FOR THE
## URBAN GROWTH MANAGEMENT FUNCTIONAL PLAN

| Functional Plan Requirement | When Local Decisions Must Comply | | |
| --- | --- | --- | --- |
| | Plan/Code Amendment 3.07.810(C)[1] | Land Use Decision 3.07.810(D)[2] | Adoption 3.07.810(B)[3] |
| **Title 13:** Adopt provisions to remove barriers to, and encourage the use of, habitat-friendly development practices<br><br>(3.07.1330.E) | 12/28/2005 | 1/5/2008 | 1/5/2009 |

# Metro | *Memo*
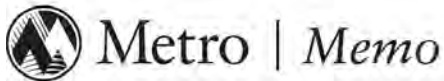
Date:      March 30, 2011
To:        MTAC
From:      Rita Conrad, Project Manager
Subject:   Greater Portland-Vancouver Indicators (GPVI)

## GPVI Background

An overview of the Greater-Portland Vancouver Indicator (GPVI) project will be presented to MTAC at the April 6 meeting.  The intent is to introduce the GPVI project and to familiarize MTAC with the project timeline, key deliverables, and work to date; to hear MTAC comments; and to identify opportunities for MTAC member jurisdictions to participate in upcoming activities.

| GPVI INDICATOR CATEGORIES |
| --- |
| 1. Economy |
| 2. Education |
| 3. Civic Engagement |
| 4. Arts & culture |
| 5. Healthy People |
| 6. Safe People |
| 7. Access & Mobility |
| 8. Quality Housing & Communities |
| 9. Healthy, Natural Environment |

The GPVI project was initiated in mid-2010.  The project responds to a call for consistent performance measurement practices as the region moves toward triple-bottom line sustainability on a number of fronts.  In particular, during Metro's Making the Greatest Place efforts, MPAC suggested that indicators or measures be developed that allow the region to better understand actions that positively affect social, environmental, and economic goals and objectives.  In addition, a number of entities across the region had or were embarking on developing indicators, including Clackamas and Clark Counties and the City of Portland.   As a result of those discussions, Metro and the Institute of Metropolitan Studies at Portland State University initiated a regional, collaborative effort to research and develop a set of indicators that help measure progress and better guide resource allocation to programs that are intended to meet triple-bottom line sustainability objectives.

A pre-project kick-off event was held in early 2010 to gauge regional support for the effort. Sixty regional leaders from the public, private, and non-profit sectors discussed whether and how regional indicators could benefit their work and the region.   In addition, briefings were provided to the Metro Council and to MPAC.  Questions at the time focused on:

- How can the indicators actually lead to positive change?  Are there best practice examples of indicators that have resulted in positive change?

- How can data be aggregated/disaggregated to meet specific needs or various users (large/small jurisdictions, counties, special districts, social service agencies, economic development groups, etc.)

- How will the indicators be funded over time?  Who will be responsible for maintaining and reporting on indicators?

- What are the linkages across indicator categories?  How many indicators make sense?

- How do we make the indicators understandable to the public?  Are they telling us a story?

In background discussions, support was found for acting together on data that reveal progress (or lack of) toward desired results or outcomes.   Specifically it was noted that: 1) regional indicators would provide the region with greater clarity of purpose; 2) for broadest buy-in, the process needs to be inclusive and diverse; 3) the process needs to make the most of the data we already have; 4) reporting should leverage technology, inform policy decisions and show the relationship between variables; 5) businesses, funders, city planners, advocacy groups and others saw a variety of purposes for regional indicators.

Metro and PSU has led the development phase - PSU for data-related staff and infrastructure, Metro for project management and related costs.  Since the kick-off, a high-level Advisory Team, an Equity Panel and approximately 200 volunteer experts on nine Results Teams (one for each of the nine categories) have invested over 2,000 person hours to this project.  They have produced a "beta" set of Emerging Indicators, and a draft GPVI Business Plan for ongoing operations.

## GPVI Goals

The overall goals for the project include:
1. *Provide unbiased data* on how we are doing on desired outcomes
2. *Better understand and improve outcomes* through informed public discourse, focused partner learning dialogues and coordinated action
3. *Track effectiveness* of partner actions in achieving outcomes over time

## GPVI Principles
- *GPVI addresses Metro's six outcomes*.

| Metro's Six Desired Outcomes | GPVI Nine Indicator Categories |
|---|---|
| **Economic Prosperity** | Economy, Education |
| **Vibrant Communities** | Economy, Arts, Housing, Health, Transportation, Environment, Safety, Civic Engagement |
| **Safe, Reliable Transportation** | Housing, Transportation |
| **Sustainability** | All sectors |
| **Clean Air & Water** | Environment, Transportation, Health |
| **Fairness and Equity** | GPVI Equity Panel proposes equity criteria for all indicator categories. |

- *Outcome-oriented*.  The Results Teams were charged with first identifying the most important results *or outcomes* to measure, the drivers of those outcomes, and *then* the best possible indicators for measuring progress.  This kept them focused on outcomes at the highest level possible.
- *"Pay to play."*  Metro and PSU will have invested $480,000 by the end of the start-up phase.  Ongoing support will require broader support from the public sector, colleges and universities and the business and foundation sectors.
- *Used and useful*. Data does not make progress happen. People make progress happen.  Data are used and useful when stakeholders collaborate with each other around the data to improve results.  Support for learning dialogues and tracking results is a key component of the GPVI business plan.

**GPVI Work-to-Date**

Project staff will provide an overview on the key deliverables developed so far at the MTAC meeting.  Attached are two documents for review prior to the meeting:

- Emerging Indicators: This document identifies a list of desired "outcomes" for each indicator and the "drivers" that have the most affect on that desired outcome.  Once outcomes and drivers were identified, a set of emerging indictors were recommended by each of the results teams for their indicator categories.
- Draft GPVI Business Plan: The Business Plan is intended to identify the long-term governance, use, and funding strategy to maintain the GPVI over the next five years.  The Business Plan also includes background and best practices from other regional indictor efforts across the country.

**GPVI Timeline**

The figure below summarizes the work leading to the first GPVI Report this summer.   As noted, to date the Results Teams have identified outcomes, drivers, emerging indicators, and data sources.  The first report, intended to be a "beta" version for further public review, will also include a thematic story behind the indicators.  In other words, what is the data telling us, and how do various indicator categories relate.   These themes and the story will be developed on
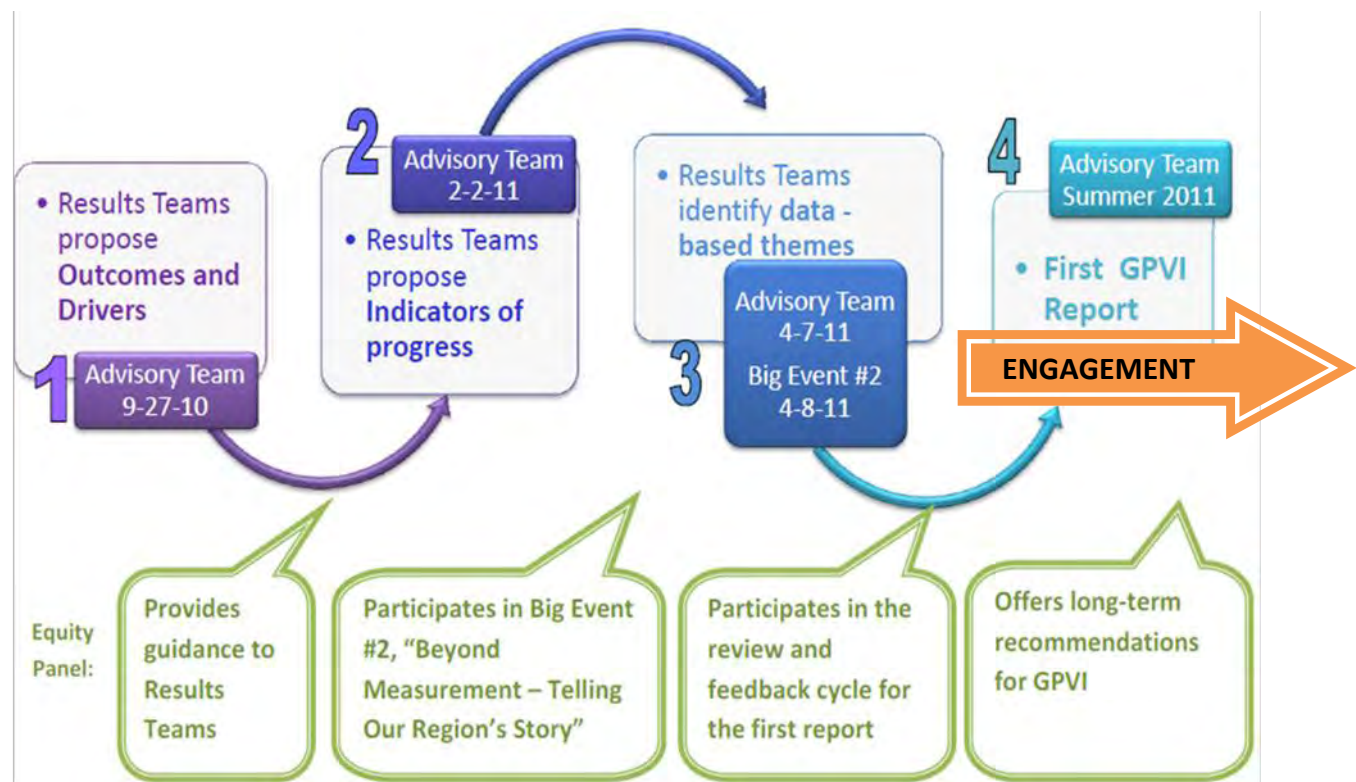


April 8 during an all-day, all-team, professionally facilitated work session.  Mixed team conversations will strive to think across indicators and upstream to drivers and outcomes to identify key, cross-cutting themes for the "beta" GPVI report.  This will signify the end of the project development phase.  By fall, a funding and governance structure will recommended and implementation of the five-year GPVI program would be scheduled to begin (assuming stakeholder support, funding, etc.).

