

Agenda Item Number 2.0

**GLENDOVEER FACILITY ASSESSMENT
AND BUSINESS PLAN PROJECT UPDATE**

Metro Council Work Session
Tuesday, June 9, 2011
Metro Council Chambers

METRO COUNCIL

Work Session Worksheet

Presentation Date: Tuesday June 7, 2011 Time: 1:15 p.m. Length: 1 hour

Presentation Title: Glendoveer Facility Assessment and Business Plan Project update

Service, Office, or Center: Parks & Environmental Services and Sustainability Center

Presenters (include phone number/extension and alternative contact information):
Corie Harlan, x. 1764; Lydia Neill, x. 1830

ISSUE & BACKGROUND

Built in 1924, the Glendoveer Golf Course property, located at corner of NE 148th Avenue and NE Glisan Street in East Portland, contains 242 acres of land zoned for parks and open space. The site includes two 18-hole golf courses, two parking lots, four covered tennis courts, the Ringside restaurant, driving range, pro shop, and a public soft surface fitness trail. Glendoveer was acquired by Metro from Multnomah County in 1996 as part of a transfer of assets that included the Expo Center and Regional Parks and Cemeteries. Since 1996, Glendoveer has generated an average of \$840,000 annually for Metro's general fund. The current operator, Glisan Street Recreation (GSR) has managed the facilities and property for over 40 years and the existing contract expires December 31, 2012.

The Glendoveer Facility Assessment and Business Plan project will provide investment and operation and maintenance recommendations for the Glendoveer Golf Course facility in preparation for the development and awarding of a new contract to operate the facility in 2013. This project will ultimately result in the development of a new, fiscally-sound operating contract and create an investment strategy for Glendoveer that achieves the triple-bottom line benefits of a more efficient, sustainable, profitable operation that better represents the Metro brand and is more responsive to community needs.

Since November, Metro staff and their consultant team have:

- engaged the community to learn what they value about Glendoveer and what are priorities for future improvements;
- conducted an asset inventory to obtain a clear picture of the current condition, age and replacement costs of Glendoveer's assets;
- analyzed the national and local golf markets;
- examined current operations and identified missed opportunity areas, and;
- identified key elements that preserve the asset, take advantage of market opportunities and/or revamp the operation. These elements will be used to develop possible investment scenarios for Council to consider.

Metro staff will provide the Metro Council with an update on this work completed to-date and seek Council direction on development of possible investment scenarios.

This work session discussion will inform a follow-up work session in July where staff will present Council with various investment scenarios and their associated cost estimates and seek Council action on a recommendation for a preferred investment scenario at Glendoveer.

OPTIONS AVAILABLE

In July, Metro staff will meet with Metro Council to seek action on a recommendation for a preferred investment scenario at Glendoveer. At that time, Metro Council will have the options of acting on an investment recommendation or advising additional study and evaluation prior to making a decision. Once a decision on a preferred investment scenarios is made, it will kick off Phase II of the project and guide the development of an RFP for a new operation contract. Metro staff will check in with Metro Council for direction and key decisions related to contract development, negotiation and award during Phase II.

IMPLICATIONS AND SUGGESTIONS

To prevent a permanent erosion of revenue stream and maintain the existing assets at Glendoveer, some level of investment in the facility is needed. This project explores how to achieve the triple-bottom line benefits of increased environmental sustainability, profit and community enhancement via this investment. However different levels of investment result in varying levels and types of benefits, risks and costs. The key assumption for this project is that investments or changes to the property or business model will be revenue neutral. Ideally, they will increase revenue.

QUESTION(S) PRESENTED FOR CONSIDERATION

Metro's made significant investments in new parks. Should Metro be making similar investments in our existing, developed parks and facilities?

What additional information does Council need to act on a preferred investment scenario recommendation for Glendoveer in July?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __ Yes No
DRAFT IS ATTACHED __ Yes No

Agenda Item Number 3.0

**SW CORRIDOR PLAN PROJECT
OVERVIEW AND UPDATE**

Metro Council Work Session
Tuesday, June 9, 2011
Metro Council Chambers

METRO COUNCIL

Work Session Worksheet

Presentation Date: 6/7/2011 Time: 2:15 pm Length: 30 minutes

Presentation Title: SW Corridor Plan project overview and update

Service, Office, or Center:

Planning & Development Services

Presenters (include phone number/extension and alternative contact information):

Robin McArthur (x1714), Tony Mendoza (x1726), Malu Wilkinson (1680)

(Also list other department personnel or interested parties who should be invited & invite them.)

