

# Metro | Agenda

Meeting: Metro Council Work Session  
Date: Tuesday, April 19, 2011  
Time: 2 p.m.  
Place: Council Chambers

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## CALL TO ORDER AND ROLL CALL

- |                |   |                 |
|----------------|---|-----------------|
| <b>2 PM</b>    | <b>1. DISCUSSION OF AGENDA FOR COUNCIL REGULAR MEETING, APRIL 21, 2011/ADMINISTRATIVE/ CHIEF OPERATING OFFICER COMMUNICATIONS</b>   |                 |
| <b>2:15 PM</b> | <b>2. OVERVIEW OF WORK SESSION</b>  | <b>Cooper</b>   |
|                | <b>3. OVERVIEW: MOVING FROM MAKING THE GREATEST PLACE POLICY TO IMPLEMENTATION</b>  |                 |
| <b>2:20 PM</b> | 3.1 • Community Investment Strategy   | <b>McArthur</b> |
| <b>2:30 PM</b> | 3.2 • Community Investment Initiative   | <b>Cassin</b>   |
|                | <b>4. KEY ELEMENTS OF COMMUNITY INVESTMENT STRATEGY IDENTIFIED IN FY 2011-12 BUDGET</b>   |                 |
| <b>2:40 PM</b> | 4.1 • Integrated Corridor Strategies: East County Connections Plan, SW Corridor   | <b>McArthur</b> |
| <b>2:50 PM</b> | 4.2 • Intertwine/NIN/Integration of Parks Planning  | <b>Desmond</b>  |
| <b>3 PM</b>    | 4.3 • Climate Smart Communities (scenario planning)   | <b>Ellis</b>    |
| <b>3:05 PM</b> | 4.4 • New Emphasis Areas <ul style="list-style-type: none"><li>○ Industrial and Employment Areas</li><li>○ Downtown and Mainstreet Development</li><li>○ Housing/Equity</li></ul> | <b>Williams</b> |
|                | <b>5. SOLID WASTE ROAD MAP</b>  |                 |
| <b>4:05 PM</b> | 5.1 • Overview of Timeline/Major Product  | <b>Slyman</b>   |
| <b>4:15 PM</b> | <b>6. GREATER PORTLAND -VANCOUVER INDICATORS PROJECT</b>  | <b>Hoglund</b>  |
| <b>4:30 PM</b> | <b>7. OVERVIEW AND THEORY OF THE SPECIAL APPROPRIATIONS SCHEDULE</b>  | <b>Norton</b>   |
| <b>4:40 PM</b> | <b>8. BUDGET AMENDMENTS</b>   | <b>Cooper</b>   |

**ADJOURN**

Agenda Item Number 2.0

**OVERVIEW OF WORK SESSION**

Metro Council Work Session  
Tuesday, April 19, 2011  
Metro Council Chambers

Agenda Item Number 3.0

**OVERVIEW: MOVING FROM MAKING  
THE GREATEST PLACE POLICY TO  
IMPLEMENTATION**

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# Community Investment Strategy roadmap

Working together to build livable,  
prosperous, equitable and climate  
smart communities



Metro | *Making a great place*

# Where we're headed

**2011 Growth management decision**

Making a growth management decision that balances multiple desired outcomes to best meet state, regional and local goals and aspirations

**Large lot industrial inventory and replenishment**

Creating sites for major traded sector employers who bring additional wealth into the region

**Industrial and employment areas outreach and technical assistance**

Laying the groundwork for private sector job creation by informing local and regional economic development strategies

**Downtowns, main streets and station communities outreach and technical assistance**

Creating readiness by leveraging public policies and investments to spark private development

**Community Investment Initiative**

Supporting a public-private partnership to exercise leadership to strengthen the region's economic fabric for the benefit of all

**Climate Smart Communities scenarios**

Learning how to achieve local and regional goals while reducing the region's carbon footprint

**Southwest Corridor Plan**

Creating livable and sustainable communities along the corridor from Portland to Sherwood through integrated community investments in land use and transportation

**East Metro Connections Plan**

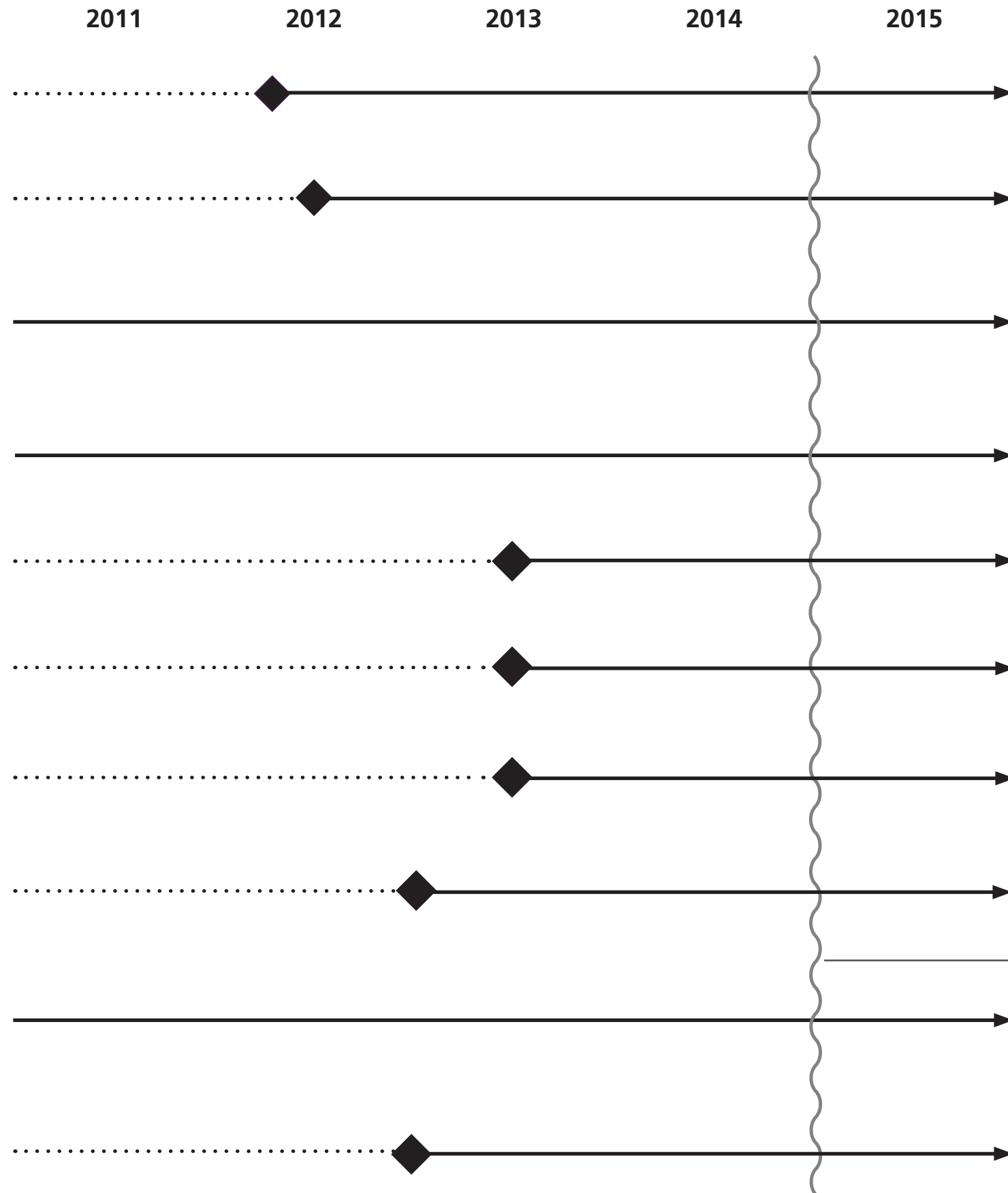
Creating livable and sustainable communities through integrated community investments in land use and transportation

**The Intertwine**

Collaborating with local park providers, nongovernmental organizations and businesses on an innovative approach to developing and managing the region's parks, trails and natural areas

**Solid Waste Roadmap**

Guiding the evolution of the solid waste system through policies and projects important for the development of the region



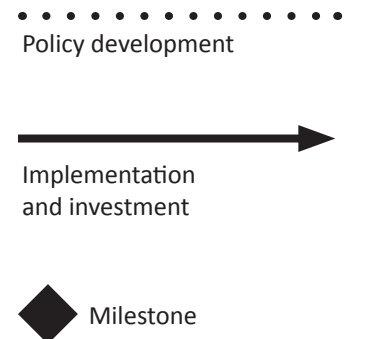
**Community Investment Strategy**

An integrated set of policies and investments that support a long-term regional strategy to make the most of existing public resources, provide for good jobs and protect farms and forestland.



**Performance check**

The next Urban Growth Report and Regional Transportation Plan, both scheduled for publication in 2014, will serve as a performance check and to inform policy decisions.



# Major policy decisions 2009-2010

## **2009 Urban Growth Report**

Projected population and employment growth and the region's capacity to accommodate both within the urban growth boundary

## **2010 Capacity Ordinance**

Evaluated capacity of the region to efficiently accommodate projected population and employment growth

## **2010-2011 Urban and rural reserves**

Collaborated with three counties in the region to define the rural areas that will be protected from urbanization for 50 years and the areas that are most suitable for urbanization

## **2010 Regional Transportation Plan**

Prioritized investments to make existing roads, bridges, bike paths, sidewalks and transit cleaner, faster, safer and easier to access throughout the region for the next 25 years

Agenda Item Number 4.0

**KEY ELEMENTS OF COMMUNITY  
INVESTMENT STRATEGY IDENTIFIED IN  
FY 2011-12 BUDGET**

Metro Council Work Session  
Tuesday, April 19, 2011  
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## East Metro Connections Plan Work Program

*Bridget Wieghart, Project Manager*

**GOAL:** Develop a community investment strategy to ensure that regional transportation investments support local land use, community and economic development and enhance the environment.

**METRO ROLE:** Work with partners to develop agreement on sequenced implementation actions, including commitments from each partner that ties funding to specific actions intended to stimulate on-the-ground projects.

### PROGRAM OBJECTIVES:

- Develop an East Metro Community Investment Strategy that identifies and prioritizes needed projects to support local aspirations consistent with regional goals and stimulate community and economic development, leveraging private investments and making efficient use of public dollars
- Establish agreements on local, regional and state actions to support implementation
- Explore transportation solutions that meet future growth needs for mobility and accessibility
- Identify investments that:
  - Increase access to regionally significant employment, educational and commercial centers
  - Distribute the benefits and burdens of growth, support active lifestyles and enhance the natural environment
- Integrate health and equity findings from the work Metro’s Health/Equity Investment Strategy
- Identify and prioritize specific transportation improvements, including mode, function and location to meet needs and incorporate into the Regional Transportation Plan
- Actively engage stakeholders and the public regarding priorities for investment

**BACKGROUND:** East Metro Connections Plan was born out of an agreement between the cities of Fairview, Gresham, Troutdale and Wood Village and Multnomah County that transportation solutions are necessary to advancing economic development. Fixing transportation issues alone won’t bring economic development, so this 18-month effort will evaluate a full range of investments (transportation, community, economic development) that activate local aspirations.

The cities of Fairview, Gresham, Troutdale and Wood Village and Multnomah County constitute the Plan Area—the geographic region where investments will be focused. The two Influence Areas (north and south of the Plan Area) represent the areas that will affect and be affected by investments and include the cities of Damascus and Happy Valley and Clackamas County to the south, and the industrial area north of I-84 to the north.





Other partners include ODOT, TriMet, Metro, Port of Portland, business groups including the East Metro Economic Alliance, neighborhood, community and environmental groups. Members of these interests make up the Steering Committee, which will progress the project through key decisions.

Metro will work with local partners to define a set of land use and transportation investments and strategies that best achieve local and regional goals and develop an implementation plan for local and regional agreements to actualize the vision. Components of the strategy may include:

- Memorandum of understanding or intergovernmental agreements that describe an investment plan that may address land use, transportation, habitat, parks, health, equity, housing choice, job growth, etc.
- Agreement on the National Highway System designation for a freight route connection between I-84 and US 26
- Possible proposal for alternative mobility standards within the Plan Area
- Recommended revisions to the Regional Transportation Plan, Regional Framework Plan, and/or the Urban Growth Management Functional Plan, local Transportation System Plans (TSPs) and Comprehensive Plans
- Recommended priorities and investments in the Oregon Department of Transportation (ODOT) Facility Plan and TriMet Transit Investment Plan

Local, regional and state agency partners and Metro will implement the actions and investments described in the East Metro Connections Plan community investment strategy.