**Collaboration**

The last attachment provides the membership for the GPVI Advisory Team, the Equity Panel and the Nine Results Teams. In addition, the project team is looking to broaden stakeholder understanding of the GPVI and will be developing further outreach and engagement opportunities as the project moves from the development to the reporting phase.

# GPVI Emerging Indicators

From GPVI Results Teams for discussion at the February 2, 2011 GPVI Advisory Team meeting; updates through 3-14-11
Contact: Rita Conrad, GPVI Project Manager, rita.conrad@oregonmetro.gov, 503-813-7572

## Introduction

The following lists of indicators reflect the thinking of each of the nine Results Teams at this point in time. We asked the teams to reduce their lists to five to seven _key_ indicators per team. Their remaining indicators remain on the radar screen either as context to key indicators or as potential key indicators in future cycles. *Co-leads also stress that the indicators are in process and would appreciate any feedback you may care to offer.*

The teams are working toward the all-day, all-team big event on April 8th where they will be asked to share what they feel are the major themes revealed by their indicator data.

The Advisory Team meeting on Wednesday, February 2nd will provide opportunity for robust conversation with the co-leads. In addition, feel free to call or write Rita with your thoughts at rita.conrad@oregonmetro.gov, 503-813-7572.

## Contents

# GPVI ACCESS AND MOBILITY Results Team

| Outcome Definitions | Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
| 1. **ACCESS. Access to essential information, goods, services, activities and destinations**<br>2. **MOBILITY. Safe, efficient and reliable mobility options for people, goods, and services**<br>3. **ECONOMIC PROSPERITY. Transportation system that promotes economic competitiveness and prosperity**<br>4. **IMPROVED ENVIRONMENT. Transportation system that improves environmental health**<br>5. **HEALTH AND SAFETY. Transportation system that enhances human health and safety**<br>6. **EQUITY. Transportation system that ensures equity** | #1 ACCESS | 1. **MULTI-USE PATHS.** Percent and miles of regional pedestrian, bicycle, and multi-use path network complete as defined by metropolitan planning area boundaries for Portland and Vancouver | • Degree of connectivity of streets, trails, sidewalks, bike lanes & travel modes<br>• Density of street intersections<br>• Compactness & density of land use pattern<br>• Availability and use of non-single occupant vehicle travel options |
| | #2 MOBILITY<br>#3 ECONOMIC PROSPERITY | 2. **TRAVEL DELAY.** Annual hours of delay per traveler, total hours of delay, and total cost of delay within the metropolitan planning boundaries of Portland and Vancouver region | • Reliability<br>• Cost of congestion for traded sector travel<br>• Traffic Congestion |
| | #4 IMPROVED ENVIRONMENT | 3. **VEHICLE MILES.** Daily vehicle miles traveled per person and total daily vehicle miles traveled within the metropolitan planning boundaries of Portland and Vancouver region | • Vehicle miles traveled<br>• Car ownership<br>• Access to other modes of transportation beyond single occupant vehicle |
| | #4 IMPROVED ENVIRONMENT | 4. **EMISSIONS.** Tons of transportation-source GHG emissions, carbon monoxide (CO), nitrogen oxide (NOX), volatile organic compounds (VOC), particulate matter 10 exhaust (PM10) within the metropolitan planning boundaries of Portland and Vancouver region | • Vehicle miles traveled<br>• Pollution from vehicles<br>• Car ownership<br>• Fuel efficiency/energy use<br>• Access to other modes of transportation beyond single occupant vehicle |
| | #5 HEALTH AND SAFETY<br>#4 IMPROVED ENVIRONMENT | 5. **ACTIVE TRANSPORTATION.** Percent mode share of active transportation (transit, walking and bicycling) for daily activities (work & non-work) within the metropolitan planning boundaries of Portland and Vancouver region | • Walkability<br>• Opportunities for physical activity<br>• Quality and level of access to bike infrastructure<br>• Infrastructure design<br>• Access to other modes of transportation beyond single occupant |

| Outcome Definitions | Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
| | #5 HEALTH AND SAFETY | 6. **FATALITIES AND INJURIES.** Number of pedestrian, bicyclist, and vehicle occupant fatalities and serious injuries within the metropolitan planning boundaries of Portland and Vancouver region | • Walkability<br>• Perception of transportation system safety<br>• Quality and level of access to bike infrastructure<br>• Infrastructure design<br>• Driver behavior<br>• Posted travel speeds<br>• Amount and quality of educational campaigns for traffic laws, fitness, health |
| | #7 EQUITY | 7. **TRANSPORTATION + HOUSING COSTS.** Average combined cost of housing and transportation within the metropolitan planning boundaries of Portland and Vancouver region | • Affordability of transportation and housing<br>• Equitable access for all incomes, ethnicities, ages, abilities and geographies<br>• Distribution of benefits and burdens |

# GPVI ARTS AND CULTURE Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **DAILY ARTS FOR YOUTH** | 1. **SCHOOL ARTS SPECIALISTS.** Student-to-specialist ratio, a) regional average, b) by area, school or district | Teacher training; advocacy of parents; school board and leadership commitment |
| | 2. **YOUTH PARTICIPANTS.** Percent of youth that participate in art programs, a) in-school, b) community-based | Teach training; advocacy of parents; community based initiatives; school board and leadership commitment; transform school arts funding |
| **ECONOMIC STABILITY OF ARTS PROVIDERS** | 3. **FUNDING FOR ARTS PROVIDERS.** Total funding for arts provider-organizations in the region, a) total, b) by source | Business community leadership and investment; dedicated funding stream; commitment of elected officials; awareness of economic value of the arts |
| | 4. **EARNED INCOME.** Average annual earned income of the region's a) arts organizations, b) individual artists | Build capacity of emerging arts providers; business community leadership and investment; dedicated funding stream; commitment of elected officials; awareness of economic value of the arts |
| | 5. **FINANCIAL HEALTH OF ARTS PROVIDERS.** Average debt-to-reserves ratio of the region's arts provider-organizations | Build capacity of emerging arts providers; business community leadership and investment; dedicated funding stream; commitment of elected officials; awareness of economic value of the arts |
| **EQUITABLE ACCESS** | 6. **CULTURALLY SPECIFIC ARTS EVENTS.** a) annual number of events and programs, b) average annual number of participants | Build capacity of emerging arts providers; diminish perception barriers; diminish cultural barriers; diminish economic barriers; public art funding reflects diversity in the region; direct outreach |
| | 7. **FUNDING FOR DIVERSE ARTS PROVIDERS.** Total funding for culturally diverse arts provider-organizations, a) total, b) by source (subset of #3) | Build capacity of emerging arts providers; diminish perception barriers; diminish cultural barriers; diminish economic barriers; public art funding reflects diversity in the region; direct outreach |
| | 8. **DIVERSE ARTS PROVIDERS.** Number of culturally diverse arts provider-organizations in the region. | Build capacity of emerging arts providers; diminish perception barriers; diminish cultural barriers; diminish economic barriers; public art funding reflects diversity in the region; direct outreach |

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **INFORMED COMMUNITY MEMBERS** | 1. **LIBRARY USE**. Per capita library circulation rates for Multnomah, Washington, Clackamas and Clark Counties | Access to information; access to education |
| **STRONG SENSE OF COMMUNITY** | 2. **VOLUNTEERING**. Percentage of adults in Portland metropolitan area, aged 16 or older, volunteering with or through one or more organizations | Sense of responsibility for the public good; possession of economic means to meet basic needs; existence of structures and processes to facilitate community engagement; access to information |
| | 3. **GROUP PARTICIPATION.** Percentage of adults in Portland metropolitan area, age 18 or older, participating in a group | |
| | 4. **CHARITABLE GIVING** to nonprofit organizations located in the Oregon portion of the Portland metropolitan area | Sense of responsibility for the public good; possession of economic means to meet basic needs |
| **WIDESPREAD ELECTORAL AND NON-ELECTORAL PARTICIPATION** | 5. **VOTING.** Percentage of eligible voters in the Portland metropolitan area voting in presidential elections | Sense of responsibility for the public good; possession of economic means to meet basic needs; existence of structures and processes to facilitate community engagement; access to information |
| | 6. **ACTIVISM.** Percentage of adults in the Portland metropolitan area, age 18 or older who contacted or visited a public official | |

**Comments:**

The Civic Engagement Results Team proposes four "**developmental**" indicators.