* In all categories, use additional sheets if necessary and attach supporting material.

ISSUE & BACKGROUND (Identify the issue or problem. Include background information on the issue and identify the facts pertinent to your presentation of the topic. Include a statement of any potential issues raised by these facts.)

The SW Corridor Plan is intended to collaboratively integrate land use and transportation planning efforts to create an implementation strategy that includes investments, policy changes and partnerships. 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 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 Implementation Strategy.

OPTIONS AVAILABLE (List the options available for any actions that may need to be taken, indicating the pros and cons of each. Cost estimates should be included for each option, where applicable.)

IMPLICATIONS AND SUGGESTIONS (Please state your departmental suggestions(s) AND the reason(s) for the suggested action. Also include anticipated problems, which will be encountered: a) if the suggestions is implemented, and b) if the suggestion is not implemented.)

QUESTION(S) PRESENTED FOR CONSIDERATION (Please state clearly your request of the Metro Council. In other words, what do you hope to obtain from the Metro Council? If more than one question, please number them.)

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes __X_No
DRAFT IS ATTACHED __Yes __No



SW Corridor Plan Work Program

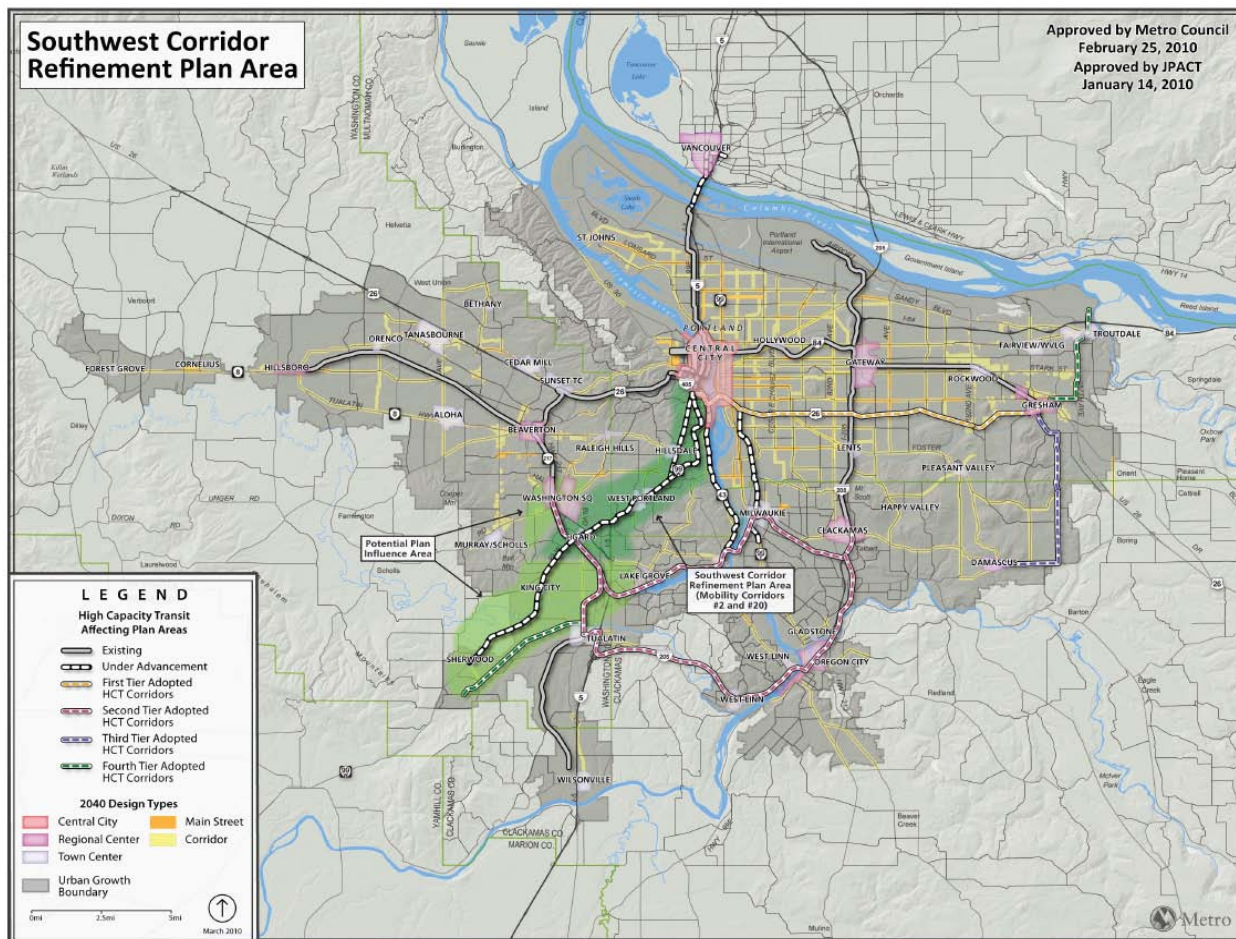
Tony Mendoza, Project Manager

Malu Wilkinson, Deputy 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 99W corridors in the southwest quadrant of the Portland Metropolitan Region.



PROGRAM OBJECTIVES:

- Develop a Southwest Corridor implementation strategy that identifies and prioritizes needed projects to support local aspirations consistent with regional and state goals and stimulate community and economic development, leveraging private investments and making efficient use of available funds
- 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 and partnerships 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
- Integrate health and equity strategies
- Integrate trails and parks plans and improvements
- 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, coordinating communication and engagement among SW Corridor Plan partners

BACKGROUND: The SW Corridor Plan is intended to collaboratively integrate land use and transportation planning efforts to create an implementation strategy that includes investments, policy changes and partnerships. 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

DRAFT

- 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 Implementation 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, Multnomah 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 implementation strategy and developing agreements with local partners
- Appoint Steering Committee
- Policy direction on alternative land use and transportation strategies to support local and regional goals in the SW Corridor