**RELATED METRO PROJECTS/PROGRAMS:**

- Community Investment Initiative
- Industrial and Employment Areas Work Program and Community Investment Toolkit implementation
- Climate Smart Communities
- Downtown and Main Streets
- Intertwine
- Health/Equity Investment Strategy (funded through Multnomah County Health Department)

**EXTERNAL PARTNERS:**

- Local jurisdictions: Fairview, Gresham, Troutdale, Wood Village, Multnomah County, Damascus, Happy Valley, Clackamas County, City of Portland
- Agencies: ODOT, TriMet, DLCD, Multnomah County Health Department, Reynolds School District
- Businesses, developers and private business development associations
- Community-based and neighborhood organizations
- Environmental Justice and diversity communities
- Bike/Pedestrian organizations
- Freight interests (local access and long distance users)
- East Metro area residents
- Corridor users

**METRO COUNCIL ROLE**

- Appoint Steering Committee
- Policy direction on overall plan
- Political leadership in establishing a corridor community investment strategy

**DRAFT**

- Policy direction via Council liaisons on the Steering Committee regarding alternative land use and transportation strategies in the East Metro Corridor
- Leadership in developing agreements with local partners to implement an East Metro Community Investment Strategy
- Engage with state agencies and local partners on policy changes that support East Metro goals
- Adopt final Community Investment Strategy

**PROJECT PHASES, KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)**

Phase	Milestone	When
Define problems, opportunities & constraints	1. Metro Council appoints Steering Committee	January 2011
	2. Charter adopted by Metro and partner jurisdictions	April 2011
	3. Steering Committee defines priority goals and key barriers	Spring/summer 2011
Identify wide range of strategies	4. Steering Committee approves an outcomes-based evaluation framework	Summer 2011
	5. Steering Committee confirms candidate strategies to address the barriers and support achieving local and regional goals	Summer 2011
Narrow solutions and draft community investment strategy	6. Steering Committee reviews technical findings; prioritizes alternative strategies	Summer/Fall 2011
	7. Steering Committee approves draft East Metro Community Investment Strategy, potentially including transition to Oregon Solutions program	Winter 2011/12
Agree on action plan to implement the East Metro Community Investment Strategy	8. Metro Council and local partners adopt East Metro Community Investment Strategy and sign IGAs/MOUs to implement components (local and regional land use implementation strategies, Corridor Refinement Plan, TSP revisions, etc.)	Spring 2012
	9. Metro Council/JPACT recommend alternative transportation investments for next implementation steps	Summer 2012

**RESOURCES**

*The table below summarizes current resources available for upcoming fiscal year. Future iterations will work to capture local and partner dollars being spent to support this effort.*

<b>2011-12</b>	<b>Requirements:</b>				<b>Resources:</b>			
	Personal Services		\$	337,907	Next Corridor STP		\$	386,824
	Interfund Transfers		\$	87,231	Metro/Local Match		\$	44,274
	Materials & Services		\$	121,750	Other		\$	130,118
	Consultant	\$100,000						
	Printing/Supplies	\$300						
	Ads & Legal Notices	\$1,700						
	Postage	\$5,000						
	Comp. Supplies	\$2,700						
	Subscription/Dues	\$250						
	Miscellaneous	\$9,100						
	Computer		\$	9,650				
<b>TOTAL</b>		\$	<b>561,216</b>	<b>TOTAL</b>		\$	<b>561,216</b>	
<b>Full-Time Equivalent Staffing</b>								
Regular Full-Time FTE			3.18					
<b>TOTAL</b>			<b>3.18</b>					



## SW Corridor Plan Work Program

*Tony Mendoza, Project Manager*

**GOAL:** Coordinate local and regional efforts to achieve the six desired outcomes in the communities in the SW Corridor.

**METRO ROLE:** Work with partners to develop a coordinated set of agreements to invest in infrastructure and guide land use policies. Metro will set the table for collaboration and convene the decision making process.

**PLAN AREA:** The Southwest Corridor plan area is generally between downtown Portland and Sherwood along the Interstate 5 and Highway 99 W corridors in the southwest quadrant of the Portland Metropolitan Region.



### PROGRAM OBJECTIVES:

- Develop a Southwest Corridor community investment strategy that identifies and prioritizes needed projects to support local aspirations consistent with regional goals and stimulate community and economic development, leveraging private investments and making efficient use of public dollars
- Establish agreements on local, regional and state actions to support implementation
- Explore transportation solutions that meet future growth needs for mobility and accessibility
- Identify investments that:
  - Increase access to regionally significant employment, educational and commercial centers
  - Increase access to affordable living, considering the combined housing, transportation and utility costs
  - Increase watershed health and habitat function, distribute the benefits and burdens of growth, support active lifestyles and enhance the natural environment
- Identify and prioritize specific transportation improvements, including mode, function and location to meet needs and incorporate into the Regional Transportation Plan
- Conduct Transit Alternatives Analysis to determine the best mode and alignment of a major transit improvement
- Actively engage public in defining community visions and priorities for investment

**BACKGROUND:** The SW Corridor Plan is intended to collaboratively integrate land use and transportation planning efforts to create a community investment strategy. Five major planning efforts are coordinated with this effort:

- City of Portland Barbur Concept Plan
- Tigard HCT Plan

- Tualatin 99W Plan
- Southwest Mobility Corridor Refinement Plan
- Transit Alternatives Analysis

The work will be guided by a Steering Committee that includes the agencies that will be engaged in implementing a community investment strategy for the SW Corridor. The process will be documented in a charter to be adopted by each jurisdiction.

Metro will work with local partners to define a set of land use and transportation investments and strategies that best achieve local and regional goals and develop an action plan for local and regional agreements to actualize the vision. Components of the strategy may include:

- Intergovernmental agreements that describe an investment plan that may address land use, transportation, habitat, parks, equity, housing choice, job growth, etc.
- Proposal for alternative mobility standards within the SW Corridor
- Transit Alternatives Analysis to be submitted to the Federal Transit Administration
- Recommended revisions to the Regional Transportation Plan, Regional Framework Plan, and/or the Urban Growth Management Functional Plan, local Transportation System Plans (TSPs) and Comprehensive Plans
- Recommended priorities and investments in the Oregon Department of Transportation (ODOT) Facility Plan and TriMet Transit Investment Plan
- National Environmental Policy Analysis (NEPA) alternatives for transit investments

Local partners, agency partners, and Metro will implement the actions and investments described in the SW Corridor Community Investment Strategy.

**RELATED METRO PROJECTS/PROGRAMS:**

- Community Investment Initiative
- Climate Smart Communities
- Downtown and Main Streets
- Nature in Neighborhoods
- Intertwine

**EXTERNAL PARTNERS:**

- Local jurisdictions: Portland, Tigard, Tualatin, King City, Sherwood, Washington County,
- Agencies: ODOT, TriMet, DLCD, Washington County Housing Authority, Business Oregon, Housing & Community Services
- Businesses, developers and private business development associations
- Community-based and neighborhood organizations
- Environmental Justice and diversity communities
- Bike/Pedestrian organizations
- Freight interests
- SW Corridor residents
- Corridor users as far out as Newburg/coast

**METRO COUNCIL ROLE**

- Policy direction on overall plan
- Political leadership in establishing a corridor community investment strategy
- Appoint Steering Committee

**DRAFT**

- Policy direction on alternative land use and transportation strategies to support local and regional goals in the SW Corridor
- Leadership in developing agreements with local partners to implement a SW Corridor Community Investment Strategy
- Engage with state agencies and local partners on policy changes that support SW Corridor goals
- Representation for community input

#### PROJECT PHASES, KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)

Phase	Milestone	When
Define problems, opportunities & constraints	1. Metro Council appoints Steering Committee	July 2011
	2. Charter adopted by Metro and partner jurisdictions	Fall 2011
	3. Steering Committee defines priority goals and key barriers	November 2011
Identify wide range of solutions and integrated strategies	4. Steering Committee approves an outcomes-based evaluation framework and criteria	January 2012
	5. Steering Committee identifies alternative strategies to address the barriers and support achieving local and regional goals	May 2012
Narrow solutions and draft community investment strategy	6. Steering Committee prioritizes alternative strategies	October 2012
	7. Steering Committee approves draft SW Corridor Investment Strategy	December 2012
Agree on action plan to implement the SW Corridor Community Investment Strategy	8. Metro Council and local partners adopt SW Corridor Investment Strategy and sign IGAs/MOUs to implement components (local and regional land use implementation strategies, Corridor Refinement Plan, TSP revisions, etc.)	January – June 2013
	9. Metro Council/JPACT recommend alternative transportation investments for NEPA process	June 2013

#### NEXT STEPS FOR IMPLEMENTATION

The SW Corridor Plan Community Investment Strategy may be implemented through a number of agreements between local jurisdictions, regional, state and federal agencies. Some of the next steps include:

- **December 2015:** Metro completes Draft Environmental Impact Statement (DEIS) , adopts locally preferred alternative (LPA); local and agency partners, including JPACT, take complementary actions
- **December 2017-2023:** Metro completes Final Environmental Impact Statement (FEIS) on preferred transportation investment, local partners commit funding and take other complementary actions to leverage transit investment, TriMet completes engineering, opening of transit project possible in 2023

**DRAFT**

**RESOURCES**

*Current resources available for upcoming fiscal year. Future iterations will work to capture local and partner dollars being spent to support this effort.*

<b>FY 2011-12</b>	<b>Requirements:</b>				<b>Resources:</b>		
	Personal Services	\$	836,224		TriMet – Bond	\$	
	Interfund Transfers	\$	225,780		Federal FTA Grant	\$	2,000,000
	Materials & Services	\$	1,389,545		SW C/O 13301, 15669	\$	476,000
	Consultant	\$1,370,158					
	Printing/Supplies	\$1,000					
	Ads & Legal Notices	\$200					
	Postage	\$1,000					
	Comp. Supplies	\$2,700					
	Subscription/Dues	\$250					
	Miscellaneous	\$14,237					
	Computer	\$	24,451				
<b>TOTAL</b>	<b>\$</b>	<b>2,476,000</b>		<b>TOTAL</b>	<b>\$</b>	<b>2,476,000</b>	
<b>Full-Time Equivalent Staffing</b>							
Regular Full-Time FTE			7.615				
<b>TOTAL</b>			<b>7.615</b>				

## Climate Smart Communities Scenarios Project

### PROJECT GOALS

- **Build on existing efforts and aspirations:** Start with local plans and 2010 regional actions to develop a preferred land use and transportation strategy that meets state climate goals and advances the 2040 Growth Concept, community aspirations and the region’s six desired outcomes.
- **Engage and educate:** Actively engage and inform the region’s decision-makers, public agencies and business and community leaders on land use and transportation strategies needed to achieve the state carbon emissions reduction target for cars, small trucks and sport utility vehicles in the Portland metropolitan region.
- **Collaborate:** Work together to build ownership and support for the preferred land use and transportation strategy and policies, investments, and actions that will be recommended by the region.
- **Focus on outcomes and co-benefits:** Consider the economic, equity, environmental and community benefits and impacts to demonstrate how strategies may affect realization of the region’s six desired outcomes. These outcomes may be realized by the potential for strategies to save money for individuals, local governments and the private sector, grow local businesses, create jobs and build healthy, livable communities.



### KEY TASKS

	Phase I Understanding Choices <i>Jan. – Dec. 2011</i>	Phase II Shaping the Direction <i>Jan. – Dec. 2012</i>	Phase III Building the Strategy <i>Jan. 2013 – Dec. 2014</i>
<b>TECHNICAL WORK AND POLICY DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>▪ Participate in development of Statewide Transportation Strategy and transportation-related carbon emissions reduction target for the region (<i>LCDC adoption by June 2011</i>)</li> <li>▪ Develop tools and enhance regional data, tools and methods</li> <li>▪ Define outcomes-based criteria and 2040 development typologies</li> <li>▪ Research local and regional climate strategies to be tested</li> <li>▪ Evaluate “broad-level” scenarios with GreenSTEP to learn “what it will take” to meet state target and understand the potential challenges, opportunities, tradeoffs and effectiveness of different strategies</li> <li>▪ Prepare the region’s findings and recommendations for the 2012 Legislature and Phase II</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate more tailored alternative scenarios with Envision Tomorrow applying the lessons learned from Phase I and incorporating strategies identified in local and regional planning efforts that are underway</li> <li>▪ Continue to develop and enhance regional data, tools and methods; refine evaluation criteria, as needed</li> <li>▪ Prepare the region’s findings and recommendations for narrowing the range of alternatives, and prioritizing and phasing strategies to be included in the preferred scenario</li> <li>▪ Consider amending the 2035 RTP</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate the preferred scenario with regional models</li> <li>▪ Prepare the region’s findings and implementation recommendations</li> <li>▪ Recommend a preferred land use and transportation strategy and needed changes to regional and local plans to support implementation                             <ul style="list-style-type: none"> <li>○ Regional Framework Plan and 2040 Growth Concept</li> <li>○ Regional Transportation Plan</li> <li>○ Regional Functional Plans</li> <li>○ Local transportation system plans, comprehensive plans and land use regulations</li> </ul> </li> </ul>
<b>ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Conduct focus groups, public opinion research and targeted stakeholder outreach on values, beliefs and climate strategies (<i>Winter 2011</i>)</li> <li>▪ Convene region’s elected officials and community leaders on policy choices and tradeoffs (<i>Spring and Fall 2011</i>)</li> <li>▪ Conduct stakeholder outreach on preliminary findings (<i>Fall 2011</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue stakeholder outreach on findings and recommendations (<i>Winter 2012, Fall 2012</i>)</li> <li>▪ Convene subarea scenario planning workshops (<i>Spring-Summer 2012</i>)</li> <li>▪ Conduct focus groups on choices and tradeoffs (<i>Spring 2012</i>)</li> <li>▪ Convene region’s elected officials and community leaders to provide input on preferred scenario (<i>Fall 2012</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct stakeholder outreach on findings and recommendations (<i>Spring 2013</i>)</li> <li>▪ Convene region’s elected officials and community leaders to provide input on preferred scenario (<i>Fall 2013</i>)</li> <li>▪ Conduct stakeholder outreach and public review of preferred strategy as part of RTP update (<i>Spring 2014</i>)</li> </ul>
<b>MILESTONE</b>	<ul style="list-style-type: none"> <li>▪ Confirm scenario evaluation approach and policy assumptions to test (<i>MPAC, JPACT and Council by June 2011</i>)</li> <li>▪ Approve findings and recommendations report for consideration by the 2012 Legislature and Phase II (<i>MPAC, JPACT and Council in Dec. 2011</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report findings and make recommendations to the 2012 Legislature (<i>Jan. 2012</i>)</li> <li>▪ Approve policy recommendations to direct development and evaluation of preferred scenario (<i>MPAC, JPACT and Council by Dec. 2012</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Release preferred land use and transportation strategy for public and stakeholder review (<i>March 2014</i>)</li> <li>▪ Approve preferred land use and transportation strategy (<i>June 2014</i>)</li> <li>▪ Approve updated regional plans and policies, and new local government implementation requirements (<i>Dec. 2015</i>)</li> </ul>
<b>RELATED METRO ACTIONS</b>	<ul style="list-style-type: none"> <li>▪ Portland-Vancouver Greater Indicators, June 2011</li> <li>▪ Regional Flexible Fund Allocation, Dec. 2011</li> <li>▪ Draft. East Metro Connections Plan Investment Strategy, Dec. 2011</li> <li>▪ Urban Growth Boundary decision, Dec. 2011</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2040 regional growth forecast, Jan. 2012</li> <li>▪ East Metro Connections Plan Investment Strategy, March 2012</li> <li>▪ Active Transportation Action Plan, June 2012</li> <li>▪ Regional Transportation Plan Update Work Plan, Dec. 2012</li> <li>▪ Draft SW Corridor Plan Investment Strategy, Dec. 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ SW Corridor Plan Investment Strategy, June 2013</li> <li>▪ Federal Regional Transportation Plan, June 2014</li> <li>▪ Urban Growth Report, Dec. 2014</li> <li>▪ <i>State Regional Transportation Plan, Dec. 2015</i></li> <li>▪ <i>Functional plans, Regional Framework Plan and 2040 Growth Concept amended, Dec. 2015</i></li> </ul>