1. **Residents of the Portland metropolitan possess access to the Internet; or regularly obtain online news content.**

   Outcome: INFORMED COMMUNITY MEMBERS

   Access to information is essential to helping people learn about the status of their community and how community needs are in turn related to larger developments in the state, nation and world. As trends suggest that an increasing portion of the population is obtaining information via the Internet, possessing access to the Internet will likely become increasingly important indicator of an informed community. While the Current Population Survey administered by the U.S. Census Bureau had recently been collecting region-specific data regarding the

percentage of adults regularly obtaining news from the Internet, it is no longer doing so. While the FCC gathers county-specific data on homes with broadband connections, such data is not readily available.

2. **Quantity and consumption of culturally specific periodicals in the Portland metropolitan area; or county library circulation figures for foreign language materials.**

   Outcome: INFORMED COMMUNITY MEMBERS

   The availability of culturally specific periodicals can increase access to relevant information for a wide variety of ethnic and racial groups, enhancing their prospects for informed and meaningful participation in the larger community. Although data on the number and readership of these periodicals (whether they appear in print or online or in both forms) is spotty, with some effort the data could potentially be collected. Alternative related indicators might include *library circulation figures for foreign language materials*. Some county libraries in the Portland metropolitan area do indeed gather and provide such information, but for the data to be meaningful, we would also need to possess estimates for the number of foreign-born residents of Portland metro area counties.

3. **Healthy ethnic and racial relations.**

   Outcome: STRONG SENSE OF COMMUNITY

   A region's sense of community is strengthened by effective communication, positive relationships and a sense of trust between and among different race and ethnic groups. However, measuring the "health" of these relationships is complex and multi-faceted. There is limited data available and it has not been collected systematically. Specific data might include charitable giving to nonprofit organizations that primarily serve ethnic and racial minorities; public dollars dedicated to sustaining the civic engagement capacity of communities of color, including immigrants and refugees; and survey perception of the status of race and ethnic relations. The Civic Engagement Results Team is requesting assistance from the Equity Panel to identify reliable indicators for the region that would measure healthy race and ethnic relations.

4. **Elected and non-elected public officials racially and ethnically represent the communities they serve.**

   Outcome: STRONG SENSE OF COMMUNITY; WIDESPREAD ELECTORAL AND NON-ELECTORAL PARTICIPATION

   When individuals can identify with a public official that represents their specific community, it enhances their sense of connection to the public process and increases their likelihood of participating actively in community activities and problem solving. Understanding this data might also promote culturally specific leadership development and innovative employment practices. There is currently no mechanism for data collection. The Civic Engagement Results Team is requesting assistance from the Equity Panel to identify reliable indicators in this area.

# GPVI CIVIC ENGAGEMENT Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **INFORMED COMMUNITY MEMBERS** | 1. **LIBRARY USE**. Per capita library circulation rates for Multnomah, Washington, Clackamas and Clark Counties | Access to information; access to education |
| **STRONG SENSE OF COMMUNITY** | 2. **VOLUNTEERING**. Percentage of adults in Portland metropolitan area, aged 16 or older, volunteering with or through one or more organizations | Sense of responsibility for the public good; possession of economic means to meet basic needs; existence of structures and processes to facilitate community engagement; access to information |
| | 3. **GROUP PARTICIPATION.** Percentage of adults in Portland metropolitan area, age 18 or older, participating in a group | |
| | 4. **CHARITABLE GIVING** to nonprofit organizations located in the Oregon portion of the Portland metropolitan area | Sense of responsibility for the public good; possession of economic means to meet basic needs |
| **WIDESPREAD ELECTORAL AND NON-ELECTORAL PARTICIPATION** | 5. **VOTING.** Percentage of eligible voters in the Portland metropolitan area voting in presidential elections | Sense of responsibility for the public good; possession of economic means to meet basic needs; existence of structures and processes to facilitate community engagement; access to information |
| | 6. **ACTIVISM.** Percentage of adults in the Portland metropolitan area, age 18 or older, engaged in community or single-issue activism, such as contacting public officials to express an opinion or aligning personal habits to personal and political beliefs | |

**Comments:**

The Civic Engagement Results Team proposes four "**developmental**" indicators.

1. **Residents of the Portland metropolitan possess access to the Internet; or regularly obtain online news content.**

   Outcome: INFORMED COMMUNITY MEMBERS

   Access to information is essential to helping people learn about the status of their community and how community needs are in turn related to larger developments in the state, nation and world. As trends suggest that an increasing portion of the population is obtaining information via the Internet, possessing access to the Internet will likely become increasingly important indicator of an informed community. While the Current Population Survey administered by the U.S. Census Bureau had recently been collecting region-specific data regarding the

percentage of adults regularly obtaining news from the Internet, it is no longer doing so. While the FCC gathers county-specific data on homes with broadband connections, such data is not readily available.

2. **Quantity and consumption of culturally specific periodicals in the Portland metropolitan area; or county library circulation figures for foreign language materials.**

   Outcome: INFORMED COMMUNITY MEMBERS

   The availability of culturally specific periodicals can increase access to relevant information for a wide variety of ethnic and racial groups, enhancing their prospects for informed and meaningful participation in the larger community. Although data on the number and readership of these periodicals (whether they appear in print or online or in both forms) is spotty, with some effort the data could potentially be collected. Alternative related indicators might include *library circulation figures for foreign language materials*. Some county libraries in the Portland metropolitan area do indeed gather and provide such information, but for the data to be meaningful, we would also need to possess estimates for the number of foreign-born residents of Portland metro area counties.

3. **Healthy ethnic and racial relations.**

   Outcome: STRONG SENSE OF COMMUNITY

   A region's sense of community is strengthened by effective communication, positive relationships and a sense of trust between and among different race and ethnic groups. However, measuring the "health" of these relationships is complex and multi-faceted. There is limited data available and it has not been collected systematically. Specific data might include charitable giving to nonprofit organizations that primarily serve ethnic and racial minorities; public dollars dedicated to sustaining the civic engagement capacity of communities of color, including immigrants and refugees; and survey perception of the status of race and ethnic relations. The Civic Engagement Results Team is requesting assistance from the Equity Panel to identify reliable indicators for the region that would measure healthy race and ethnic relations.

4. **Elected and non-elected public officials racially and ethnically represent the communities they serve.**

   Outcome: STRONG SENSE OF COMMUNITY; WIDESPREAD ELECTORAL AND NON-ELECTORAL PARTICIPATION

   When individuals can identify with a public official that represents their specific community, it enhances their sense of connection to the public process and increases their likelihood of participating actively in community activities and problem solving. Understanding this data might also promote culturally specific leadership development and innovative employment practices. There is currently no mechanism for data collection. The Civic Engagement Results Team is requesting assistance from the Equity Panel to identify reliable indicators in this area.

# GPVI ECONOMIC OPPORTUNITY Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **INDIVIDUAL & FAMILY PROSPERITY** | 1. **HOUSEHOLD SUFFICIENCY.** Percentage of households earning sufficient income to be independent from government supports. | Economic Security: Residents have the income required to meet their needs and be economically mobile. |
| | 2. **INCOME.** Percent income earned by quintile | Income Disparity<br>Economic mobility |
| **BUSINESS PROSPERITY** | 3. **LAND FOR BUSINESS.** Months of inventory of available industrial and nonindustrial land, separated out by land that is "shovel ready" | Land that is ready to develop is a primary resource and economic input in business development. |
| | 4. **JOBS.** Net Employment Growth by business size, class and minority owned businesses | Employment growth must keep up with population growth to ensure residents can find jobs. |
| | 5. **BUSINESS LOANS**. Availability and use of SBA loans | Sufficient capital is available for businesses to grow. |
| | 6. **INDUSTRY CONCENTRATION.** Location quotients broken out by industry with a focus on manufacturing. | Industrial specialization and diversification: Specialization improves productivity; diversification smoothes business cycles. |
| **COMMUNITY PROSPERITY** | 7. **GOVERNMENT EFFICIENCY.** Government spending per capita or per $1000 of income | Efficient public institutions and regulations: Public funding is allocated efficiently to produce the outcomes that citizens want. |

**Comments:**

The indicators we have chosen tell only part of the story we want to tell, but by necessity we had to choose those that we felt were the strongest indicators of family, business, and community prosperity. We debated a number of other indicators, which we would like to continue to consider:

**Individual and Family Prosperity:** We also considered the following additional indicators:

- *The Unemployment rate,* which would tell us whether sufficient jobs are available to keep up with population growth. Since work is most family's primary source of income, the availability of jobs is an important driver for individual and family prosperity. This indicator can also be broken down by location and race.

- *Travel Time to Work,* and indicator of the driver Jobs/Housing Proximity. This would tell us whether community members are able to find a good job fit for their skill and abilities without enduring long commutes.

- *Child Poverty,* which gives us a strong indicator of the family's economic conditions. Evidence shows that these conditions have a strong impact on the later achievement of children, which affects economic mobility. Studies have shown that interventions early in life are more effective than those that come later.

- *Metro Score,* a community index based on seven community attributes. This score gives us a measure of vibrant neighborhoods, which can affect a person's access to opportunity and their sense of well being.

- *A Strong Social Safety net* is important to ensure that families can weather economic downturns. However, we felt that the other indicators were stronger overall measures.

**Business Prosperity:** Our primary indicators tell us about the availability and condition of land, labor and capital, the primary factors of production. However, we recognize that there are additional important factors that did not make our short list, including the following:

- *Human Capital* is certainly important to business and individual prosperity; this important driver connects us to the Education team.