- Engage with state agencies and local partners on policy changes that support SW Corridor goals
- Representation for community input
- Ensure effective project communications across all jurisdictions

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PROJECT PHASES, KEY MILESTONES AND DECISIONS TIMELINE

Phase	Milestone	Approximate date
Define problems, opportunities & constraints	1. Charter adopted by Southwest Corridor partners	Fall 2011
	2. Steering Committee defines goals <i>The goals will lay the foundation for determining the strategies to address land use and transportation needs.</i>	November 2011
Identify wide range of solutions and integrated strategies	3. Steering Committee approves an outcomes-based evaluation framework and criteria <i>The criteria may define how transportation and land use investment, strategies, and policies work together to achieve goals.</i>	January 2012
	4. Steering Committee identifies alternative strategies to support achieving local and regional goals <i>Alternative strategies include packages of transportation investments (including transit options), land use changes and other investments that can be evaluated against the criteria.</i>	May 2012
Narrow solutions and draft Southwest Corridor Plan and Implementation Strategy	5. Steering Committee prioritizes alternative strategies Priority strategies may identify efficient use of public resources including local, regional, state and federal investments and policy changes to achieve goals.	October 2012
	6. Steering Committee approves draft Southwest Corridor Plan and Implementation Strategy <i>The Southwest Corridor Plan will summarize each of the component plans and the Implementation Strategy will describe appropriate agreements and actions that need to be taken in the corridor.</i>	December 2012
Agree on action plan to implement the Southwest Corridor Plan and Implementation Strategy	7. Partners adopt Southwest Corridor Implementation Strategy and agree to implement components as appropriate	January – June 2013
	8. Metro Council/JPACT recommend alternative transportation investments for NEPA process	June 2013

NEXT STEPS FOR IMPLEMENTATION

The SW Corridor Plan Implementation Strategy may be implemented through a number of agreements between local jurisdictions, regional, state and federal agencies and other partnerships. 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

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RESOURCES

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

	Requirements:				Resources:		
2011-12	Personal Services	\$	1,475,769		TriMet – Bond	\$	
	Interfund Transfers	\$	225,780		Federal FTA Grant	\$	2,000,000
	Materials & Services	\$	750,000		SW C/O 13301, 15669	\$	476,000
	Computer	\$	24,451				
	TOTAL	\$	2,476,000		TOTAL	\$	2,476,000
2011-2013	City land use plans		Grant amount				Total cost
CET projects	Portland Barbur Concept Plan		700,000				1,031,000
	Tualatin HCT Land Use Plan		181,000				214,000
TGM	Tigard HCT Land Use Plan		189,000				211,000
	TOTAL		1,070,000				1,456,000