**Climate Smart Communities Scenarios Resources for FY 11-12**

<b>FY 11-12</b>	<b>Requirements:</b>		<b>Resources:</b>	
	<i>Personnel services</i>	\$1,932,500	<i>ODOT House Bill 2001 funding</i> <sup>1</sup>	\$1,531,000
	<i>Materials and services</i>	\$274,000	<i>Metro sources</i> <sup>2</sup>	\$675,500
	<b>TOTAL</b>	<b>\$2,206,500</b>	<b>TOTAL</b>	<b>\$2,206,500</b>
<i>Full-time Equivalent Staffing</i>	14.18			

Notes:

<sup>1</sup> This amount has been tentatively agreed to by ODOT but is pending final negotiation and an IGA amendment. The COO budget currently assumes \$1.1 million in House Bill 2001 funding.

<sup>2</sup> This amount includes a combination of Communications Department (\$140,000), Research Center (\$344,000) and Planning and Development Department (\$191,500) sources.



## Industrial and Employment Areas Work Program

*John Williams, Program Manager*

**GOAL:** Prosperous, sustainable and accessible industrial and employment areas.

**METRO ROLE:** Identify barriers, develop and promote tools and coordinate investments to support a regional economic development strategy.

### PROGRAM OBJECTIVES:

- Create development-ready employment sites
- Support job growth in industrial and employment areas
- Promote equitable jobs access for all populations
- Foster energy efficient and environmentally sustainable industrial and employment areas
- Increase regional coordination of employment forecasts, data and strategies
- Coordinate regional investment strategy in support of regional economic development strategy



### WORK PROGRAM ELEMENTS:

- 1:** Develop inventory and replenishment plan for regional large-lot industrial needs (*Ted Reid, lead*). This work follows up on the 2010 Metro Council decision that sites 50 acres and larger were the only regional employment land need that was not satisfied within the existing urban growth boundary (UGB) and anticipates that this will be an ongoing capacity need.<sup>1</sup> The project will identify large-lot opportunities (both inside and outside the UGB) and the strategies needed to make those sites development-ready. Strategies to be considered may include:
  - Identifying, assessing and cleaning up brownfield contamination
  - Consolidating fragmented ownership patterns
  - Prioritizing and developing needed infrastructure
  - Assessing and mitigating environmental constraints
  - Streamlining permitting requirementsFinally, the project will address next steps for monitoring and replenishing regional employment land supply from identified opportunity sites.
- 2:** Promote and support implementation of Metro’s 2010 *Eco-Efficient Employment Toolkit* (*Miranda Bateschell, lead*). This work will identify barriers to triple-bottom line development in targeted employment areas around the region and will develop and promote tools to address these barriers. In FY 2011-2012 a major focus will be areas within the SW Corridor Plan and East Metro Connections Plan boundaries to support those major planning efforts.
- 3:** Compliance related to Metro’s Industrial and Employment Areas code (Title 4) to protect industrial and employment lands for job creation (*Ted Reid, lead*).
- 4:** Coordinate employment forecasts and data distribution (*Gerry Uba, lead*).

<sup>1</sup> This work program is not intended to provide additional large-lot capacity to count towards the need identified in the 2009 urban growth report. This is a longer-term effort to provide large-lot capacity for employment.

**RELATED PROJECTS/PROGRAMS:**

- Integrated mobility corridors (SW Corridor/East Metro Connections Plan)
- Community Investment Initiative especially to recognize the cost to implement the actions needed to upgrade the candidate sites to development-ready status.
- Climate Smart Communities Scenarios
- Community Development and Planning Grants
- Major regional investments – Lake Oswego to Portland transit project, Portland-Milwaukie Light Rail, Columbia River Crossing
- Future urban growth reports and UGB expansions
- Regional coordination for local economic opportunity analysis and comprehensive plan updates
- Housing and Equity Opportunity Mapping
- Implementation of the Regional Transportation Plan's Freight Plan
- Greenlight Greater Portland/Regional Partners economic development organization

**EXTERNAL PARTNERS:**

- Business Oregon
- Local jurisdictions
- Greenlight Greater Portland/Regional Partners
- Businesses, developers and private business development associations
- Workforce training organizations, equity groups
- Port of Portland
- Freight interests

**COUNCIL ROLE:** *(Councilors Harrington and Collette, liaisons)*

- Policy direction on overall program and elements including:
  - Whether the inventory and replenishment system triggers UGB expansions on an annual or other frequent timeline if no new sites have been made available inside the UGB
  - Potential changes to land protections and/or incentives for designated employment and industrial areas
- Political leadership in establishing investment strategies for industrial and employment areas and seeking resources for implementation
- Connecting industrial and employment investment strategies to Greenlight Greater Portland's regional economic development strategy, consistent with 2040 growth concept and desired regional outcomes
- Outreach to partners

**KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)**

1. Metro Council direction on overall work program	April 2011
2. Metro Council decision on local jurisdiction requests to amend regional industrial and employment areas map	July 2011
3. Metro Council direction on large lot opportunity sites/barriers	November 2011
4. SW Corridor Plan/East Metro Connection Plan milestones TBD	TBD
5. Metro Council review of updated employment 2045 forecast distribution to small zones (TAZs) for planning purposes	Fall 2011

*NOTE: FORMAL ACTIONS ARE BOLDED AND HIGHLIGHTED IN GRAY*

**EVENTS AND PRODUCTS TO ACTUALIZE KEY MILESTONES****Milestone 1 (Council direction on work program):**

- Direction from Council liaisons **March 2, April 11**
- Initial discussion with Council **April 19**
- Work session on inventory and replenishment program

**Milestone 2 (Title 4 status and local jurisdiction map requests):**

- Staff report **June, date TBD**
- Metro Council decision on local jurisdiction map requests **July, date TBD**

**Milestone 3 (Council direction on large lot opportunity sites, strategies and replenishment):**

- Base inventory of large lots **done**
- Council initial direction on work program and replenishment concepts (based on 2009-2010 work) **Date TBD (April/May)**
- Work with local jurisdictions, private sector and others to identify opportunity sites **May-July**
- Work with local jurisdictions, private sector and others to identify barriers **August-September**
- Draft report to MTAC, MPAC and Council on large lots and barriers **October**
- Final report to MTAC, MPAC, Council – seek policy direction **November**

**Milestone 4 (SW Corridor/East Metro Connections Plan):**

- Milestone development currently underway **TBD**

**Milestone 5 (Council review of updated employment forecast distribution)**

- Regional planning directors agree to employment distribution methodology **May 2011**
- Regional planning directors review employment distribution for 2045 **Fall 2011**
- Metro Council reviews 2045 employment distribution data for use in planning **December 2011**

**RESOURCES CURRENTLY ALLOCATED BY LAND USE PLANNING SECTION, FY 2011-2012**

Staff: 3.70 FTE, includes 2.70 FTE in Planning, 1.00 FTE supported in Research Center

M&S: \$15,000 for consultant expertise

*Note: does not include staff in other departments*

**POTENTIAL ADDITIONAL WORK TASKS (NOT BUDGETED)**

1. \$50,000 for additional technical assistance by consultants related to the eco-efficient toolkit in corridors and other targeted locations. Funds would provide up to five site visits and consultations with local jurisdictions.

## Housing and Equity: Opportunity Mapping Work Program

*Ted Reid, Project Manager*

**BACKGROUND:** All residents of the region should have access to opportunities such as:

- Quality education and libraries
- Health care, child care and social services
- Healthy foods
- Safe neighborhoods
- Transit and active transportation options
- Clean air
- Parks

A person's access to these types of opportunities is one determinant of their future prosperity. Much of the region's workforce housing is located in communities that lack these types of opportunities, contributing to the perpetuation of affordability problems. Likewise, many communities that provide these opportunities lack workforce housing.



**PROJECT GOAL:** Provide information that can help focus efforts to more equitably distribute opportunities throughout the region.

### **METRO ROLE:**

- Map community opportunities relative to demographics throughout the region to illustrate where they are abundant or lacking and whether certain demographic communities lack access to certain opportunities
- Convene discussions of possible strategies for providing more equitable access to opportunities

### **DESIRED OUTCOMES:**

- Improved regional understanding of community disparities in access to opportunities
- Foster a regional discussion of strategies to improve the equitable distribution of community opportunities
- Provide Metro and local planning efforts with information that can improve decisions
- Identify possible next steps for affordable-living policy development

### **WORK PROGRAM ELEMENTS:**

- Convene the Consortium of public and community-based stakeholders that put together the 2010 HUD Sustainable Communities Initiative grant to inform the types of community attributes that should be mapped, to review results and provide perspectives on policy implications.
- Establish an internally-coordinated mapping approach so that the base map approach and attributes are useful for other Metro project teams as they conduct their own analyses.
- Map availability of opportunities throughout the region, such as sidewalk, park, trail, grocery store, transit service levels, jobs and other important access indicators.

- Map existing demographic characteristics of communities, including race, income, education level, housing cost, housing and transportation cost burden; develop a measure of household utility cost to expand the cost burden to housing, transportation and utility cost.
- Reconcile Metro's housing and transportation cost burden approach (forecast) with the approach used by the Center for Neighborhood Technology (existing conditions) for application to next urban growth report.
- Update the 2007 map that inventories publicly-subsidized housing
- Foster discussion of possible next steps on the development of affordable-living policies

**RELATED PROJECTS/PROGRAMS:**

- Regional Indicators project and Metro performance monitoring
- Internal Research Center equity tools inventory project
- Integrated mobility corridors (SW Corridor/East Metro Connections Plan)
- Community Investment Initiative
- Climate Smart Communities scenarios
- Community Planning and Development grants
- Major regional investments such as the Lake Oswego to Portland transit project, Portland-Milwaukie Light Rail, Columbia River Crossing
- Local comprehensive plan updates
- County consolidated housing plans
- Housing Needs Analysis of the Urban Growth Report
- The Intertwine

**EXTERNAL PARTNERS:**

- Local housing authorities
- Portland Institute for Metropolitan Studies
- Cities and counties in the region
- Community-based organizations
- Portland Sustainability Institute

**COUNCIL ROLE**

- Policy direction on work program
- Outreach to partners, including Consortium of stakeholders involved in the 2010 HUD Sustainable Communities Initiative grant
- Policy direction for next steps on affordable living and linkages to Metro functions and services, including transportation and parks
- Political support for establishing investment priorities

**GUIDING PRINCIPLES**

- Providing additional information about current conditions is a first step in a possible multi-year program to identify strategies to improve opportunities and affordability throughout the region.

- Housing expenses are a significant portion of the typical household’s monthly bills, but many other factors also contribute to cost burdens for households, for example:
  - High transportation costs
  - High utility costs
  - Low wages
  - High health care costs that could be reduced through prevention and active living
- Since Metro’s ability to directly influence the cost of living is limited to such issues as land use, transportation and parks, Metro’s most important role is convening stakeholders and sharing information.
- Community-based organizations need to be engaged to identify the key services to include in opportunity mapping and to help draw conclusions about the results.
- Metro and many other public and private entities must collaborate to improve the region’s cost of living.
- Community development plans, transportation plans, and housing plans could benefit from additional information about current levels of access to opportunities in the communities that are affected.
- Mapping access to key indicators would build off analyses previously developed by internal and external partners, including the Regional Flexible Fund analysis, the CLF Equity Atlas, the Greater Portland Vancouver Indicator Equity analysis and the Washington County Opportunity Mapping.

**KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)**

1. Metro Council provides direction on work program	April 2011
2. Staff identifies preliminary list of opportunities that could be mapped	April 2011
3. Initiate coordination with and solicit input from external partners and internal work teams; convene HUD grant Consortium	May 2011
4. Introduce work program to MTAC and MPAC; seek initial input on opportunities that could be mapped	May –June 2011
5. Refine work program to reflect data availability and resources needed to include additional indicators	June 2011
6. Coordination with internal work teams and external partners as needed for draft map development	May – August 2011
7. Draft opportunity maps completed	September 2011
8. Initial discussions of draft maps with Council, the Consortium, advisory committees, internal teams and stakeholder groups. Seek initial input on implications for investment / policy needs	September – November 2011
9. Finalize opportunity maps	December 2011
10. Seek MTAC and Consortium advice on next steps	January 2011
<b>11. Seek MPAC recommendation on next steps for affordable-living policy development / investment strategies</b>	<b>January 2012</b>
<b>12. Seek Metro Council direction on next steps for affordable-living policy development / investment strategies</b>	<b>February 2012</b>

*NOTE: FORMAL ACTIONS ARE BOLDED AND HIGHLIGHTED IN GRAY*

**EVENTS AND PRODUCTS TO ACTUALIZE KEY MILESTONES****Milestone 1 (Council direction on work program):**

- Direction from Council liaisons **March 2011**
- Council WS **April 2011**

**Milestone 2 (Staff identifies preliminary list of opportunities that could be mapped):**

- Staff review of other opportunity mapping efforts **April 2011**
- Staff preliminary assessment of likely data needs and availability **April 2011**

**Milestone 3 (seek initial input from internal work teams and stakeholders):**

- Seek initial input on opportunities to map from: **May 2011**
  - Internal work teams:
    - The Community Investment Initiative
    - The SW Corridor Plan
    - The East Metro Connections Plan
    - Portland/Milwaukie light rail
    - Climate-Smart Communities
  - HUD grant Consortium

**Milestone 4 (Initial input from advisory committees):**

- Seek initial input from MTAC and MPAC on opportunities to map **May-June 2011**

**Milestone 5 (Refine work program):**

- Assess data availability and additional resources needed; refine work program **June 2011**

**Milestone 6 (Coordination with external partners and internal work teams on draft map development):**

- Internal work teams **May-Aug 2011**
- External partners **May-Aug 2011**
  - HUD grant Consortium
  - Cities that are in periodic review of their comprehensive plans
  - Regional Indicators Project
  - Columbia River Crossing
  - Housing authorities

**Milestone 7 (Complete draft opportunity maps):**

- Reconcile Metro cost-burden analysis methodology with methodology developed by Center for Neighborhood Technologies **June-Aug 2011**
- Update map of subsidized housing **June-Aug 2011**
- Complete draft opportunity maps for internal review **Aug 2011**
- Internal review of draft maps **Aug 2011**
- DRC refinement of draft maps **Sept 2011**

**Milestone 8 (Initial discussions of draft opportunity maps):**

- Review draft maps with internal work teams: **Sept-Nov 2011**
- Review draft maps with MTAC, MPAC, Council **Sept-Nov 2011**



- Review draft maps with external stakeholders **Sept-Nov 2011**

**Milestone 9 (Finalize opportunity maps):**

- Finalize maps to reflect suggestions received **December 2011**
- Summarize regional implications: **December 2011**
  - Compare maps to the needs identified in county consolidated plans
  - Assess maps in relation to housing/transportation cost maps

**Milestone 10 (Seek MTAC and stakeholder advice on next steps):**

- Present final maps and seek advice from MTAC on next steps **January 2011**
- Present final maps and seek advice from HUD grant Consortium **January 2011**

**Milestone 11 (Seek MPAC recommendation to Council on next steps):**

- Present final maps and seek recommendation from MPAC on next steps **January 2012**

**Milestone 12 (Seek Council direction on next steps):**

- Present final maps and MPAC recommendations on next steps to Council **January 2012**
- Council direction on next steps **February 2012**

**RESOURCES CURRENTLY ALLOCATED BY LAND USE PLANNING SECTION, FY 2011-2012:**

Staff: 0.40 FTE in Planning plus 0.60 FTE supported in Research Center

M&S: \$0

*Note: does not include staff in other departments*

**IDENTIFIED ADDITIONAL NEEDS:**

- Additional resources would be needed to expand the engagement and outreach and to develop new indicators beyond currently available data

Agenda Item Number 5.0

**SOLID WASTE ROAD MAP**

Metro Council Work Session  
Tuesday, April 19, 2011  
Metro Council Chambers



## **Solid Waste Roadmap**

*Tom Chaimov, Project Manager*

*Paul Slyman, Project Sponsor*

**PURPOSE:** Guide the evolution of the region’s solid waste system.

**PROJECT DESCRIPTION:** Metro’s actions over the next five years will have a profound effect on the region’s future solid waste system, with impacts on jobs, climate change, air and water quality, and other attributes that define a great place. When the region’s current disposal system began to take shape in the 1980s, Metro’s actions around replacement of the St. Johns landfill led to the garbage transfer and long-haul disposal system that has served the region well for over 20 years. A milestone nearly as significant as St. Johns’ closure is December 31, 2019, when Metro’s contract for disposal in eastern Oregon expires. Metro again has an opportunity to shape the future of the solid waste system—further reducing the need for disposal—and enhance attributes that make a great place. What others see in 2020 when they examine the Metro region depends in part on the decisions we make now.

Conditions have changed since Metro developed the current disposal system in the 1980s: with over half the region’s discards now being routinely recycled, and the emergence of multiple regional landfills, the region has ample disposal capacity for decades to come; jobs and sustainability have become key policy drivers; high energy prices have spurred renewed interest in alternative fuels and waste-to-energy technologies; manufacturers increasingly are assuming responsibility for recycling the products they produce.

Metro has the responsibility to help the region plan for the future and can utilize the solid waste system to help bring about desired regional outcomes. The Metro Council will guide the Roadmap by refining, as needed, and answering a number of specific policy questions (see next section).

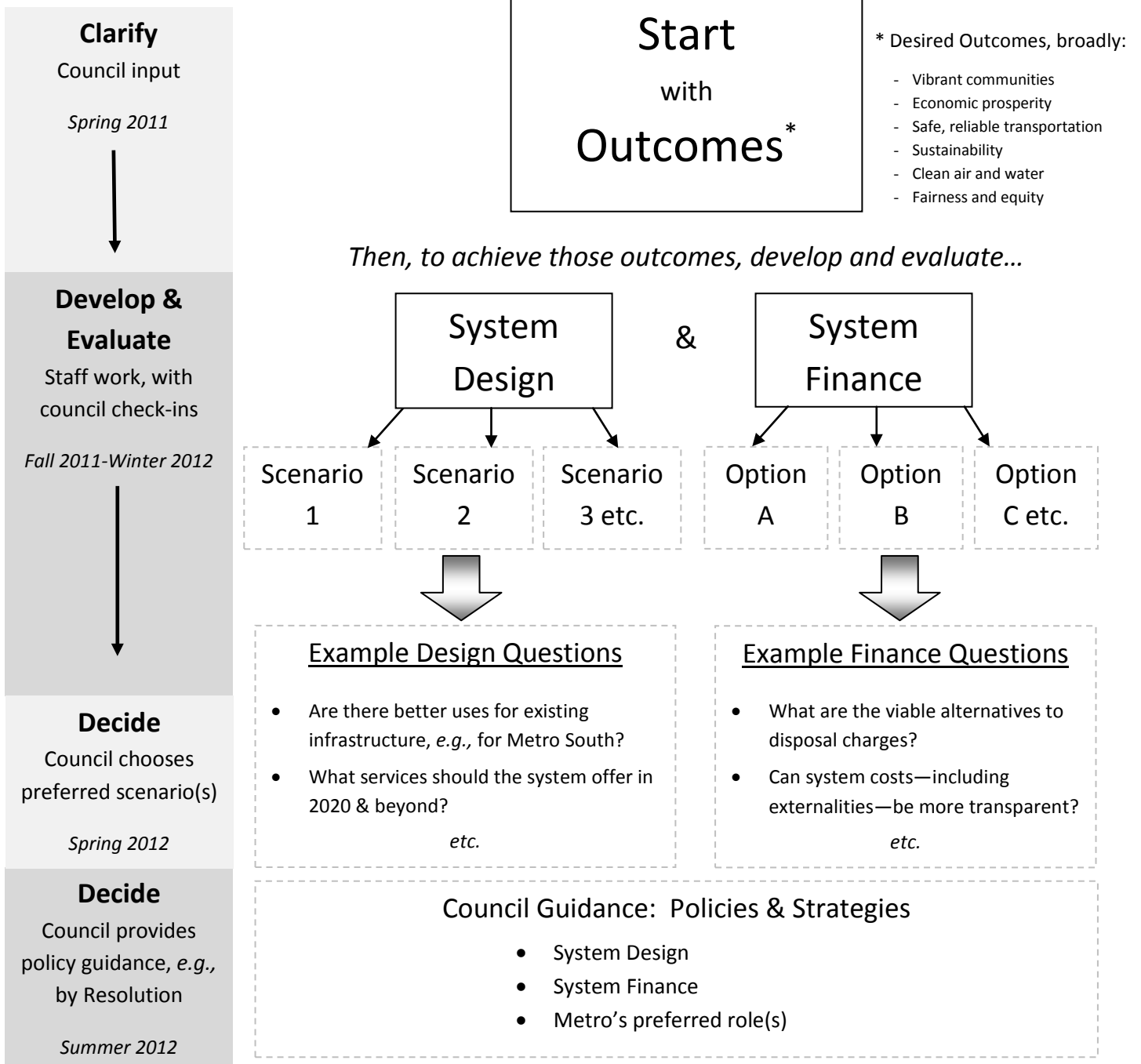
### **PROGRAM OBJECTIVES:**

- **Clarify** desired outcomes specific to solid waste
- **Develop** alternative system designs ( scenarios) and finance options
- **Evaluate** alternatives against desired outcomes
- **Decide** on new policies (or reaffirm existing) that support achieving desired outcomes

**PROPOSED TIMELINE AND WORK FLOW, WITH COUNCIL ROLES (WORK IN PROGRESS)**

**Process Timeline**

**Proposed Path to a Decision**



**MAJOR MILESTONES**

- **July 2012:** Policy guidance from the Metro Council before the end of FY 2011-12 will be most helpful for staff, stakeholders and for newly-elected Councilors who will be seated in 2013.
- **December 2013:** Private transfer station franchises will expire December 31, 2013. Pride, WRI, Troutdale, and Forest Grove transfer stations all operate under expiring franchises and can be expected to submit franchise renewal applications. Ideally, Metro would consider the need to alter specific franchise terms—such as tonnage caps, rate regulation and service standards—well in advance of franchise renewal applications, which are expected by June 2013.
- **March 2017:** Two major Metro contracts expire. Metro’s contracts for the operation of Metro South and Metro Central transfer stations expire on March 31, 2017. These contracts include a provision for an extension to December 31, 2019, concurrent with expiration of Metro’s waste transport and disposal contracts.
- **December 2018:** The 2008 Regional Solid Waste Management Plan (RSWMP) is a 10-year plan that expires after 2018. Metro is responsible for coordinating, drafting, and obtaining local, regional and State support for this important planning document and its subsequent revisions. Metro may, by Ordinance, amend the RSWMP in the interim.
- **December 2018:** If private transfer station franchises are renewed in 2013 for five years, as is Metro’s standard practice, then 2018 would provide another opportunity to reexamine franchise provisions prior to 2020.
- **December 2019:** Metro’s contracts for the transport and disposal of solid waste expire December 31, 2019. The current disposal contract guarantees that 90% of the region’s putrescible solid waste will be delivered to Metro’s disposal contractor, Waste Management. That provision will expire with the expiration of the disposal contract, likely resulting in strong competition for control of the final disposition of that waste.

**CONNECTION TO COUNCIL GOALS AND OBJECTIVES**

The Metro Council affirmed via Resolution 08-3940 and Ordinance 10-1244B the definition of a “successful region.” Of the six attributes affirmed therein, outcome #4, “Sustainability: The region is a leader in minimizing contributions to climate change,” is the most commonly associated with implementation of solid waste policy.

For example, Metro’s regional greenhouse gas inventory found resource extraction, manufacturing and distribution of materials, goods and food to be the source of nearly half of the region’s greenhouse gas emissions. Solid waste policy and actions can impact that directly through encouraging smarter consumption, more efficient production, better product design, more recycling, more efficient transport, etc.

Other desired regional outcomes respond to solid waste policies and actions, too. For example, outcome #5, “Clean air and Water: Current and future generations enjoy clean air, clean water, and healthy ecosystems,” is impacted by many things, including the region’s consumption and waste management choices, as are Vibrant Communities, Economic Prosperity, Fairness and Equity. Transportation that enhances quality of life is only remotely affected by solid waste policy.