- *Innovation* is key to growing the economy without increases in land, labor or capital. However, few indicators of innovation are available at any level of geography smaller than the state. We are still working on this.

- *Jobs due to new Business Starts* would tell us about our region's environment for starting and growing new businesses. However the data are noisy and we felt that they did not really tell us what we wanted to know.

- *Business Costs* tell us whether our region can offer a supportive cost environment for businesses. We decided that employment growth was a stronger indicator of the outcome of that environment.

**Community Prosperity:** Our primary indicator in this section, government spending per capita or per $1000 of personal income, is an imperfect measure of government efficiency. What we are really trying to capture is whether government's actions provide value for citizens and support business prosperity. This is not an easy thing to measure. Other measures we considered were:

- *Philanthropic Giving,* because this contributes to a supportive community environment not offered by government or the private sector. This offers us a strong tie to the Civic Engagement Team, which will publish this indicator.

- *Government Revenue Stability and reserves* would tell us whether the public sector has the reserves to withstand economic downturns while serving the increased social service needs of the public. We are trying to capture stability in our government revenue number. We are still struggling with this.

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **WELL EDUCATED WORKFORCE**<br><br>**WELL EDUCATED INDIVIDUALS** | 1. **QUALIFIED EARLY CHILDHOOD PROVIDERS.** Percent of early childhood providers meeting Oregon Registry Steps | • Quality human capital<br>• Quality curriculum |
| | 2. **HEAD START ACCESS.** Regional access to Head Start | • Equity<br>• Sufficient opportunity |
| | 3. **FIRST GRADE LITERACY.** First grade literacy rate | • Equity<br>• Quality curriculum |
| | 4. **STUDENTS AT OR NEAR POVERTY.** Percentage of school age population eligible for free or reduced lunch | • Basic health & wellness<br>• Equity |
| | 5. **STUDENT ACHIEVEMENT.** A measure of SAT, ACT, PSAT, or PLAN scores. *(PLAN is the ACT equivalent to College Board PSAT. State law authorizes payment for 10th graders to take this college-ready assessment.)* | • Equity, Quality human capital,<br>• Quality curriculum |
| | 6. **STUDENT ACHIEVEMENT.** OAKS scores. (OAKS = Oregon Assessment of Knowledge and Skills test - these are the statewide math, reading, etc., achievement tests taken by children in grades 3, 8 and 10.) | • Equity, Quality human capital<br>• Quality curriculum |
| | 7. **HIGH SCHOOL GRADUATION.** High school cohort or on-time graduation rate (share of incoming 9th graders that will receive a diploma within four years) | • Stable home relationships<br>• Home-school partnership<br>• Motivated learners<br>• Equity<br>• Quality human capital<br>• Quality Curriculum<br>• Safe and civil environment<br>• Sufficient opportunity, Education is a priority |

# GPVI EDUCATION Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| | 8. **ADULT EDUCATION LEVELS.** Educational attainment, 18-24, 25-64 | • Stable home relationships<br>• Home-school partnership<br>• Motivated learners, Equity<br>• Quality human capital<br>• Quality Curriculum<br>• Safe and civil environment<br>• Sufficient opportunity<br>• Education is a priority |
| | 9. **PUBLIC SUPPORT.** An indicator of "yes" votes on school measures. | • Education is a priority |
| | 10. **SUFFICIENT OPPORTUNITY.** An indicator of number of school days, length of School year, class size. | • Sufficient opportunity<br>• Education is a priority |
| | 11. **PUBLIC FUNDING**. Comparison of how Oregon and Washington fund schools vs. other states | • Sufficient opportunity<br>• Education is a priority |
| | 12. **PUBLIC SCHOOLING.** Percent of school age population attending public school (indicator of public confidence in the public system) | • Home-school partnership<br>• Quality human capital<br>• Quality curriculum<br>• Safe and civil environment<br>• Sufficient opportunity<br>• Education is a priority |

**Comments:**

This is a list of preliminary indicators for Education Results Team. The team is still in the process of narrowing down to five to seven key indicators and of. Whenever possible the Education Results Team intends to disaggregate data by race and ethnicity.

# GPVI NATURAL ENVIRONMENT Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **HEALTHY SOILS. Maintenance of working lands. Reduction of external food and fiber needs of the region.** | 1. **LAND COVER**. Acres of land devoted to natural ecological communities, forest, and farm/agriculture. | • Working land management practices (including welfare of the health and safety management practices of farm and forest workers)<br>• Land conversion or preservation of working lands<br>• Land use and development practices and patterns<br>• Local markets for food, fiber and products<br>• Environmental literacy<br>• Policies and programs (conservation, preservation, restoration, regulations)<br>• Economic viability of urban forest and farms<br>• Legacy practices and pollutants (includes environmental justice and cultural practices) |
| **CLEAN WATER and healthy aquatic ecosystems.** | 2. **HEALTHY WATERWAYS**. Healthy, fishable and swimmable waterways. (index) | • Land use and Development patterns (impervious coverage)<br>• Extent and distribution of tree canopy, green streets, ecoroofs and other natural features that provide ecological function<br>• Abundance, diversity, complexity and health of riparian and wetland habitats<br>• Environmental literacy<br>• Individual behaviors (household and landscape chemicals, driving habits)<br>• Infrastructure design and its impacts (Sanitary/stormwater, water supply, transportation)<br>• Working land management practices<br>• Business practices, large and small<br>• Policies and programs (e.g. restoration/conservation/protection programs, institutional barriers)<br>• Legacy practices and pollutants |
| **CLEAN AIR** | 3. **GOOD AIR DAYS**. Percent of days with "good" air quality. (index) | • Environmental Literacy<br>• Individual behaviors: burning wood for home heat; driving choices<br>• Fuel emissions (heavy duty diesel)<br>• Transportation management<br>• Business practices, large and small<br>• Programs and policies (e.g. institutional barriers to working at home)<br>• Extent and distribution of tree canopy, green spaces and vegetation<br>• Availability of alternative fuels, Bio-methane<br>• Land use and development patterns<br>• Sources and efficiency of energy |
| **RESILIENCY. Environment of the region is able to avoid, minimize, withstand, or adapt to hazards (fire, floods, earthquakes, infestations and landslides), disasters or climate change so it can continue to provide** | 4. **PROTECTED LANDS**. Acres of sensitive lands protected or restored (vs. developed). | • Diversity, complexity and health of habitats (plant and animal species)<br>• Extent /distribution of tree canopy and vegetation<br>• Cumulative effect and extent of climate change (e.g. increased CO2 inputs, deforestation) carbon mgmt resulting in increased rainfall and decreased snow pack and subsequent increased dependence on natural and engineered water storage (e.g., groundwater, cisterns)<br>• Policies and programs (water conservation, energy conservation, emergency response, regional strategic planning and economic investment)<br>• Land use and development practices and patterns<br>• Sources and efficiency of energy (where we get energy and how we use it). |

# GPVI NATURAL ENVIRONMENT Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **ecosystem services necessary to life.** | | • Historical influences and affects – hydrology and geology |
| **ACCESS TO NATURE. All people can experience nature in their daily lives, and have easy access to parks, natural areas, trails, vegetation and wildlife (in order to enhance their health, sense of place, quality of life, and environmental stewardship).** | 5. **PROXIMITY TO NATURE AND PARKS.** Percent of population within ¼ mile walking distance to: 1) publicly owned and accessible parkland or trail corridor; and 2) natural area. | • Accessibility and proximity of parks, trails, and natural areas (especially for children, seniors, differently-abled and lower income households).<br>• Extent and distribution of tree canopy, green streets, ecoroofs and other natural features that provide ecological function.<br>• Health and diversity of the regional ecosystem.<br>• Affordability of transportation choices to reach community and regional parks, trails and natural areas<br>• Health and environmental literacy<br>• Connectivity of natural areas, trails and parks.<br>• Stewardship and civic engagement in environmental protection (volunteerism and charitable contributions)<br>• Community walkability<br>• Policies and programs<br>• Land use and development patterns |
| **ENVIRONMENTAL JUSTICE AND EQUITY.  All people have access to clean air and water, to a clean and safe environment and to nature.** | 6. **PROXIMITY TO COMPROMISED ENVIRONMENTS.** Percent of select populations ¼ mile distance from superfund, brownfield or air quality impacted sites. | • Accessibility and proximity of parks, trails, and natural areas (especially for children, seniors, differently-abled and lower income households).<br>• Land use and development practices and patterns<br>• Working land management practices (including welfare of the health and safety management practices of workers)<br>• Legacy practices and pollutants (includes environmental justice and cultural practices)<br>• Extent and distribution of tree canopy, green streets, ecoroofs and other natural features that provide ecological  function.<br>• Stewardship and civic engagement in environmental protection (volunteerism and charitable contributions)<br>• Policies and programs<br>• All residents are fully involved as equal partners in decision making about issues that affect the quality of the environment in their neighborhoods, including clean air and water<br>• Economic disparities |
| **NATIVE SPECIES. Native Plants and Animals and the habitats/ecological processes that support them.\*** | • Percent (acres/miles) of **FUNCTIONAL CORRIDORS** as defined by Metro's Regional Conservation Strategy.<br>• Percent of **STREAMS THAT SUPPORT SALMONIDS** (observed)<br>• Number of **NATIVE VERTEBRATE TERRESTRIAL SPECIES** by watershed. | • Abundance, diversity, complexity and health of habitats<br>• Land use and development patterns (economic pressures)<br>• Cumulative effect and extent of climate change<br>• Altered fire and water regimes<br>• Regional and local scale anchor habitats, connectivity and wildlife corridors<br>• Policies and programs (e.g. restoration/conservation/protection programs, institutional barriers)<br>• Protection, restoration and expansion of special status habitats and plant and animal species (manage invasive plants and animals)<br>• Environmental literacy<br>• Stewardship          • Individual behaviors |