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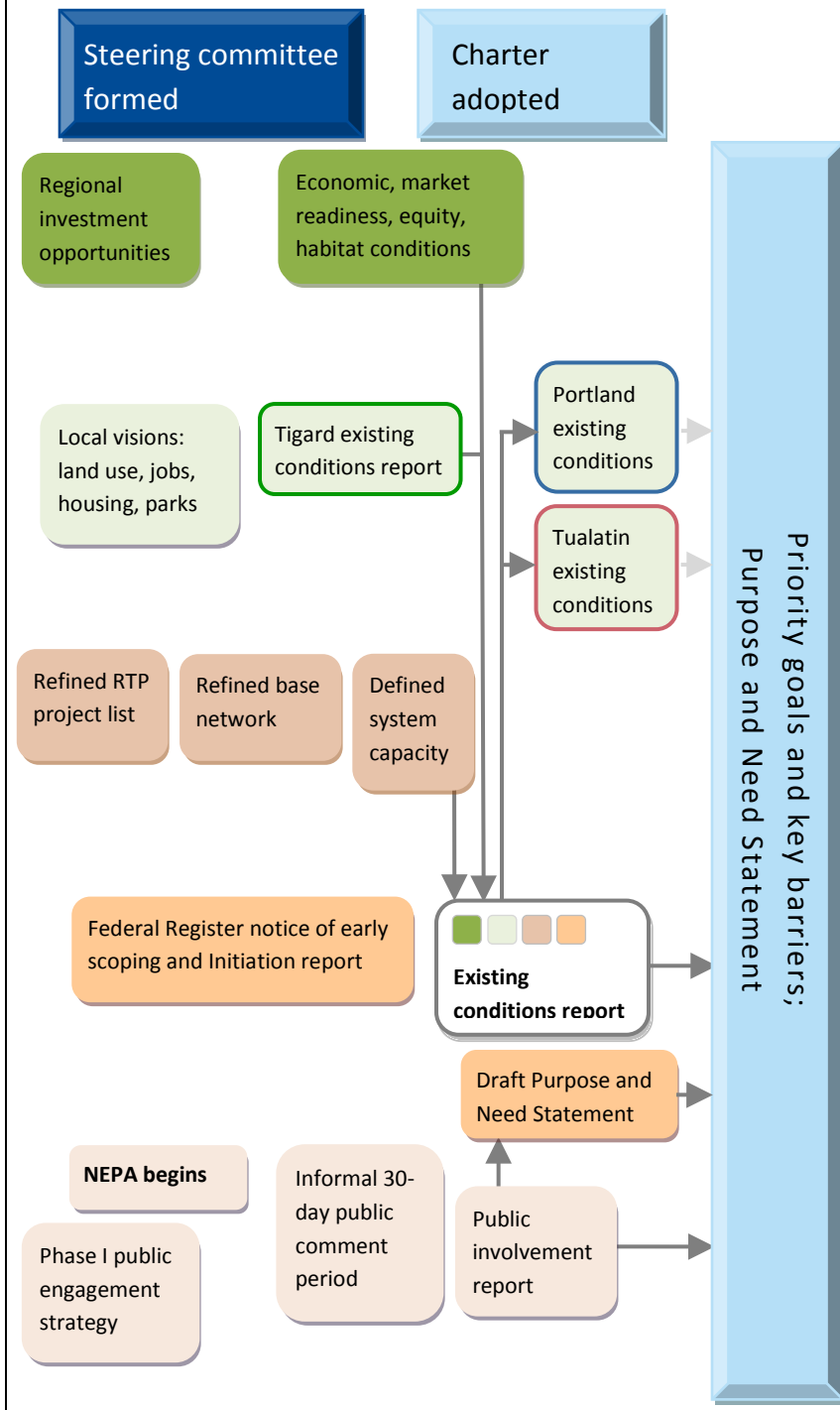
Phases, milestones, key products

PROJECT PARTNERS

Cities of King City, Portland, Sherwood, Tigard and Tualatin
 Washington County
 Oregon Department of Transportation
 TriMet
 Metro