**DRAFT**

**PROPOSED RESOURCES**

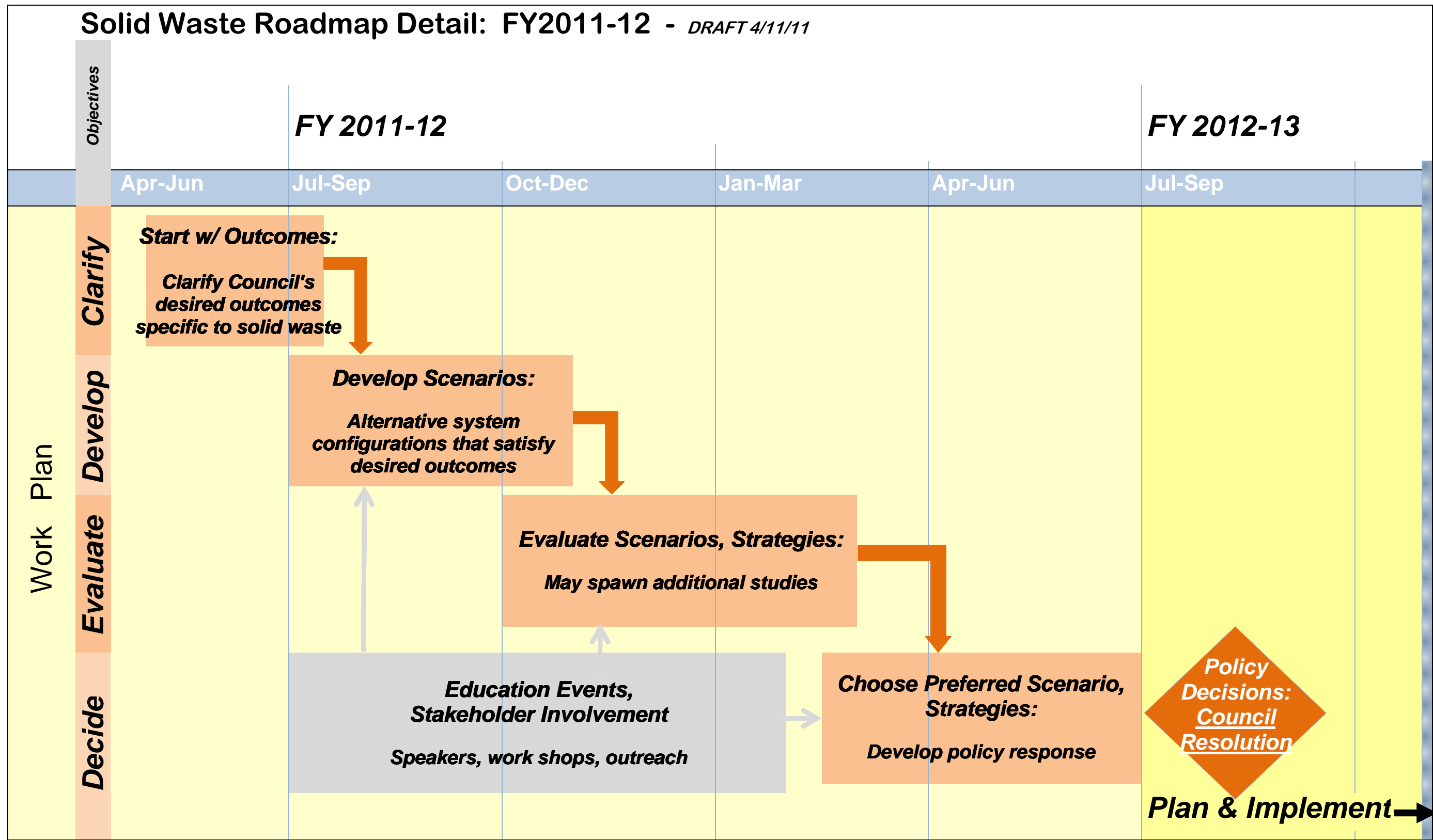
\$250,000 is the identified program need—plus existing internal personal services—for the next fiscal year, with a small initial expenditure possible in FY 2010-11.

Up to \$100,000 expenditure is anticipated for consulting services to assist staff directly with reaching the year 1 project outcomes. Additional, supporting studies may be needed, but these are not yet fully identified or scoped. System modeling, for example, if judged to be important, could exhaust another \$100,000 or more. More detailed use of resources will be available as the scope of these work plans is developed.

\$50,000 is the anticipated need to support broad education and more focused stakeholder engagement events during FY 2011-12.

Solid waste rates have already been adjusted to raise the \$250,000, currently budgeted as PES M&S in FY 2010-11; however, most of that will roll over to FY 2011-12, and there is no effect anticipated on rates in FY 2011-12.

**Solid Waste Roadmap Detail: FY2011-12 - DRAFT 4/11/11**



Agenda Item Number 6.0

**GREATER PORTLAND- VANCOUVER  
INDICATORS PROJECT**

Metro Council Work Session  
Tuesday, April 19, 2011  
Metro Council Chambers



## Greater Portland-Vancouver Indicators (GPVI) Project

### PROJECT GOALS

- **Develop a set of useful regional indicators:** Establish a baseline set of outcomes-based regional performance indicators across the four county region (Clackamas, Multnomah, Washington, Clark) that meet a number of objectives for triple-bottom line sustainability, encourage regional discussion, focus across a broad range of topics, and enhance Metro’s ability to monitor progress toward the region’s six desired outcomes.
- **Convene and discuss:** Utilize existing and new engagement forums to review GPVI reports and products with decision-makers, public agencies and business and community leaders; discuss common themes that can enhance knowledge; and recommend coordinated action that can improve performance.
- **Collaborate and maintain:** Build community and financial support for the indicators; establish partnerships to share data, results, and funding; and identify a permanent (five-year) home for the indicators.
- **Linkages and co-benefits:** Utilize indicators to consider the economic, equity, environmental and community benefits and impacts to demonstrate how public and public/private actions and partnerships enhance the region’s six desired outcomes and have potential for co-benefits such as financial efficiency to save money for individuals, local governments and the private sector, grow local businesses, create jobs and build healthy, safe, livable communities.



### KEY TASKS

	Phase I Start-Up and Development <i>June 2010 – September 2011</i>	Phase II Maintaining the Program <i>Jan. – Dec. 2012</i>
<b>INDICATOR DEVELOPMENT</b>	<ul style="list-style-type: none"> <li>▪ Establish GPVI Results Teams across nine indicators categories and kick-off project (summer 2010)</li> <li>▪ Identify key regional outcomes, and “drivers” that influence those outcomes (fall 2010).</li> <li>▪ Produce draft GPVI Business Plan identifying indicator best practices, possible governance structures, and long-term (three to five year) funding plan (fall 2010)</li> <li>▪ Develop “emerging indicators report” (winter 2011)</li> <li>▪ Define data collection, storage, and maintenance strategy (spring 2011)</li> <li>▪ Develop First Draft (beta version) GPVI First Annual Report for public review (summer 2011)</li> <li>▪ Finalize GPVI Report, implement transition and long-term governance plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Transition GPVI to permanent home based on recommendations from GPVI Advisory Team and GPVI sponsors, including appropriate collaborative and funding IGA’s between GPVI and its partners (fall 2011)</li> <li>▪ Establish program, hire staff, establish location, etc. (fall 2011)</li> <li>▪ Implement GPVI “monitoring system” for key indicators; ensure data and information is provided to GPVI staff and Data Commons from Metro and other data providers (winter/spring 2012)</li> <li>▪ Establish background and training on “use of indicators” for Metro staff and other regional partners: identify key data sources, translating indicators to evaluation criteria, identifying data themes, etc.</li> <li>▪ Develop and release GPVI Second Annual Report (Fall 2012)</li> </ul>
<b>ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>▪ Organize GPVI Advisory Team and kick-off advisory/stakeholder process (spring 2010)</li> <li>▪ GPVI Big Event #1 – National speaker on indicator system approaches; facilitated issue discussions (summer 2010)</li> <li>▪ GPVI Advisory Team recommendations on Business Plan and Equity Report (fall 2010)</li> <li>▪ Conduct stakeholder outreach on “emerging indicators report” (spring 2011)</li> <li>▪ Big Event #2 – National experts on social equity and business and indicators; small, facilitated discussion to identify common themes from emerging indicators.</li> <li>▪ Conduct stakeholder and public review of GPVI First Annual Report (spring/summer 2011)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand opportunities to discuss key themes and issues identified in GPVI First Annual Report (fall 2011)</li> <li>▪ Continue stakeholder outreach on GPVI First Annual Report (fall 2011)</li> <li>▪ Continue fundraising and outreach activities (fall 2011)</li> <li>▪ Develop and release GPVI Second Annual Report (Fall 2012)</li> </ul>
<b>MILESTONE</b>	<ul style="list-style-type: none"> <li>▪ Complete key products: First GPVI Annual Report, Equity Report, Emerging Indicators, Data Commons, and Business Plan. (GPVI Advisory Team, summer 2011)</li> <li>▪ Review and acknowledgement of GPVI First Annual Report (<i>MPAC, JPACT and Council in September 2011</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revise GPVI First Annual Report as a result of further stakeholder review, as necessary (fall 2012)</li> <li>▪ Develop and release GPVI Annual Reports and periodic topical releases of data, information, or recommended actions (periodic).</li> </ul>

Agenda Item Number 7.0

**OVERVIEW AND THEORY OF THE  
SPECIAL APPROPRIATIONS SCHEDULE**

Metro Council Work Session  
Tuesday, April 19, 2011  
Metro Council Chambers

Agenda Item Number 8.0

**BUDGET AMENDMENTS**

Metro Council Work Session  
Tuesday, April 19, 2011  
Metro Council Chambers

<b>RELATED METRO ACTIONS</b>	<ul style="list-style-type: none"> <li>▪ Community Investment Initiative &amp; Community Investment Strategy</li> <li>▪ Intertwine</li> <li>▪ Sustainability Center Science and Stewardship &amp; Resource Conservation and Recycling</li> <li>▪ Planning and Development land use and transportation planning</li> <li>▪ Climate Smart Communities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Investment Initiative &amp; Community Investment Strategy</li> <li>▪ Intertwine</li> <li>▪ Sustainability Center Science and Stewardship &amp; Resource Conservation and Recycling</li> <li>▪ Planning and Development land use and transportation planning</li> <li>▪ Climate Smart Communities</li> <li>▪ Regional Transportation Plan Update (2013-14) &amp; Federal Funding allocation</li> </ul>
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**Greater Portland-Vancouver Indicators Resources for FY 11-12**

<b>FY 11-12</b>	<b>Requirements:</b>		<b>Resources:</b>	
		<i>Personnel services</i>	<i>\$414,101</i>	<i>GPVI Partnership<sup>1</sup></i>
	<i>Materials and services</i>	<i>\$106,899</i>	<i>Metro sources</i>	<i>Non-Budgeted: \$16,875 Proposed Budget: \$76,231<sup>2</sup></i>
	<b>TOTAL</b>	<b>\$521,000</b>	<b>TOTAL</b>	<b>\$521,000</b>
	<i>Full-time Equivalent Staffing</i>	<i>3</i>		

<sup>1</sup> Anticipates revenue from fundraising effort; partnerships between public agencies (50 percent; Metro's share shown below), foundations/non-profit (25 percent), and business (25 percent).

<sup>2</sup> Proposed Metro budget: Line Item Detail document, page 78 under the budget category "5020 Regular Employee Part-time Exempt; Special Appropriations (page E-36). Note: Latest GPVI Business Plan would call for Metro contribution increase of \$16,875 to cover a proposed Metro share at 5.5 cents/capita from October 1 through June 30.

Materials following this page were distributed at the meeting.