*\* The Natural Environment Results Team believes it critical that three indicators be forwarded for the last outcome on **Native Species**.  It is the only outcome pertaining solely to the health and sustainability of plant and animal populations (non-human) in the GPVI project.  The importance of this outcome related to critical ecosystem health commands this degree of attention.*

HEALTH INDICATORS AND INDICATOR LINKAGES TO OTHER TEAMS

| Desired Outcomes | Factors Influencing Outcomes | Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
| **Healthy People based on low morbidity, high quality of life, and life expectancy.**<br><br>**Indicators of health status could include life expectancy and infant mortality (no tracking of these indicators)** | **Health promotion and disease prevention** | • **OBESITY RATES**. Percent of children/adults with a BMI > 30 kg/m$^2$<br>• **PHYSICAL ACTIVITY**. Percent of adults reporting no participation in leisure-time activity within the past month<br>• **HEALTH EATING**. Percent of adults reporting an average fruit and vegetable consumption of <5 servings/day<br>• **TOBACCO USE**. Percent of children/adults using tobacco products<br>• **TEEN BIRTH RATES**. Births to women <18 years.<br><br>**LINKAGES WITH OTHER TEAMS**<br>→ **ACTIVE TRANSPORTATION**<br>→ **EMISSIONS**<br>→ **VEHICLE MILES TRAVELED**<br>→ **20 MINUTE NEIGHBORHOOD (include food access services?)**<br>→ **SAFE STREETS (?)** | • PHYSICAL ACTIVITY.<br>• NUTRITION.<br>• TOBACCO USE<br>• SUBSTANCE USE<br>• SEXUAL BEHAVIOR<br>• ACCESS AND MOBILITY<br>• HOUSING AND COMMUNITY<br>• PUBLIC SAFETY |
| | **Health Services** | • **PRENATAL CARE**. Percent of women receiving adequate prenatal care.<br>• **TOOTH DECAY IN CHILDREN**. Percent of children in grades 1 through 3 with tooth decay<br>• **IMMUNIZATION.** Up-to-date at age 19-36mos<br>• **MENTAL HEALTH**. Number of days during past 30 days your mental health was not good<br><br>DEVELOPMENTAL INDICATORS<br>• **ER VISITS.** Percent of total emergency room visits that are for primary care.<br>• **PREVENTIVE CLINICAL CARE.** | • MEDICAL CARE<br>• DENTAL CARE<br>• BEHAVIORAL/MENTAL HEALTH<br>• PUBLIC HEALTH<br>• LONG TERM SUPPORT |

# GPVI HEALTHY PEOPLE Results Team

| Desired Outcomes | Factors Influencing Outcomes | Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
|  | **Social Context and Environment** | **LINKAGES WITH OTHER TEAMS**<br><br>→INCOME<br>→UN/EMPLOYMENT<br><br>→GRADUATION RATES/EDUCATIONAL ACHIEVEMENT<br><br>→GOOD AIR DAYS<br>→PROXIMITY TO NATURE<br><br>→VOLUNTEERING/VOTER REGISTRATION<br><br>→EQUITABLE ACCESS TO THE ARTS | • ECONOMIC OPPORTUNITY<br><br>• EDUCATION<br><br>• NATURAL ENVIRONMENT<br><br>• CIVIC PARTICIPATION<br><br>• ARTS AND CULTURE |

# GPVI QUALITY HOUSING AND COMMUNITIES Results Team

| Outcome Definitions | Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
| 1. **ENOUGH HOUSING**. Enough safe, decent, affordable, accessible and appropriate housing<br><br>2. **ACCESS TO HOUSING**. Access to affordable housing in all neighborhoods, fair and equitable distribution of affordable housing in all communities, and removal of barriers to choice of housing and neighborhood<br><br>3. **HOMEOWNERSHIP**. Opportunities for wealth creation through homeownership available to all<br><br>4. **RENTING OPTIONS**. Renting is a good option--secure, safe, and affordable<br><br>5. **IMPROVED HOMELESSNESS**. Improve homeless outcomes<br><br>6. **ACCESS TO SERVICES**. Your neighborhood doesn't determine your access to good schools, clean air, transportation options, etc. All communities offer benefits and are places where people can thrive<br><br>7. **CONNECTEDNESS**. Community connectedness in diverse communities | **#2. ACCESS TO HOUSING**<br>**#3. HOMEOWNERSHIP** | 1. **OWNERSHIP GAP**. Homeownership rate gap between ethnic groups and income levels | • Race doesn't determine your access to resources via housing and neighborhoods<br>• CRA enforcement, redlining eliminated<br>• Fair housing, fair lending |
| | **#2. ACCESS TO HOUSING**<br>**#7. CONNECTEDNESS**<br>**#9. PARITY FOR PEOPLE OF COLOR** | 2. **RACIAL SEGREGATION**. Possible measures: **a) dissimilarity index** - segregation by income and race/ethnicity, a dissimilarity index ranging from 0-100 that shows the imbalance in the spatial distribution of non-white neighborhoods); **b) exposure index**, e.g. showing "exposure" of the average black person to people different races in their neighborhood | • Race doesn't determine your access to resources via housing and neighborhoods<br>• Creation of mixed-income communities |
| | **#1. ENOUGH HOUSING** | 3. **TRANSPORTATION + HOUSING COSTS**. Housing plus transportation costs | • No household is cost-burdened<br>• Healthy and balanced housing market<br>• Neighborhoods are accessible |
| | **#1. ENOUGH HOUSING** | 4. **AFFORDABILITY MISMATCH**. Housing affordability mismatch by units available at various levels of income (as % of median family income) | • Healthy and balanced housing market |
| | **#1. ENOUGH HOUSING**<br>**#4. RENTING OPTIONS** | 5. **RENTAL VACANCIES**. Vacancy rate of rental housing | • Adequate supply of affordable rental housing<br>• Healthy and balanced housing market |
| | **#1. ENOUGH HOUSING** | 6. **NEW CONSTRUCTION** | • Healthy and balanced housing market |
| | **#2. ACCESS TO HOUSING** | 7. **VOUCHERS**. Concentration of voucher users and subsidized units (number per neighborhood) | • De-concentration of low-income, subsidized units |
| | **#1. ENOUGH HOUSING**<br>**#4. RENTING OPTIONS** | 8. **SUBSTANDARD HOUSING** rate | • Healthy and balanced housing market<br>• Building code enforcement beyond tenant reporting |

# GPVI QUALITY HOUSING AND COMMUNITIES Results Team

| Outcome Definitions | Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|---|
| 8. **HOUSING CHOICES**. Housing Choices are supported<br><br>9. **PARITY FOR PEOPLE OF COLOR**. People of color have the same housing and neighborhood choices as whites<br><br><br><br>*This team will meet soon to prioritize down to five-seven key indicators.* | **#5. IMPROVED HOMELESSNESS** | 9. **SHELTER BEDS** | • Emergency housing assistance |
| | **#3. HOMEOWNERSHIP** | 10. **HIGH INTEREST RATE LOANS** as a share of home purchase loans by race/ethnicity | • Fair housing, fair lending<br>• CRA enforcement, redlining eliminated<br>• Access to non-predatory credit/capital |
| | **#4. RENTING OPTIONS** | 11. **EVICTIONS** | • Sufficient rent assistance for emergencies or for long term<br>• Policies and laws that support renters |
| | **#1. ENOUGH HOUSING**<br>**#2. ACCESS TO HOUSING**<br>**#4. RENTING OPTIONS** | 12. **REGULATORY BARRIERS** – developmental indicator | • planning/zoning regulations that support and do not impede affordable, mixed-income housing<br>• Accountability of service providers, regulators, agencies |
| | **#5. IMPROVED (REDUCED) HOMELESSNESS** | 13. **HOMELESSNESS.** Rate per 10,000 and one night shelter and street counts | • Sufficient housing<br>• Emergency housing assistance |
| | **#1. ENOUGH HOUSING** | 14. **HOUSING COST BURDEN**. Share of households paying 30% or more of income for housing | • No Household is cost-burdened |
| | **#1. ENOUGH HOUSING** | 15. **HOUSING WAGE GAP** – Income needed to afford fair market rent versus median income, wage needed to afford fair market rent versus minimum wage | • Healthy and balanced housing market |
| | **#3. HOMEOWNERSHIP** | 16. **FORECLOSURES**. Share of foreclosures by neighborhood | • Access to credit/capital that is not predatory |
| | **#2. ACCESS TO HOUSING**<br>**#4. RENTING OPTIONS** | 17. **FAIR HOUSING COMPLAINTS.** Number of complaints to the Fair Housing Council of Oregon | • Robust landlord-tenant law<br>• Building code enforcement beyond tenant reporting<br>• Fair housing enforcement |
| | **#8. HOUSING CHOICES** | 18. **HOMEBUYER EDUCATION** outreach and success rate by race/ethnicity | • Financial literacy education in schools and community orgs<br>• Mobility counseling |
| | **#6. ACCESS TO SERVICES** | 19. **20-MINUTE NEIGHBORHOOD** scores | • Neighborhoods are accessible |