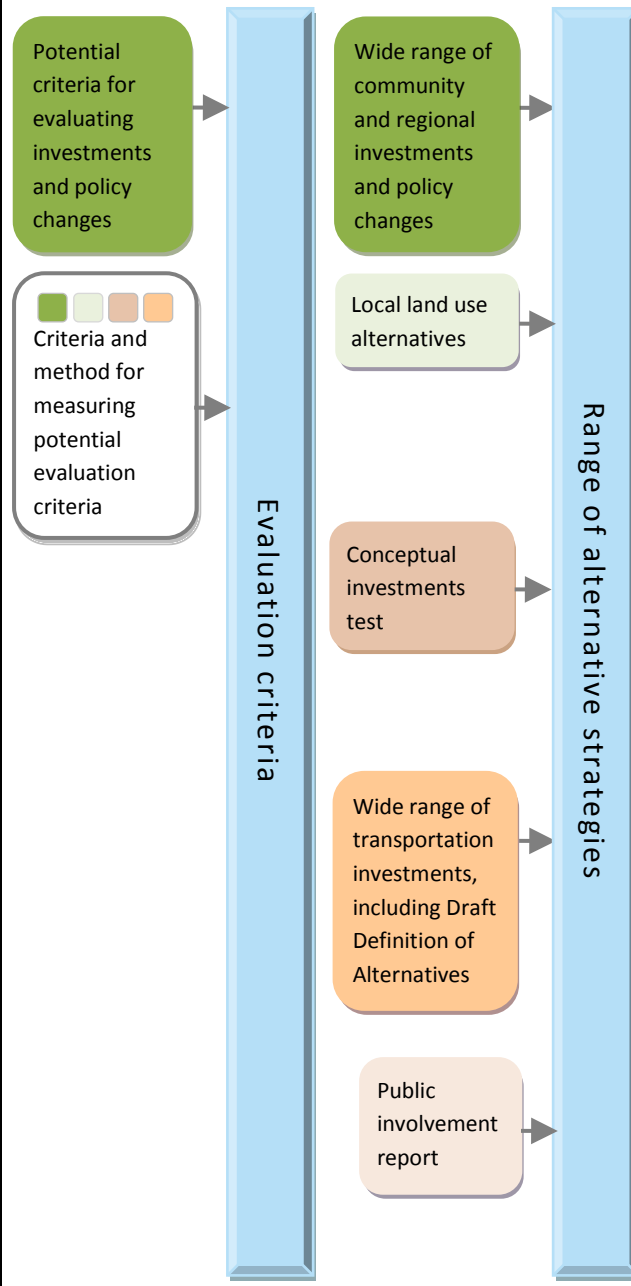
2011: April – December

Define problems, opportunities and constraints
 Steering committee defines goals that will lay the foundation for determining the strategies to address land use and transportation needs.