## Major policy decisions 2009-2010

### **2009 Urban Growth Report**

Projected population and employment growth and the region's capacity to accommodate both within the urban growth boundary

### **2010 Capacity Ordinance**

Evaluated capacity of the region to efficiently accommodate projected population and employment growth

### **2010-2011 Urban and rural reserves**

Collaborated with three counties in the region to define the rural areas that will be protected from urbanization for 50 years and the areas that are most suitable for urbanization

### **2010 Regional Transportation Plan**

Prioritized investments to make existing roads, bridges, bike paths, sidewalks and transit cleaner, faster, safer and easier to access throughout the region for the next 25 years

# Community Investment Strategy roadmap

Working together to build livable,  
prosperous, equitable and climate  
smart communities



Metro | *Making a great place*

# Where we're headed

## 2011 Growth management decision

Making a growth management decision that balances multiple desired outcomes to best meet state, regional and local goals and aspirations

## Large lot industrial inventory and replenishment

Creating sites for major traded sector employers who bring additional wealth into the region

## Industrial and employment areas outreach and technical assistance

Laying the groundwork for private sector job creation by informing local and regional economic development strategies

## Downtowns, main streets and station communities outreach and technical assistance

Creating readiness by leveraging public policies and investments to spark private development

## Community Investment Initiative

Supporting a public-private partnership to exercise leadership to strengthen the region's economic fabric for the benefit of all

## Climate Smart Communities scenarios

Learning how to achieve local and regional goals while reducing the region's carbon footprint

## Southwest Corridor Plan

Creating livable and sustainable communities along the corridor from Portland to Sherwood through integrated community investments in land use and transportation

## East Metro Connections Plan

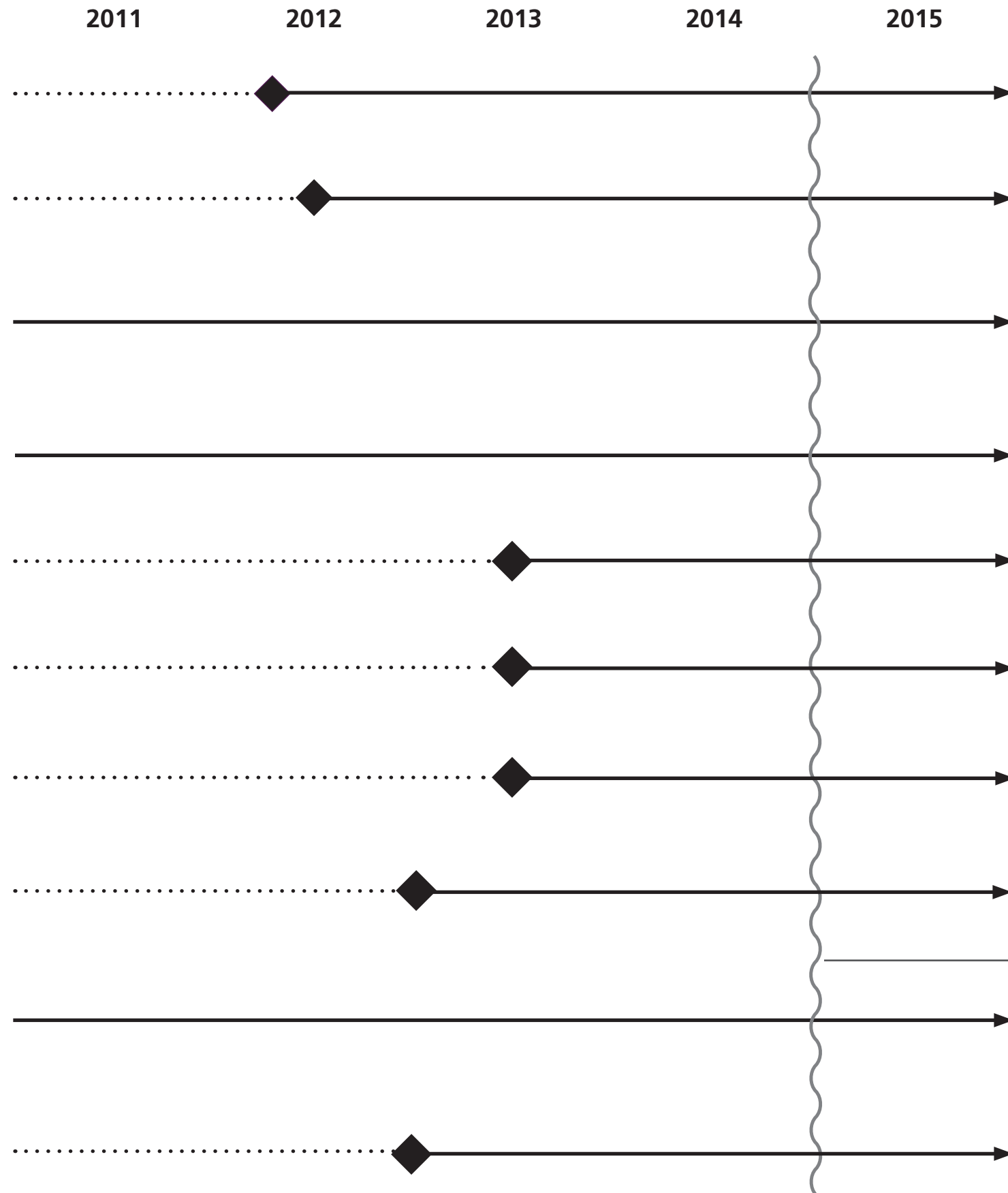
Creating livable and sustainable communities through integrated community investments in land use and transportation

## The Intertwine

Collaborating with local park providers, nongovernmental organizations and businesses on an innovative approach to developing and managing the region's parks, trails and natural areas

## Solid Waste Roadmap

Guiding the evolution of the solid waste system through policies and projects important for the development of the region



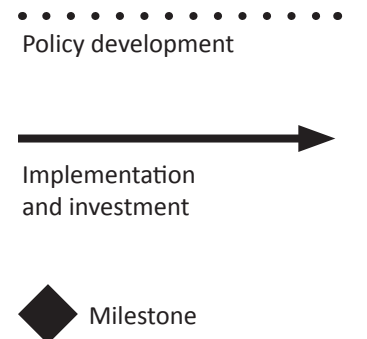
## Community Investment Strategy

An integrated set of policies and investments that support a long-term regional strategy to make the most of existing public resources, provide for good jobs and protect farms and forestland.



## Performance check

The next Urban Growth Report and Regional Transportation Plan, both scheduled for publication in 2014, will serve as a performance check and to inform policy decisions.



**Community Investment Initiative**  
***FY 11-12 Contracts Proposed Outcomes***

Contractor	Total	Outcomes or Deliverables
DHM Research	\$75,000	Public opinion research, focus groups, facilitation, project selection criteria testing, support for Council and Leadership Council, support for targeted outreach to specific constituencies and stakeholders
Strategic Communications	\$50,000	Support for Council and the leadership council in framing and talking about recommendations and project priorities. Support for creation of online, print and other communications pieces.
Direct Marketing	\$125,000	Marketing and engagement support for CIS, Corridors, and Climate Smart Communities. Funds will support advertising, events, public comment opportunities, workshops, Opt In membership for targeted groups, and other direct engagement with the public and stakeholders.
Web development	\$30,000	Contracted resources to create web and social media content and to backfill staff tasked with creating content. Includes management of the CII website and for CIS, Corridors, and Climate Smart Communities web and social media.
State Government Relations	\$20,000	Writing and steering any bill needed to implement recommendations of the Leadership Council that affect changing state law
Project List Development	\$52,000	Technical work that may be necessary to analyze and refine proposals for infrastructure projects that the Leadership Council may propose
Decisions	\$73,000	Meeting facilitation, process direction, technical assistance for the Leadership Council and associated task forces





## Downtowns, Main Streets and Station Communities

**Work Program** *Megan Gibb and Chris Deffebach, Program Managers*

**GOAL:** Build capacity, create readiness and catalyze sustainable development in the region’s downtowns, main streets, and station communities.

**METRO ROLE:** Work with local partners to identify opportunities and barriers, develop and promote tools, and coordinate regional investments to catalyze development and achieve local aspirations.



### PROGRAM OBJECTIVES:

- Assist communities in their efforts to evolve compact and vibrant urban areas
- Enhance capacity at the local level and in the private sector to support triple-bottom line development
- Promote public-private partnerships to achieve on the ground development
- Promote investments that support regional and local desired outcomes

### WORK PROGRAM ELEMENTS:

- 1: Promote transit-oriented development (TOD) (*Megan Gibb, lead*)**
  - Partner with the development community to facilitate TOD throughout the region in alignment with the Strategic Plan
  - Rewrite TOD Program Work Plan to be consistent with Strategic Plan recommendations
  - Undertake development of Hillsboro downtown redevelopment project in partnership with local staff and developer
  - Participate in Community Development and Planning Grant activities to foster development readiness
- 2: Redevelopment/revitalization technical assistance and placemaking\***
  - Address redevelopment barriers and promote public private collaboration with projects such as development feasibility studies, downtown revitalization technical assistance (i.e. Michelle Reeves), modeling and visualization techniques (*Megan Gibb and Lisa Miles, lead*)
  - Provide walkability audits and follow-up implementation activities (*Lisa Miles and Leila Aman, leads*)
  - Promote and demonstrate sustainable development practices with grants, loans and/or technical assistance (*Lisa Miles, lead*)

*\*Base budget of \$80,000 will allow for 2-3 projects in this category (see note under potential additional work tasks)*

- 3:** Provide tools and assistance to communities to be eligible for future regional investments that support local aspirations
- Prepare guidance to local jurisdictions to meet the expectations adopted in Title 6 and the system expansion policy for future high capacity transit (*Sherry Oeser and Josh Naramore, leads*)
  - Distribute and promote the State of the Centers II update to highlight targeted investment needs and evaluate center performance relative to desired regional outcomes (*Brian Harper, lead*)
  - Administer and participate in Community Development and Planning Grants that help communities evolve to meet local aspirations (*Gerry Uba, lead*)
  - Participate in local comprehensive plan update process through regional coordination in the State's Periodic Review process (*Gerry Uba, lead*)
- 4:** Assist communities in visualizing the potential in corridors and developing the tools to realize this potential by developing a Corridors Action Plan (*Tim O'Brien, lead*)
- Complete a corridor inventory and State of Corridors Report
  - Identify good design examples and case studies
  - Develop a prioritized Corridors Action Plan
  - Identify targeted actions in the East and Southwest Corridors that complement investment strategies for these corridors
- 5:** Provide new research and develop recommendations for new policy directions at the local or regional level
- Update and reflect innovative and best practices for Regional parking standards (*Caleb Winter, lead*)
  - Partner with Oregon Transportation Research and Education Consortium (OTREC) on trip generation research for mixed use development (*Miranda Bateschell, lead*)

**RELATED PROJECTS/PROGRAMS:**

- Integrated mobility corridors (SW Corridor Plan/East Metro Connections Plan)
- Community Investment Initiative
- Climate Smart Communities Scenarios
- Community Development and Planning Grants
- Major regional investments – Lake Oswego to Portland transit project, Portland-Milwaukie Light Rail, Columbia River Crossing
- Opportunity mapping and development of housing and equity tools

**EXTERNAL PARTNERS:**

- Local jurisdictions
- Property owners, private developers, architects and other development professionals
- Business associations and Chambers of Commerce
- ODOT, DLCD, TriMet

**COUNCIL ROLE** (*Councilors Collette and Harrington, liaisons*)

- Direction on work program

- Request to legislature and others for resource needs
- Political leadership and outreach to partners
- Consideration of new policies to promote community evolution and readiness

**KEY MILESTONES AND DECISIONS TIMELINE (WORK IN PROGRESS)**

1. Metro Council briefing and direction on overall program	April 2011
2. Council approval of TOD Program Work Plan	September 2011
3. Redevelopment/revitalization technical assistance and placemaking	Dates TBD
4. Council approval of System Expansion Policy and review of guidance	June 23, 2011
5. Council direction on Corridors Action Plan	
6. Council support for partnerships to implement action plans resulting from local comprehensive plan updates Community Planning Grant efforts	Summer – Fall 2011; Winter - Spring 2012
7. Council review of new research and consideration of potential new policies	Dec 2011 – Spring 2012

*NOTE: FORMAL ACTIONS ARE BOLDED AND HIGHLIGHTED IN GRAY*

**EVENTS AND PRODUCTS TO ACTUALIZE KEY MILESTONES****Milestone 1 (Council briefing and direction on overall program)**

- Direction from Council liaisons *April 14*
- Council budget work session *April 19*

**Milestone 2 (TOD Program Work Plan and activities)**

- Draft revised work plan presented to Council *July*
- Hillsboro Development Agreement approved by Council *July*
- Work Plan adopted by Council *September*

**Milestone 3 (Redevelopment/revitalization Technical Assistance and Placemaking)**

- Stakeholder engagement *Summer 2011*
- Periodic Council briefings on program activities *Dates TBD*

**Milestone 4 (Council approval of System Expansion Policy and review of guidance)**

- Review of proposed approach, guidance and State of Centers II *May 10, 2011*
- Resolution on System Expansion Policy *June 23, 2011*

**Milestone 5 (Council direction on Corridors Action Plan)**

- Council and MPAC review of Corridor Work Plan *Date TBD*
- Technical work and engagement with stakeholders *Date TBD*
- Council and MPAC review of findings and recommendations *2012, Date TBD*

**Milestone 6 (Council support for partnerships to implement local plans)**

- Review of Portland Plan *Summer 2011*
- MOUs or IGAs to support Portland Plan implementation *December 2011*
- Similar review and support for implementation of other community plans *Date TBD*

**Milestone 7 (Council review of new research and consideration of potential new policies)**

- Research and engagement with stakeholders *Late 2011*
- Council, MPAC review of research and potential actions in support of mixed use development *Early 2012*
- Review of current parking policies and potential new approaches *Spring 2011*

**RESOURCES CURRENTLY ALLOCATED IN LAND USE AND DEVELOPMENT PROGRAM BUDGET, FY 2011-2012**

Staff: 7.15 FTE Total

- Planning and Development Department
  - Land Use Planning section: 2.35 FTE
  - Development Center: 4.75 FTE
  - Corridor Planning section: 0.05 FTE
- Supported in Research Center
  - Data Resource Center: 0.55 FTE
  - Transportation Research and Modeling Services: 0.05 FTE

M&S: \$155,000 for consultant expertise, event support and communications needs

**POTENTIAL ADDITIONAL WORK TASKS (NOT BUDGETED)**

- An additional \$170,000 in M&S for Development Center Activities could fund six to eight additional projects in the redevelopment/revitalization technical assistance and placemaking work program.

## Communications

Communications provides strategic communications guidance and coordinates a full range of services to advance the region's six desired outcomes, helps Metro programs achieve desired results and supports the effectiveness of the agency.