# GPVI SAFE PEOPLE Results Team

| Desired Outcomes | Proposed Key Indicators | Drivers (policy considerations) |
|---|---|---|
| **SAFETY**<br>**Community members are able to live with minimal risk of danger, injury, harm, or damage in homes, streets, schools and work places,** | 1. **CRIME RATES**. Trends in violent and property crimes known to the police.<br><br>2. **RECIDIVISM**. Percent of persons who commit a crime within three years of release:  a) persons on probation, b) persons released from jail and prison<br><br>3. **ARRESTS AND CHARGES**.  a) Percent of crime known to police that result in an arrest, b) percent of arrests that result in a charge. | • ENFORCEMENT OF THE RULE OF LAW. The rule of law is enforced in order to protect community safety and the safety of those involved with the incident.<br>• REHABILITATION. Violators of laws receive evidence-based services, treatment and opportunities that prevent future violations.<br>• SHARED VISION.  Shared public safety goals across the system inform decisions and activities<br>• COLLABORATION. Public safety agencies and partner agencies collaborate and coordinate prevention, planning and response across jurisdictional and fiscal boundaries<br>• INFORMATION SHARING.  Public safety agencies and partner agencies share information about clients when the release of that information would benefit (and not negatively impact) clients, victims or other members of the community |
| | 4. **PERCEIVED SAFETY**.  Public perceptions of personal safety (to be developed) | • OBJECTIVE REPORTING. The number of crime-related media reports is proportional to the actual frequency of crime in the community. |
| **TRUST**<br>**Mutual trust exists between members of the community and public safety leaders and officials regardless of the demographics of either party.** | 5. **PARITY.** Community demographics (age, race & ethnicity) compared to  persons a) arrested, b) charged, c) convicted and d) under supervision<br><br>6. **PERCEIVED TRUST.**  Public perception of criminal system and practitioners (to be developed) | • FAIRNESS.  Consequences of committing a crime are not influenced by age, race, gender, income or position.<br>• CULTURAL APPROPRIATENESS.  Public safety leaders and officials understand and know how to appropriately respond to different individuals and communities<br>• SYSTEM ACCOUNTABILITY. The public safety system routinely reviews its law for disproportional impact and fairness, and revises accordingly. |

DRAFT

# GPVI

## Executive Summary: Greater Portland-Vancouver Indicators Business Plan

Regional indicator data will help us understand where we have a competitive advantage as a region and invest resources where there is greatest need.

"This will make our job easier."

*Regional Indicators Kick-off Participants*
*January 14, 2010*

February 23, 2011

Rita Conrad, Metro
Sheila Martin, Portland State University

## Acknowledgements

## Members of the GPVI Advisory Team

### Co-chairs

Wim Wiewel, President, Portland State University

Gale Castillo, President, Hispanic Metropolitan Chamber

### Members

Gail Achterman, Director, Institute for Natural Resources, OSU

Sam Adams, Mayor, City of Portland

Thomas Aschenbrener, President, Northwest Health Foundation

Jeff Cogen, Chair, Multnomah County Commission

Hal Dengerink, Chancellor, Washington State University-Vancouver

Paul Dennis, Mayor, City of Camas

Denny Doyle, Mayor, City of Beaverton

Josh Fuhrer, Councilor, City of Gresham

Jack Hoffman, Mayor, City of Lake Oswego

Mike Houck, Executive Director, Urban Greenspaces Institute

Marc Levy, Executive Director, United Way of the Columbia-Willamette

Nichole Maher, Executive Director, Native American Youth Family Center

Pamela Morgan, Management Consultant, Graceful Systems, LLC

Marcus Mundy, President and CEO, Urban League of Portland

Lynn Peterson, Chair, Clackamas County Commission

Joseph Santos-Lyons, Director, Asian Pacific American Network of Oregon

Bill Scott, General Manager, Zipcar Portland

Steve Stuart, Chair, Clark County Commission

Bill Wyatt, Executive Director, Port of Portland

David Wynde, Director, US Bank Community Relations

## EXECUTIVE SUMMARY

The Greater Portland-Vancouver Indicators (GPVI) project is in start-up mode through the summer of 2011.  This Business Plan explains the benefits to the region of sustaining the work beyond that period and what it will take to do so.

*GPVI is designed to bring people together to choose, measure and use indicators in a way that will turbo-boost progress toward the results we want for all residents across the Portland-Vancouver region – outcomes like quality jobs, a better education and a clean and healthy natural environment.*

GPVI is the first time an attempt has been made to co-create a better understanding of how well we are doing as a whole, living region - socially, environmentally and economically – and to apply that data to making life better.  And it is the first time someone has tried to "connect the dots" across two states, four counties, over 25 municipalities with data on    a comprehensive range of issues, including education, economy, arts, civic engagement, safety, health, transportation, housing and the natural environment.

Last summer, over 220 people volunteered to serve on GPVI teams, including nine Results Teams.  Those teams are hard at work developing the indicators for those results they believe are most important to measure for the region.  The GPVI Equity Panel is helping the Results Teams better craft their deliverables to address the growing equity issues in this region.

All of this developmental work and investment in GPVI will be wasted unless it is institutionalized so it can translate the work of the GPVI teams into an ongoing source of sound, neutral data on outcomes that people care about, and so it can establish a safe platform for diverse interests to work together across boundaries to achieve common goals.

The work is in two parts:  data and dialogue.  The data part will cost an estimated $166,000 annually to collect, standardize, store and make the data accessible online in user-friendly reports, charts, graphs and maps.  The dialogue part will cost about 355,000 annually to effectively engage leaders and stakeholders and to raise public awareness about the region's well-being and how people can help make it better.

This business plan presents a revenue strategy as a starting point for discussion.  It proposes that the government, universities, foundations and businesses each pay a portion of the cost, with Metro, the counties and the larger cities picking up half the cost based on a per capita dues structure.
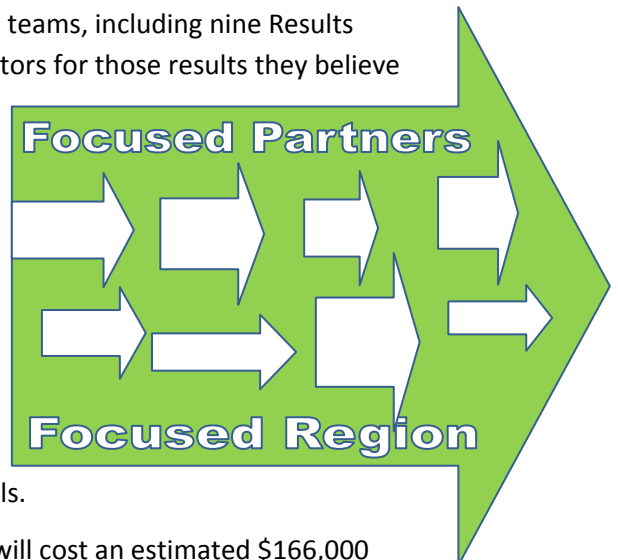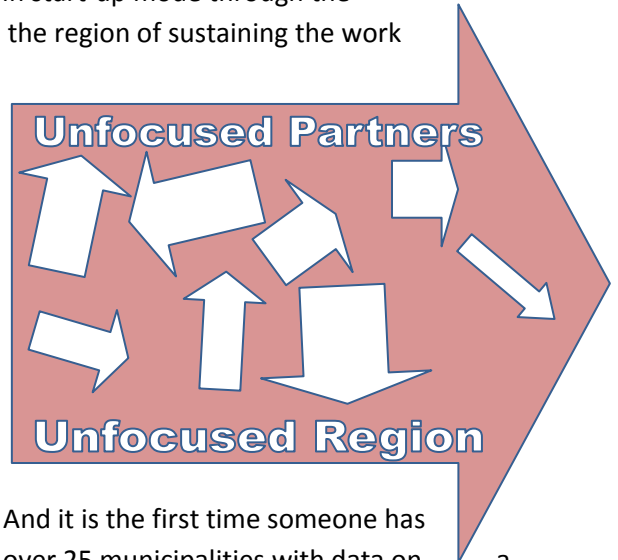
## Benefits of GPVI

GPVI offers three benefits critical to the future well-being of our region: 1) unbiased data on how we are doing as a region 2) a shared language for dialogue; and 3) support for coordinated action.

### 1.   Unbiased Data on How We Are Doing

GPVI data will candidly reflect back to us how we as a region are doing. It will be like holding up a mirror to policy makers and residents and asking, "Is this what you want to be?"  In doing so, GPVI will not advocate any particular program, policy or position.  It will assure absolute neutrality and accuracy in its data reporting.  The data will be publicly available region-wide and where possible, broken down by local area and by population groups.

### 2.   A Shared Language for Dialogue

GPVI will use the data to foster informed public discourse on a wide range of regional goals.  GPVI will also engage stakeholders in learning dialogues to co-create stronger mutual understanding of the meaning behind the data, what drives progress and what strategies will be most effective. GPVI will encourage stakeholder thinking on diverse factors that influence each other (like educational levels and crime rates) and support conversations about achievements, challenges, and innovations.