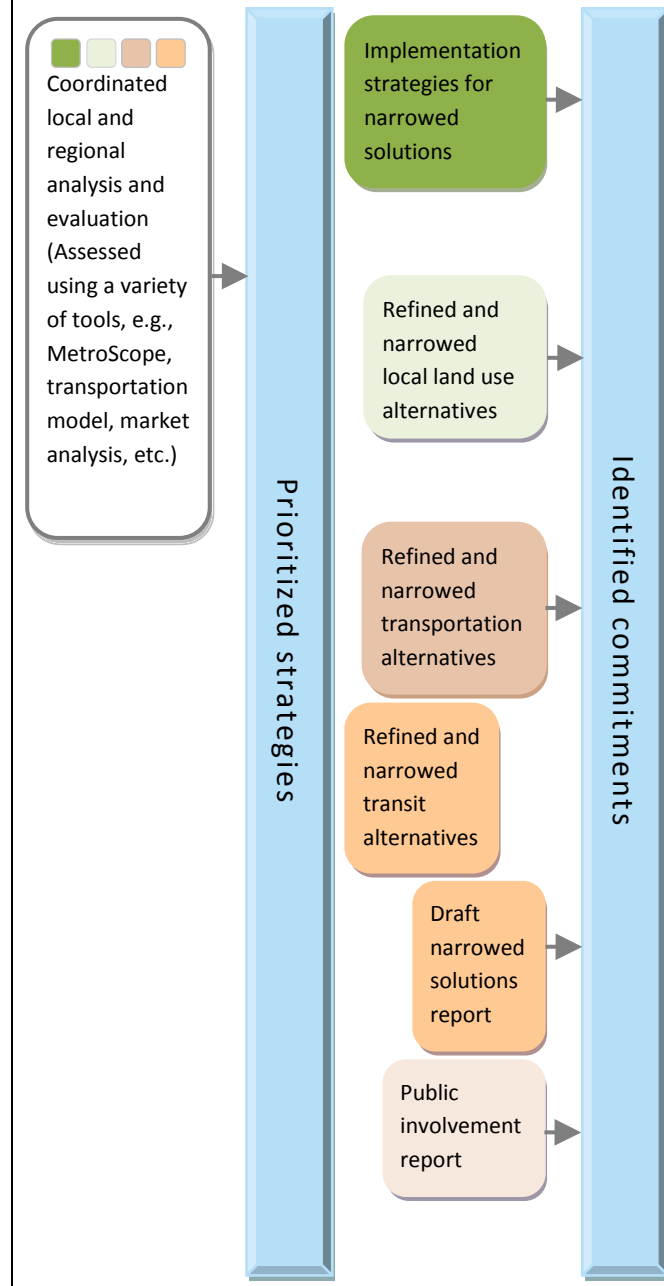
2012: January – June

Identify wide range of solutions and integrated strategies
 Steering committee approves an outcomes-based evaluation framework and criteria and identifies alternative strategies to support achieving local and regional goals.



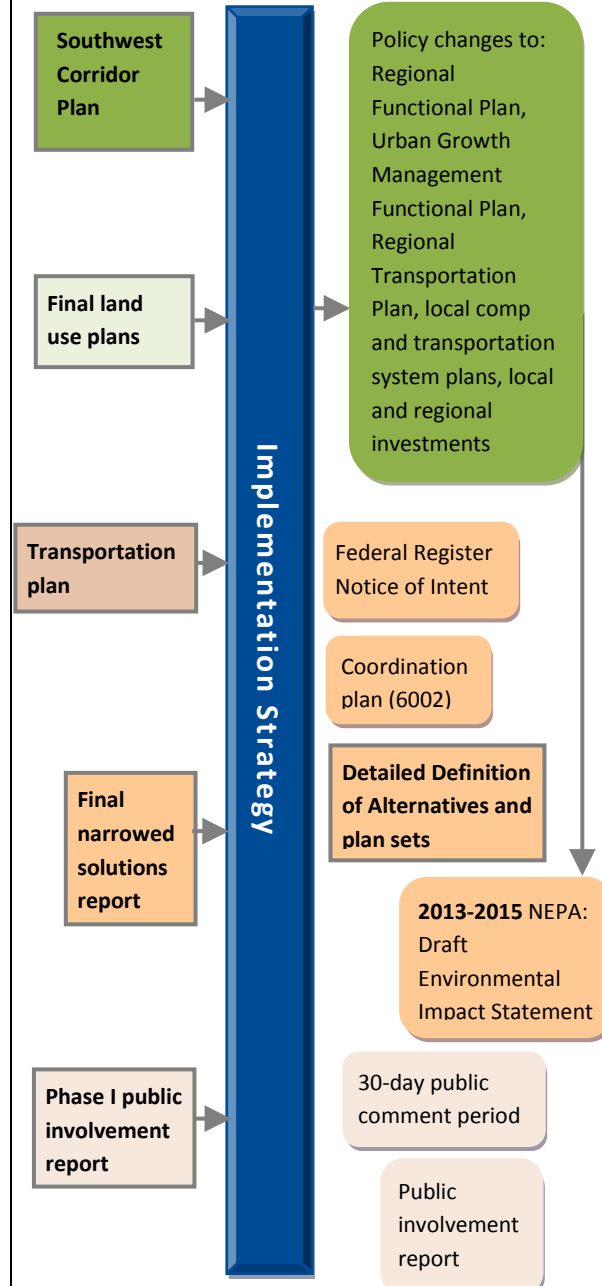
2012: July – December

Narrow solutions and draft Southwest Corridor Plan and Implementation Strategy
 Steering committee prioritizes alternative strategies and approves draft Southwest Corridor Plan and Implementation Strategy.



2013 and beyond

Agree on action plan to implement the Southwest Corridor Plan and Implementation Strategy
 Partners adopt Southwest Corridor Implementation Strategy and agree to implement components as appropriate; Metro Council/JPACT recommend alternative transportation investments for NEPA process.