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	% Change from Amended FY 2010-11
<b>BUDGET BY CLASSIFICATION</b>						
Personal Services	\$2,052,073	\$2,011,809	\$2,220,057	\$2,220,057	\$2,235,916	0.71%
Materials and Services	84,978	168,283	294,618	295,739	241,820	(18.23%)
<b>TOTAL</b>	<b>\$2,137,051</b>	<b>\$2,180,092</b>	<b>\$2,514,675</b>	<b>\$2,515,796</b>	<b>\$2,477,736</b>	<b>(1.51%)</b>
<b>BUDGET BY FUND</b>						
General Fund	\$2,137,051	\$2,180,092	\$2,514,675	\$2,515,796	\$2,477,736	(1.51%)
<b>TOTAL</b>	<b>\$2,137,051</b>	<b>\$2,180,092</b>	<b>\$2,514,675</b>	<b>\$2,515,796</b>	<b>\$2,477,736</b>	<b>(1.51%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	22.25	21.00	22.00	22.00	21.00	(4.55%)

### SIGNIFICANT BUDGET CHANGES:

- Elimination of Communications' administrative support position. Scheduling, processing of travel requests, P-Cards, and invoices for the Council office, the COO's office, the Deputy COO's office and Communications; managing foreign visitor delegations, among other tasks will need to be reassigned.
- Elimination of a .5 FTE position associated with Nature in Neighborhoods. The position was budgeted in the Sustainability Center but reported through Communications. The position is eliminated as the result of the successful completion of a partnership project with the Home Builders Association.
- Reduction of communications-related materials and services for the Community Investment Strategy. The reduction will result in the end of the independent reporter experiment.

### KEY INITIATIVES:

- Opt In. Communications will continue to place significant focus on growing the membership of Opt In to reflect the demographic make-up of the region as whole. Opt In is a key part of building trust in Metro and of ongoing work to more actively engage the public in the CIS, corridor plans, Climate Smart Communities, bond programs and venue marketing. Key outcomes include broad public participation as described above, improved demographic data about people who participate with Metro and improved support to Metro's partners.
- Transition to a new web content management system. Metro is shifting virtually all of its web pages to a common content management system. Communications will provide content, design and programming support to the zoo, Expo, PCPA and to all MRC programs to ensure a smooth transition. The new system will provide for better use of social media to engage the public while also streamlining operations and management of web infrastructure and content management.
- Implementation of a unified sustainability programs marketing plan. Communications is leading the creation of a unified marketing plan for Metro's sustainability and behavior change programs and projects. The plan will provide for better targeting of Metro resources, better monitoring of the results of investments, more connection among marketing, behavior change and public engagement on policy projects, and more efficient use of staff resources.

## Sustainability Center

Metro's Sustainability Center demonstrates and inspires sustainable stewardship of the region's natural resources by working with partners to develop and support a regional system of interconnected natural areas and trails; reducing waste and toxics and increasing recycling in the region through direct investment, education and outreach; and through the purchase and enhancement of natural areas, parks and trails throughout the region via funds provided by the Open Spaces and Natural Areas bond measures.

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	% Change from Amended FY 2010-11
<b>BUDGET BY CLASSIFICATION</b>						
Personal Services	\$5,463,469	\$6,076,351	\$7,196,119	\$7,045,508	\$7,298,318	3.59%
Materials and Services	9,848,564	11,471,106	20,284,264	20,373,329	19,334,361	(5.10%)
Capital Outlay	17,617,061	13,111,792	33,824,721	33,824,721	21,275,876	(37.10%)
<b>TOTAL</b>	<b>\$32,929,094</b>	<b>\$30,659,249</b>	<b>\$61,305,104</b>	<b>\$61,243,558</b>	<b>\$47,908,555</b>	<b>(21.77%)</b>
<b>BUDGET BY FUND</b>						
General Fund	\$3,271,576	\$3,389,725	\$5,470,794	\$5,409,248	\$4,542,707	(16.02%)
Natural Areas Fund	23,660,391	20,263,215	46,703,288	46,703,288	34,650,957	(25.81%)
Open Spaces Fund	7,017	19,526	622,131	622,131	336,876	(45.85%)
Rehabilitation & Enhancement Fund	416,683	359,013	409,639	409,639	336,903	(17.76%)
Solid Waste Revenue Fund	5,573,427	6,627,770	8,099,252	8,099,252	8,041,112	(0.72%)
<b>TOTAL</b>	<b>\$32,929,094</b>	<b>\$30,659,249</b>	<b>\$61,305,104</b>	<b>\$61,243,558</b>	<b>\$47,908,555</b>	<b>(21.77%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	61.85	62.93	71.50	69.75	68.35	(2.01%)

### SIGNIFICANT BUDGET CHANGES:

- Transition of Nature in Neighborhoods program: The overall focus of the NiN effort will shift toward incorporating NiN objectives and techniques into the regional implementation of Making a Great Place (SW and East Metro corridor projects, Community Investment Strategy, etc.). One position is being eliminated as a result of the successful completion of the staff partnership with the Homebuilders Association, though Metro will continue to partner with the HBA and others on specific green building outreach efforts.
- Elimination of Climate Change project manager position as scheduled by Council (was a two year limited duration position). The 2 year objectives established by Council were completed (Climate Prosperity Greenprint finalized; Metro GHG inventory and "lens" completed).

### KEY INITIATIVES:

- While there is no budget impact in the Sustainability Center, the project to revamp Conservation Education continues with the transition of the programs to the zoo and the eventual merger of the two staffs.
- Efforts on The Intertwine regional funding strategy are continued in the budget by extending the limited duration planner assigned to that project. Staff will continue work with local park providers and The Intertwine Alliance to further develop the concept of regional parks, natural areas and trails funding.
- The delivery of the Natural Areas Bond program continues in the budget and anticipates a similar level of acquisition activity as in FY 2010-11.
- The Sustainability Center will provide staff to the Community Investment Initiative and further proposals by the Leadership Council that are in line with Council's Guiding Principles for the project. The Community Investment Initiative will benefit from the transfer of the staff person formerly assigned to Climate Change project.
- The Resource Conservation and Recycling work group will continue to carry out Metro's responsibilities under the Regional Solid Waste Management Plan by implementing waste and toxics reduction programs in partnership with local governments and other partners. RCR staff will continue to lead Metro's efforts to integrate sustainable practices into Metro's operations through the implementation of the Metro Sustainability Plan adopted by Council (Resolution No. 10-4198).

## Planning and Development

The Planning and Development Department supports the Metro Council and its partners in developing and implementing a blueprint for growth and development in the region. It launched the Making the Greatest Place initiative three years ago to refine the Region 2040 Growth Concept and develop a Community Investment Strategy to foster development in downtowns, mainstreets and employment areas.

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	% Change from Amended FY 2010-11
<b>BUDGET BY CLASSIFICATION</b>						
Personal Services	\$5,699,845	\$5,765,741	\$6,087,179	\$6,174,185	\$6,336,181	2.62%
Materials and Services	3,656,244	5,051,104	9,327,050	9,388,303	9,458,570	0.75%
Debt Service	598,725	0	0	0	0	0.00%
<b>TOTAL</b>	<b>\$9,954,814</b>	<b>\$10,816,845</b>	<b>\$15,414,229</b>	<b>\$15,562,488</b>	<b>\$15,794,751</b>	<b>1.49%</b>
<b>BUDGET BY FUND</b>						
General Fund	\$9,954,814	\$10,816,845	\$15,414,229	\$15,562,488	\$15,794,751	1.49%
<b>TOTAL</b>	<b>\$9,954,814</b>	<b>\$10,816,845</b>	<b>\$15,414,229</b>	<b>\$15,562,488</b>	<b>\$15,794,751</b>	<b>1.49%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	54.15	57.60	56.30	57.20	55.38	(3.18%)

### SIGNIFICANT BUDGET CHANGES:

- Eliminates limited duration positions for the Development Opportunity Fund and Active Transportation expiring in FY 2011-12.
- Transfers a part-time, limited duration Records and Information Analyst position to Information Services where it is increased to full-time to develop agency wide protocols for record keeping and address planning records needs.
- Reduces Manager II position to Principal Planner.

### KEY INITIATIVES:

- Moving into implementation phase of Making the Greatest Place initiative by developing strategies to stimulate development in downtowns, mainstreets, employment areas and industrial lands.
- Complete Urban and Rural Reserves process and urban growth boundary decision.
- Develop and evaluate scenarios to respond to state-mandated greenhouse gas reduction targets.
- Foster local community development efforts by executing community development and planning (i.e., Construction Excise Tax program) grant agreements with local jurisdictions. Assist and monitor those efforts to ensure stated products are completed.
- With TriMet, secure a Record of Decision for the Milwaukie to Portland Light Rail Project and successfully enter the Final Design phase of the FTA New Starts process.
- Complete the adoption of the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor and, with TriMet submit a New Starts and Preliminary Engineering application to the Federal Transit Administration.
- Complete the East Metro Connection Plan and community investment strategy and commence implementation efforts.
- Launch the integrated Southwest Corridor Strategy in concert with multiple local and regional partners to lay the groundwork for focused investment decisions in communities throughout the corridor.

## Research Center

The Research Center supports the Metro Council, Metro staff, external clients and the public by providing accurate and reliable data, information, mapping, forecasting, and technical services to support public policy analysis and regulatory compliance. The center coordinates data and research activities with local government partners, academic institutions and the private sector. In addition, the regional economic and travel forecasts provided by the Research Center meet federal and state requirements for consistent, accurate and reliable data and forecasting tools.

	Audited FY 2008-09	Audited FY 2009-10	Adopted FY 2010-11	Amended FY 2010-11	Proposed FY 2011-12	% Change from Amended FY 2010-11
<b>BUDGET BY CLASSIFICATION</b>						
Personal Services	\$2,877,435	\$3,243,570	\$3,425,572	\$3,501,866	\$3,269,336	(6.64%)
Materials and Services	600,344	1,015,206	1,206,173	1,170,186	1,002,334	(14.34%)
<b>TOTAL</b>	<b>\$3,477,779</b>	<b>\$4,258,776</b>	<b>\$4,631,745</b>	<b>\$4,672,052</b>	<b>\$4,271,670</b>	<b>(8.57%)</b>
<b>BUDGET BY FUND</b>						
General Fund	\$3,477,779	\$4,258,776	\$4,631,745	\$4,672,052	\$4,271,670	(8.57%)
<b>TOTAL</b>	<b>\$3,477,779</b>	<b>\$4,258,776</b>	<b>\$4,631,745</b>	<b>\$4,672,052</b>	<b>\$4,271,670</b>	<b>(8.57%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	29.50	31.18	31.91	32.67	29.30	(10.32%)

### SIGNIFICANT BUDGET CHANGES:

- Eliminates vacant Associate Transportation Modeler position from the Transportation Research and Modeling Services section.
- Eliminates expiring limited duration positions, and reclassifies GIS positions resulting in no net increase in staffing in the Data Resource Center.
- Continues Regional Indicators staff to September 30 and Climate Smart Initiative limited duration staff for the full year.

### KEY INITIATIVES:

- Implement greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual.
- Finish first comprehensive regional indicators (Greater Portland Vancouver Indicators) report in conjunction with PSU and local partners.
- Complete economic feasibility and modeling analysis effort to determine the likely amount of residential and non-residential development in the new urban reserves.





## Metro | Memo

Date: April 19, 2011

To: Council President Tom Hughes  
Members of the Council

From: Margo Norton, Director  
Finance and Regulatory Services

Cc: Dan Cooper, Acting Chief Operating Officer

Re: General Fund Special Appropriations

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### Non-Departmental/General Expense generally

Several funds include a general expense section for non-operating expenditures such as debt service and interfund transfers. General Expense also includes general purpose expenditures that are not attributed to a single organizational unit (department) within a particular fund. General Expense does not usually include FTE or personal services costs which are expected to align with and be overseen by a department or program.

### General Fund Special Appropriations

Within the General Fund non-departmental expense are special appropriations. Historically special appropriations have included payments to outside agencies that are of a general nature, not associated with a department. Often they include dues to a partner agency; sometimes, including FY 2011-12, they include proposed initiatives or payments where Metro has not determined the extent of its participation or programmatic alignment.

For FY 2011-12 the General Expense expenditures are summarized on the following page.

**FY 2011-12 Proposed Budget**  
**General Fund Non-Department Special Appropriations**

	<b>Amount</b>
<b>General Government Requirements</b>	
Elections Expense	75,000
Annual financial audit	130,725
Special public notices (BM 56, 26-29)	50,000
Claims and Judgment under former ORS 197.352 (BM 37)	100
TriMet Passport program	147,003
Debt service on pension obligation bonds	1,588,215
<b>Subtotal</b>	<b>\$1,991,043</b>
 <b>Metro Grant Programs</b>	
Construction excise tax grants (Rds I and II)	3,573,016
CET Misc./Administrative costs (legal fees)	50,000
Bal. of Nature in Neighborhoods grants (non-bond funded)	298,561
<b>Subtotal</b>	<b>\$3,921,577</b>
 <b>Dues/Sponsorships</b>	
Base dues appropriation - to pay for the following:	40,000
<i>Regional Water Consortium (\$19,500)</i>	
<i>Lloyd Business District (\$13,400)</i>	
<i>Portland Regional Partners for Business (\$5,000)</i>	
Base Sponsorship appropriation (includes Rail Volution)	25,250
Regional Arts and Culture Council	25,000
Intertwine Alliance (new)	100,000
Greater Portland Vancouver Indicators (new)	45,000
First Stop Portland (new)	15,000
Regional Economic Development Board (new)	25,000
Willamette Falls Locks (new)	1,500
<b>Subtotal</b>	<b>\$276,750</b>
<b>Total Non-Departmental Special Appropriations</b>	<b>\$6,189,370</b>

The General Government and grant programs are self-explanatory.