### 3.   Support for Linking Multiple Interests and Getting into Coordinated Action

GPVI will inspire and support more collaborative action.  It will link multiple interests across boundaries, and acknowledge the reality of how indicators impact each other.  Linkages will be critical in identifying key cross-cutting issues and will help to anticipate the more complex consequences of policy decisions, intended and otherwise.

> The indicators helped to focus the region's business on low educational attainment in our region.  More than 40 CEOs have pledged their support for TALENT 2025 to address educational attainment throughout the spectrum of education (0 to 5; K-12; post secondary and workforce training). Improving and enhancing the workforce in the region is key to attracting and succeeding with new high-tech industries. In the last year, West Michigan attracted three advanced battery manufacturers.
>
> *Western Michigan Regional Indicators*

Some examples of how GPVI can support coordinated action and results:

- **Policy initiatives**.  Cascadia Scorecard's pollution indicator and related study on PBDEs in breast milk directly contributed to the phase-out of PBDE-based flame retardants in Oregon and Washington.

- **Public sector investments**. To make more progress on regional goals like clean air, good schools and quality jobs – the GPVI "data plus dialogue" forum will help leaders from different local areas coordinate their investments from a whole-region perspective, an approach more likely to benefit the greater good of the region, as well as each local jurisdiction.

- **Private investments** (foundations and corporations).  GPVI will provide a ready-made set of data with which to analyze the region, set priorities and evaluate investment opportunities or grant applications.

## Costs

The table below shows actual expenditures during the developmental phase, and projected costs for ongoing GPVI operations.

The middle two columns below show actual expenditures for the developmental phase in fiscal years 2010 and 2011. PSU's Institute for Portland Metropolitan Studies pays for data-related costs. Metro pays for project management. The two institutions share meeting and consulting costs. By the end of this fiscal year, both institutions will have spent nearly $480,000 to develop GPVI.

The last column projects annual expenditures for GPVI's ongoing operations. Personnel needed for the data side include both project management and professional technical staff. Personnel for the dialogue/engagement side include a project manager or director and a communications/outreach professional. Total estimated annual costs for the program are about $521,000.[1]

| Data | Actual Expenditures FY 2010 | Actual Expenditures FY 2011* | Projected Annual Expenditures |
|---|---|---|---|
| Personnel | 13,119 | 126,531 | $81,555 |
| Travel | | $2,475 | $2,400 |
| Services and Supplies | 15,033 | 30,167 | $23,000 |
| Graduate Tuition Remission | | 44,928 | $24,710 |
| **Total Direct Costs** | **28,152** | **204,101** | **$131,665** |
| Indirect Costs @ 26%** | 7,320 | 53,066 | $34,233 |
| **Total Data Costs** | **$35,472** | **$257,167** | **$165,898** |
| **Annual Data Costs, rounded** | | | **$166,000** |
| **Dialogue/Engagement** | | | |
| Personnel | 30,700 | 128,700 | $225,000 |
| Travel | -- | 450 | $2,000 |
| Services and Supplies | 10,000 | 27,500 | $55,000 |
| **Total Direct costs** | **40,700** | **156,650** | **$282,000** |
| Indirect costs @26%** | 16,280 | 62,660 | $73, 320 |
| **Total Dialogue Costs** | **56,980** | **219,310** | **$355,320** |
| **Annual Dialogue Costs, rounded** | | | **355,000** |
| **Total Data + Dialogue, rounded** | | | **$521,000** |

*Includes costs anticipated through June 30, 2011
**Overhead rate for state and foundation funding. (Metro uses 26.68%. Federal rate is 46.6%.)

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[1] These costs do not reflect one-time start-up expenses (e.g., technology).

## Revenue Strategy – A Start for Discussion

GPVI will provide shared goals and shared data for anyone wanting to work together to enhance the greater good of the region.

Funding options include revenue generation through dues. GPVI's core services - the deliverables outlined above[2] – could be funded mainly through a dues structure where:

- The public sector (Metro, counties and cities) pick up 50% of the annual cost, about $260,500, based on a per capita dues structure. Assuming 94% participation, this would translate to a dues rate of about 5.5 cents per capita (see table), which would produce the following fee ranges:

    o Population over 350,000: $20-40,000 per year
      (Metro, all counties and the City of Portland)

    o Population 75,000 to 200,000: $4-8,000 per year
      (Vancouver, Hillsboro, Beaverton)

    o Population 20,000 to 75,000: $1-4,000 per year

    o Population under 20,000: less than $1,000 per  year

- PSU and other institutions of higher education pick up 20% of the cost, about 104,200 per year.

- The foundation and business sectors each pick up 15% of the cost at $78,150 each.

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[2] Additional services would be paid for by grants and contracts with organizations who want help with deeper work on either the data or the dialogue side, or on performance management initiatives aligned to GPVI outcomes.

## Advisory Team

The GPVI Advisory Team meets quarterly and is responsible for overseeing the work of nine GPVI Results Teams and for establishing a permanent home for this work.

**Co-chairs**

Wim Wiewel, President, Portland State University

Gale Castillo, President, Hispanic Metropolitan Chamber

**Members**

Gail Achterman, Director, Institute for Natural Resources, OSU

Sam Adams, Mayor, City of Portland

Thomas Aschenbrener, President, Northwest Health Foundation

Jeff Cogen, Chair, Multnomah County Commission

Lynn Valenter, Acting Chancellor, Washington State University-Vancouver

Paul Dennis, Mayor, City of Camas

Denny Doyle, Mayor, City of Beaverton

Josh Fuhrer, Councilor, City of Gresham

Jack Hoffman, Mayor, City of Lake Oswego

Mike Houck, Executive Director, Urban Greenspaces Institute

Marc Levy, Executive Director, United Way of the Columbia-Willamette

Nichole Maher, Executive Director, Native American Youth Family Center

Pamela Morgan, Management Consultant, Graceful Systems, LLC

Marcus Mundy, President and CEO, Urban League of Portland

Joseph Santos-Lyons, Director, Asian Pacific American Network of Oregon

Bill Scott, General Manager, Zipcar Portland

Steve Stuart, Chair, Clark County Commission

Bill Wyatt, Executive Director, Port of Portland

David Wynde, Director, US Bank Community Relations

## Equity Panel

The Advisory Team approved the creation of an Equity Panel to educate the Advisory and Results Teams about race, ethnicity, age, gender and income-related weaknesses in our data systems; and provide, from an equity perspective, feedback to each Results Team on data sources, method of analysis and presentation for their indicators within the constraints of available resources and timelines.

**Chair**

Gale Castillo, *Hispanic Metropolitan Chamber*

**Members**

Thomas Aschenbrener, *Northwest Health Foundation*

Ron Carley, *Coalition for a Livable Future*

Ronault LS (Polo) Catalani, *Portland Office of Human Relations*

Andy Cotugno, *Metro*

Christopher Dunnaville, *US Trust*

Francisco Garbayo, *Regence BlueCross BlueShield of Oregon*

Queta González, *Center for Diversity & the Environment*

Howard Klink, *United Way of the Columbia-Willamette*

Kalpana Krishnamurthy, *Western States Center*

Julia Meier, *Coalition of Communities of Color*

Olga Sanchez, *Miracle Theatre Group*

Bandana Shrestha, *AARP Oregon*

Rekah Strong, *Clark County Workplace Diversity*

Tricia Tillman, *State of Oregon Office of Multicultural Health*

## Results Teams

Nine Results Teams are forming to develop outcomes, indicators, analysis and targets for 1) Economic Opportunity, 2) Education, 3) Civic Engagement, 4) Arts and Culture, 5) Healthy People, 6) Safe People, 7) Quality Housing and Communities, 8) Access and Mobility and 9) Healthy, Natural Environment.