The Dues/Sponsorship section has both deep and recent history. A review of these payments reveals that the distinction between “dues” and “sponsorships” has not always been consistent. For example, Metro’s participation with Rail ~volution has sometimes been recorded as dues, sometimes as sponsorship, even in years other than when Metro made a special payment as a sponsor of the national conference held in Portland in Fall 2010.

Below is information about each of the major or new appropriations.

Regional Water Consortium: \$19,500

The Regional Water Supply Plan (RWSP) was adopted in 1996 by most of the region's individual water providers, and is coordinated by the Regional Water Providers Consortium. Twenty-seven of the region's municipal water providers and Metro collaborated for more than three years to develop the plan. The planning effort and final report reflect extensive input offered by citizens and stakeholders during all phases of the project. The RWSP provides a comprehensive, integrated framework of technical information, resource strategies and implementation actions to meet the water supply needs of the Portland metropolitan area to the year 2050. In December 2004, the Consortium completed an update to the Regional Water Supply Plan. This update covers issues that affect water service and updates population and demand projections.

From the annual report the consortium describes its activities with Metro:

Coordination with Metro

Throughout FY 2009/10, Lorna Stickel, Consortium Program Manager, served as a member of the Metro Technical Committee (MTAC) which advises Metro staff and the MPAC on planning related work of Metro on their Great Communities and Local Aspirations projects.

In FY 2009/10, the Metro member of the Consortium Technical Committee provided updates to the water provider's staff on the adoption of urban and rural reserves.

Consortium Staff provided continuous updates including maps and other documents to the Consortium Technical Committee, Executive Committee and Consortium Board for their "Great Communities" project and on the "Local Aspirations" subproject on the cost.

The City of Portland houses and staffs the consortium. The consortium's board prepares a budget each year which leads to a dues assessment. We have requested additional information about the dues assessment. For the past five years the dues have increased from \$18,000 to \$19,500.

Lloyd Business Improvement District: \$13,500

Metro has paid dues to the Lloyd Business Improvement District since 2001 (approximately \$13,500 per year); MERC also pays dues (\$20,000 per year). OCC director Jeff Blosser has been an active member.

The fee is based on an assessment of commercial property ownership within the district. The Lloyd BID arose, it appears, from the Lloyd District Partnership Plan, an effort of key public and private partners to address the impacts of transportation and economic growth in the district, specifically "to support the economic vitality and growth of the Lloyd District through transportation programs and strategies that enhance access while reducing commute trips to and from the district." Its history prior to 2000 was related to negotiations on behalf of the district for special consideration in complying with the Employee Commute Option (ECO).

Regional Arts and Culture Council: \$25,000

RACC has served the Portland tri-county area since its inception in 1995, when the city's Metropolitan Arts Commission transitioned into a separate not-for-profit organization based upon the recommendation of ArtsPlan 2000+. RACC provides service in five key areas: advocacy, grants, public art program, community services and arts education. Metro has paid dues since at least 1999, consistently at \$25,000 except for FY 2002-03 when Metro paid \$50,000 with a majority, if not all, from the Solid Waste Fund. RACC is an eligible recipient of transient lodging tax, albeit in a lower "bucket" in the complex funding formula. The funds flow through the Portland Oregon Visitor Association for RACC marketing. Because of the downturn in transient lodging tax receipts, no marketing money has been available for the last two periods. We would expect some funding to be available again based on this year's tax collections. RACC received \$200,000 based on the FY 2007-08 receipts.

Regional Economic Development partners: \$5,000

This is the least clear historical appropriation, varying substantially over the past several years in the name of the organization, the amount and the payer. In some instances Planning has made a payment; in others, a \$5,000 payment was been made from general expense to the "Regional Economic Development Association." In FY 2008-09 an additional \$5,500 payment was made as a one-time match assessment for an EDA grant.

The proposed budget includes a new economic development allocation discussed below.

Sponsorships: \$25,250

The amount allocated for sponsorships has varied over the years, mostly related to Rail~volution, which is the most consistent recipient of sponsorship allocations. The Council Office manages the sponsorship process.

There are five new allocations proposed for FY 2011-12.

Intertwine: \$100,000 for first year; diminishing to a member level by Year 3

Metro is the key player in a number of Intertwine areas, most notably acquisition through the bond program and local share program, regional financing (the budget proposes to continue a limited duration staff position for this effort) and Metro's active transportation and trails efforts. Internally Metro is evaluating how best to consolidate its own conservation education efforts to increase our effectiveness. This multi-year project will be led by the Oregon Zoo and the Sustainability Center.

The Intertwine Alliance is a broad coalition of strong and independent organizations working to build and protect the region's network of parks, trails and natural areas and to create opportunities for residents to connect with nature. The Council recently received the business plan for the Intertwine Alliance in which they describe the purpose: "We are engaging residents at a much deeper level, encouraging them to explore nature near where they live and work and to become more active stewards. We are working together in new ways to set clear, strategic priorities and to leverage each others' strengths to implement those priorities more efficiently. We are developing and implementing strategies to increase investment in parks, trails and natural areas as a way to deliver crucial environmental, economic, educational, transportation, recreation and public health outcomes.

The budget proposal allocates \$100,000 for FY 2011-12 to the Alliance with expectation of a decreasing amount over the next two years as partner funding is established. The initial estimate is \$50,000 in Year 2 and \$25,000 in Year 3. The expectation is Metro will have an ongoing annual obligation at the \$25,000 level or less, the same as other partners. If partnership funding does not develop by Year 3, Metro will reassess its continued participation.

Greater Portland-Vancouver Indicators Project: \$45,000 initially, then \$60,000 for two years

Metro will continue to provide project staffing through September 30, 2011 (\$31,230) to complete an interim report, then provide a \$45,000 payment to an outside host agency (presumably PSU) for the remainder of year. Research Center staff has estimated a need for \$60,000 per year for an additional two years, depending on the project's direction.

Metro has supported this project as a principal for two years, funding a limited duration staff position with significant participation from a number of Metro staff.

The GPVI project is proposed with the expectation that if other partners/funding does not develop, Metro will reassess its future participation.

First Stop Portland: \$15,000

First Stop Portland, a Portland State University program, provides planning and logistical support for visiting delegations interested in learning about Portland's sustainable policies and practices. First Stop Portland hosts groups from around the world seeking to learn about sustainable, livable cities and urban development. During these visits, delegations see firsthand the impacts of Portland's commitment to central city vitality, transportation solutions, sustainable development, building diverse economies, and community engagement. Through Study Tours, mobile workshops and presentations, First Stop Portland connects visiting community leaders, national and international, with Portland's business, academic and political leaders. At one time staff in Communications and the Council Office performed these services. The shift of this service from staff to First Stop Portland has allowed us to reduce administrative staff needs over the past few years and also allows us to build relationships with the business community by serving on the board and participating in the visits.

Regional Economic Development entity: \$25,000

The Budget Officer proposed a special appropriation of \$25,000 for membership in an emerging regional economic development entity to promote the greater Portland-Vancouver MSA to bring good companies and jobs to the region and to support and grow the diverse businesses already here. At the time of the proposal, Greenlight Greater Portland, a private sector-led economic development initiative, was considering a successor entity reflecting a more public-private partnership with the regional development partners. The appropriation would be available for that purpose and is expected to be an annual decision.

Willamette Falls Locks Consortium : \$1,500 per year for three years

Metro is asked to join the Willamette Falls Locks Consortium, an advisory group to the Willamette Falls Heritage Foundation. The purpose of the consortium is to work together to ensure the locks remain open to the public, to advocate for funding for various upgrades and repairs and to promote use of the locks with the public. There is a connection to Metro's interest from a transportation perspective for moving goods, from a recreation perspective for boating and kayaking and from a heritage perspective because of the significant Metro open

space holding in the Willamette Falls vicinity. The agreement of the members is intended to provide a stable source of funding over the next three years for supporting the activities of the consortium. The agreement provides a budget of \$18,000 per year for the next three years to maintain communications with the U.S. Army Corps of Engineers and other consortium members, convene an advisory board to address long-term policy and funding issues, coordinate interests of the consortium with state agencies and Congressional representatives and organize periodic promotions with the public.



## DRAFT 4/19/11

**Testimony of Metro Councilor Carlotta Collette  
Chair, Joint Policy Advisory Committee on Transportation  
on behalf of the Metro Council  
Before the Land Conservation and Development Commission  
April 21, 2011**

Thank you for the opportunity to comment on the Proposed Metropolitan Greenhouse Gas Emission Reduction Targets Rules. **With this letter, I am conveying the Metro Council's support for the proposed rules and 20 percent target for the Portland metropolitan area**, with the understanding that the region will pursue the target with a collaborative process that builds on our ongoing efforts to preserve farm and forest land, create jobs, build healthy communities and provide equitable access to jobs and affordable housing and transportation choices.

**I'm proud of the leadership the Commission and the Legislature have shown in establishing the process that led to these proposed rules and Metro's scenario planning effort.** It is in this context that I want to encourage the Commission to continue to provide statewide leadership on several aspects of the climate issue with the following comments.

**We need a more clearly defined explanation of the target, using real world examples of what it might mean from an individual perspective and community perspective.** Translating the rules into an average number of vehicle miles of travel per capita per day and clarifying the assumptions around the fuel efficiency expected of the vehicle fleet will help the community understand what it might take to reach the target. The rule provides an estimate of the region's share of emissions expected to be reduced with land use and transportation strategies, but does not include an estimate of the emissions reductions expected from vehicle technology improvements and cleaner fuels. Without both pieces of information and real world examples of what it might mean, it is difficult to simply explain what the target means for our region.

**The draft rule undervalues the effectiveness of land use strategies in reducing emissions.** As we develop more healthy communities, where walking, biking and public transit are accessible to meet daily household needs, we also reduce dependence on automobiles. This leads to reduced purchasing of vehicles, and corresponding reduction in emissions related to vehicle manufacturing. The draft rule ignores these embedded emissions from the transportation system. If the fleet and technology assumptions do not come to fruition as quickly as expected, these land use changes may be even more important to reaching our emission reduction goals.

**We need to continue to work together to ensure federal and state cooperation in meeting these goals.** We need the state to continue to work with our region and our federal delegation and state representatives to ensure federal and state policies help us realize the draft rule's technology assumptions. These assumptions are very aggressive and will require state and federal actions to implement incentives and regulations to be realized. This also means fighting any legislation that would have the effect of undermining environmental protections, reducing public transit funding or slowing the adoption of cleaner fuels and more efficient vehicles.

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**We need the state to acknowledge that all sectors of our economy contribute to the climate problem, and all need to be part of the solution.** This rule only addresses a small part of the overall climate change issue – the emissions from cars, small trucks and SUVs. The state hasn't set targets for emissions from industry, freight and consumer goods consumption. We need targets and efforts to reduce emissions in those sectors as well.

But for now, we recognize the focus is on reducing emissions from cars, small trucks and SUVs. **We have started our search for a regional solution that will build on our existing efforts, local plans and the region's adopted desired outcomes.** The strategies we've used to implement the 2040 Growth Concept to make the metropolitan area a great place to live are among the same tools we'll need to meet the state targets.

**We look forward to continued work with the Commission and the Oregon Transportation Commission in developing the Statewide Transportation Strategy.** It is important for the Statewide Transportation Strategy to provide timely policy direction on some of the tools that will help our region meet our target – such as interstate and intercity travel, high speed rail, commuting between rural and urban areas of the state and congestion pricing. This will be critical to support the other metropolitan areas in their work as well.

**The draft rules ignore the problem of rural-to-urban commuting that puts urban traffic on rural roads, hampering farm operations and promoting long, automobile dependent trips.** The draft rules only address travel within metropolitan planning organization boundaries, ignoring traffic in the larger travelsheds that surround and penetrate those boundaries. This commuting not only generates more congestion and emissions in our region, it also has the unintended consequence of adding traffic and urban land uses in agricultural areas. This is a challenge that all six MPOs in Oregon are struggling with in part due to the geographic scope of our respective planning responsibilities. In the Portland metropolitan area, our travelshed extends far beyond our urban growth boundary as you can see on the map attached to my testimony, and includes Clark County in SW Washington.

**We need more research on the potential impacts of climate change on rural economies and solutions that rural parts of the state can help implement.** So far, the climate discussion focuses on urban impacts and solutions but there are also real economic impacts that could be felt by rural parts of the state that need to be understood (e.g., crop and food production impacts). These areas also need to be part of the solution given that 50 percent of the state's light vehicle carbon emissions come from rural parts of the state. We are all in this together and we all have a role to play at the state, regional and local levels.

**We need flexibility and a holistic approach.** Page 11 of the draft rule lists a number of factors that should be considered when the Commission reviews the targets in 2015 and beyond. These factors should also be considered during the 2012 rulemaking required by Oregon Laws 2009, chapter 865, section 37(8) and it is critical to continue bringing all the MPOs and other partners to the state table for this dialogue. It is also important for the 2012 rulemaking on preferred scenario selection and implementation to provide flexibility for each region's preferred strategy to reflect local values and approaches, and not just focus achieving the target.

**Thank you for providing me with an opportunity to comment.** On behalf of the Metro Council and the Joint Policy Advisory Committee on Transportation, I look forward to our continued collaboration with the Commission and your staff as we move forward.