**GPVI ACCESS AND MOBILITY RESULTS TEAM**

John MacArthur (Co-LEAD), *PSU Sustainable Transportation Program*

Deena Platman (Co-LEAD), *Metro - MRC*

Courtney Duke, *City of Portland*

Martin Dieterich, *Clackamas County*

Scott Drumm, *Port of Portland*

Denny Egner, *City of Lake Oswego*

Patty Fink, *Coalition for a Livable Future*

Sorin Garber, *T. Y. Lin International*

Bob Hart, *SW Regional Transportation Council*

Jon Holan, *City of Forest Grove*

George Hudson, A*lta Planning*

Alan Lehto, *TriMet*

Margaret Middleton, *City of Beaverton*

Alejandro Queral, *Healthy Communities by Design*

Lidwien Rahman, *ODOT*

Joseph Readdy, *JR Architect*

Chris Smith, *City of Portland Planning Commission*

**GPVI ARTS AND CULTURE RESULTS TEAM**

Chris Coleman (Co-LEAD), *Portland Center Stage*

Eloise Damrosch (Co-LEAD), *Regional Arts & Culture Council*

Alan Alexander, *City of Portland Bureau of Technology Services*

Andrew Edwards, *Lakewood Center for the Arts*

Tom Manley, *Pacific NW College of Art*

Sean Morgan, *Walters Cultural Arts Center, City of Hillsboro*

Elaine Orcutt, *Beaverton Arts Commission*

Bonita Oswald, *Washington County Dept. of Land Use & Planning*

Melissa Riley, *Westside Cultural Alliance*

Olga Sanchez, *Miracle Theatre Group*

Jayne Scott, *Beaverton Arts Commission*

Lina Garcia Seabold, *Seabold Construction Co.*

Cheryl Snow, *Clackamas County Arts Alliance*

Susan Tissot, *Clark County Historical Society & Museum*

Mark Walhood, *City of Portland*

Laurel Whitehurst, *Arts of Clark County*

Robyn Williams, *Portland Center for the Performing Arts (PCPA)*

**GPVI CIVIC ENGAGEMENT RESULTS TEAM**

Carol Ford  (Co-LEAD), *Independent Consultant*

Tony Iaccarino  (Co-LEAD), *City Club of Portland*

Adam Davis, *Davis, Hibbitts & Midghall, Inc.*

Joyce DeMonnin, *AARP*

Brian Hoop, *City of Portland Office of Neighborhood Involvement*

Helena Huang, *Oregon Voice*

Karin Kelley-Torregroza. *Vision Action Network*

Cindy Kirk, *Luis Palau Association*

Sia Lindstrom, *Washington County*

Julia Meier, *Coalition of Communities of Color*

Su Midghall, *Davis, Hibbitts & Midghall*

Amalia Alarcon Morris, *City of Portland Office of Neighborhood Involvement*

Andy Nelson, *Hands On Greater Portland*

Carmen Rubio, *Latino Network*

Kelly Sills, *Clark County*

Kathleen Todd, *Multnomah County Office of Citizen Involvement*

Greg Wolley, *City of Portland*

**GPVI ECONOMIC OPPORTUNITY RESULTS TEAM**

Sheila Martin (Co-LEAD), *PSU Institute of Portland Metropolitan Studies/Population Research Center*

Dennis Yee (Co-LEAD), *Metro*

Henry Alvarez, *Bank of the Cascades*

Gary Barth, *Clackamas County Economic Development*

Margaret Butler, *Jobs with Justice*

Mark Childs, *Capacity Commerical Group*

Corky Collier, *Columbia Corridor Association*

Radcliffe Dacanay, *City of Portland*

Rey Espana, *NAYA*

Ray Guenther, *RAEL Enterprises, LLC*

John Haines, *Mercy Corps*

Christian Kaylor, *Oregon Employment Dept.*

Steve D. Kelley, *Washington County Long Range Planning*

Mary King, *PSU Dept. of Economics*

Steve Kountz, *City of Portland Bureau of Planning & Sustainability*

Mary Li, *Multnomah County Office of School & Community Partnerships*

Colin McCormack, *United Way of the Columbia-Willamette*

Renate Mengelberg, *Clackamas County Business & Economic Development*

Deanna Palm, *Hillsboro Chamber*

LeRoy Patton, *Fair Housing Council of Oregon*

Adriana Prata, *Clark County Budget Office*

Paul Reise, *Independent Consultant*

Colin Rowan, *United Fund Advisors*

Doug Rux

Jonathan Schlueter, *Westside Economic Alliance*

**GPVI EDUCATION RESULTS TEAM**

Patrick Burk (Co-LEAD), *PSU Graduate School of Education*

John Tapogna  (Co-LEAD), *ECONorthwest*

Andrew Dyke (Alt. Co-LEAD), *ECONorthwest*

Maxine Thompson (Alt. Co-LEAD), *Leaders Roundtable*

Evelyn Brzezinski, *Portland Public Schools*

Tamra Busch-Johnsen, *Business Education Compact*

Nina Carlson, *Oregon PTA*

Darlene Farrar-Long, *Northwest Regional School District*

Sue Hildick, *Chalkboard Project*

Ron Hitchcock, *Multnomah ESD*

Sue Levin, *Stand for Children, Oregon*

Carol Middleton, *Clackamas Education Service District*

Midge Purcell, *Urban League*

Jada Rupley, *ESD 112 (Clark County)*

James Sager, *NW Regional Education Service District*

Nate Waas Schull, *Portland Schools Foundation*

Sho Shigeoka, *Beaverton School District*

Bob Turner, *Oregon University System*

Courtney Vanderstek, *OEA*

Mark Walhood, *City of Portland*

Carol Wire, *Oregon PTA*

**GPVI HEALTHY PEOPLE RESULTS TEAM**

Betty Izumi (Co-LEAD), *PSU School of Community Health*

Nancy Stevens (Co-LEAD), *Community Health Consultant*

Cindy Becker, *Clackamas County Dept. of Health, Housing & Human Services*

Art Blume, *WSU-Vancouver*

Tom Clancey-Burns, *Community Action Partnership of Oregon*

Noelle Dobson, *Community Health Partnership*

Leda Garside, *Tuality Hospital, Washington County*

Sandy Johnson, *Multnomah County Health Dept.*

Deborah John, *OSU Extension Family & Community Health, Clackamas Co.*

Michelle Kunec, *City of Portland*

Julie Marshall, *Cascade Centers*

Wendy Rankin, *Community Health Partnership*

David Rebanal, *NW Health Foundation*

Jennifer Reuer, *Washington County*

Eric Ridenour, *Sera Architects*

Daniel Rubado, *DHS, Environmental Heath*

Marni Storey, *Clark County Public Health Dept.*

Tricia Tillman, *State of Oregon, Office of Multicultural Health*

Phil Wu, *Kaiser Permanente*

## GPVI NATURAL ENVIRONMENT RESULTS TEAM

Linda Dobson (Co-LEAD), *City of Portland Bureau of Environmental Services*

Jimmy Kagan (Co-LEAD), *Institute for Natural Resources, OSU*

Bob Austin, *Clackamas County Commission*

Jonathan Belmont, *Independent Consultant*

Marcelo Bonta, *Environmental Professionals of Color*

Bob Costanza, *PSU Sustainability Center*

Brent Davies, *Ecotrust, Community Ecosystem Services*

Doug Drake, *Oregon DEQ*

Steven Fedje, *USDA-NRCS*

Jeff Goebel, *Portland State University*

Queta González, *Center for Diversity & the Environment*

Kevin Gray, *Clark County Dept. of Environmental Services*

Marie Johnson, *City of Portland*

Jim Labbe, *Audubon Society of Portland*

Kathy Majidi, *City of Gresham*

Gillian Ockner, *Ecosystems Independent Consultant*

Vivek Shandas, *PSU Dept. of Urban Studies & Planning*

Matt Tracy, *Metro Sustainability Center*

Mandy Tu, *Independent Consultant*

Mary Wahl, *City of Portland Bureau of Environmental Services*

Pam Wiley, *Meyer Memorial Trust*

**GPVI QUALITY HOUSING AND COMMUNITIES RESULTS TEAM**

Trell Anderson (Co-LEAD), *Clackamas County Housing Authority*

Lisa K. Bates (Co-LEAD), *PSU School of Urban Studies & Planning*

Antoinette Pietka (Co-LEAD), *City of Portland Housing Bureau*

Kate Allen, *City of Portland Housing Bureau*

Jesse Beason, *Proud Ground*

Cathey Briggs, *Oregon Opportunity Network*

Michael Buonocore, *Housing Authority of Portland*

Bill Cunningham, *City of Portland Bureau of Planning & Sustainability*

Jean DeMaster, *Human Solutions*

Maxine Fitzpatrick, *Portland Community Reinvestment Initiatives*

Ellen Johnson

Uma Krishnan, *City of Portland*

Daniel Ledezma, *Nick Fish's Office*

Mary Li, *Multnomah County Office of School & Community Partnerships*

LeRoy Patton, *Fair Housing Council of Oregon*

Andree Tremoulet, *Washington County Office of Community Development*

**GPVI SAFE PEOPLE RESULTS TEAM**

Scott Taylor (Co-LEAD), Multnomah County Department of Community Justice

Elizabeth Davies (Co-LEAD), Multnomah County Public Safety Coordinating Council (LPSCC)

Brian Renauer (Co-LEAD), PSU Criminology and Criminal Justice Program

Heather Ackles, Metropolitan Public Defenders

Wendi Babst, Clackamas County Sheriff's Office

Bill Barron, Clark County

Steve Berger, Washington County

Jim Bernard, Clackamas County Commission

Maya Bhat, Multnomah County Health Department

Lane Borg, Metropolitan Public Defenders

Mary Jo Cartasegna, Clackamas County Commissioners Office

Ann Christian, Clark County Public Defense

Marley Drake, Multnomah County Sheriff's Office

Matt Ellington, Clackamas County Sheriff's Office

Pat Escamilia, Clark County Juvenile Court

Bill Feyerherm, Portland State University

John Harding, Portland Fire and Rescue

Chris Hoy, Clackamas County Probation and Parole

Barry Jennings, Multnomah County Circuit Court

Garry Lucas, Clark County Sheriff's Office

Jodi Martin, Clark County Juvenile Courts

Diane McKeel, Multnomah County Commission

Monte Reiser, Multnomah County Sheriff's Office

Reed Ritchie, Washington County

Pete Sandrock

Michael Schrunk, Multnomah County District Attorney

Linda Shaw, Clark County Misdemeanor Probation and Parole

John Shoemaker, Clark County Juvenile Court

Greg Stewart, Portland Police Bureau Crime Analysis Unit

Mike Ware, Multnomah County Chair's Office