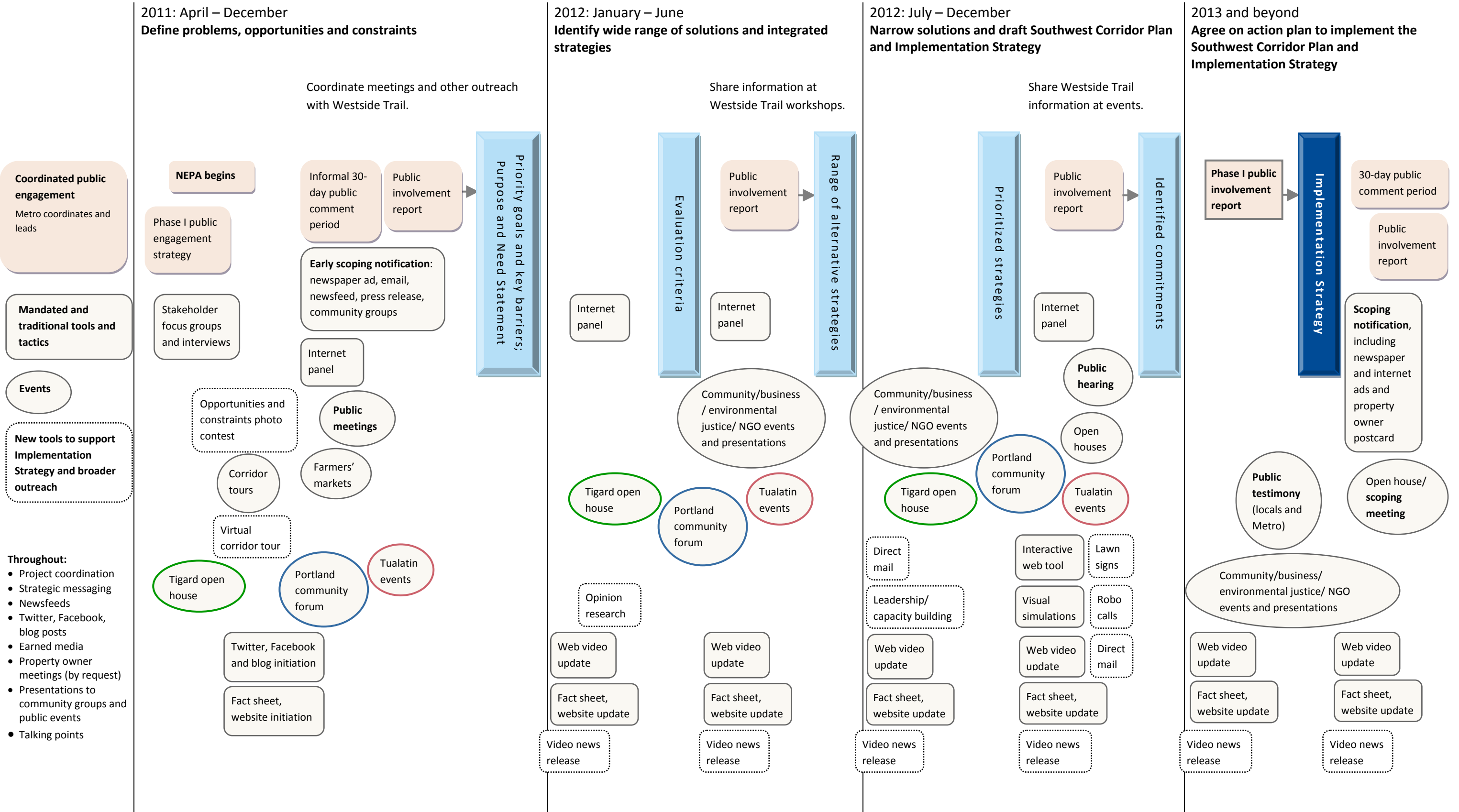
- Community and regional investments**
Metro coordinates and leads analysis work
- Local land use plans**
Cities lead; Metro coordinates, collaborates and assists
- Transportation plan**
Metro/ODOT co-lead and coordinate with cities
- Transit alternatives and NEPA process**
Metro leads
- Coordinated public engagement**
Metro coordinates and leads
See back for activities

Project milestones

- Metro Council decisions
- Steering committee decisions

SOUTHWEST CORRIDOR PLAN

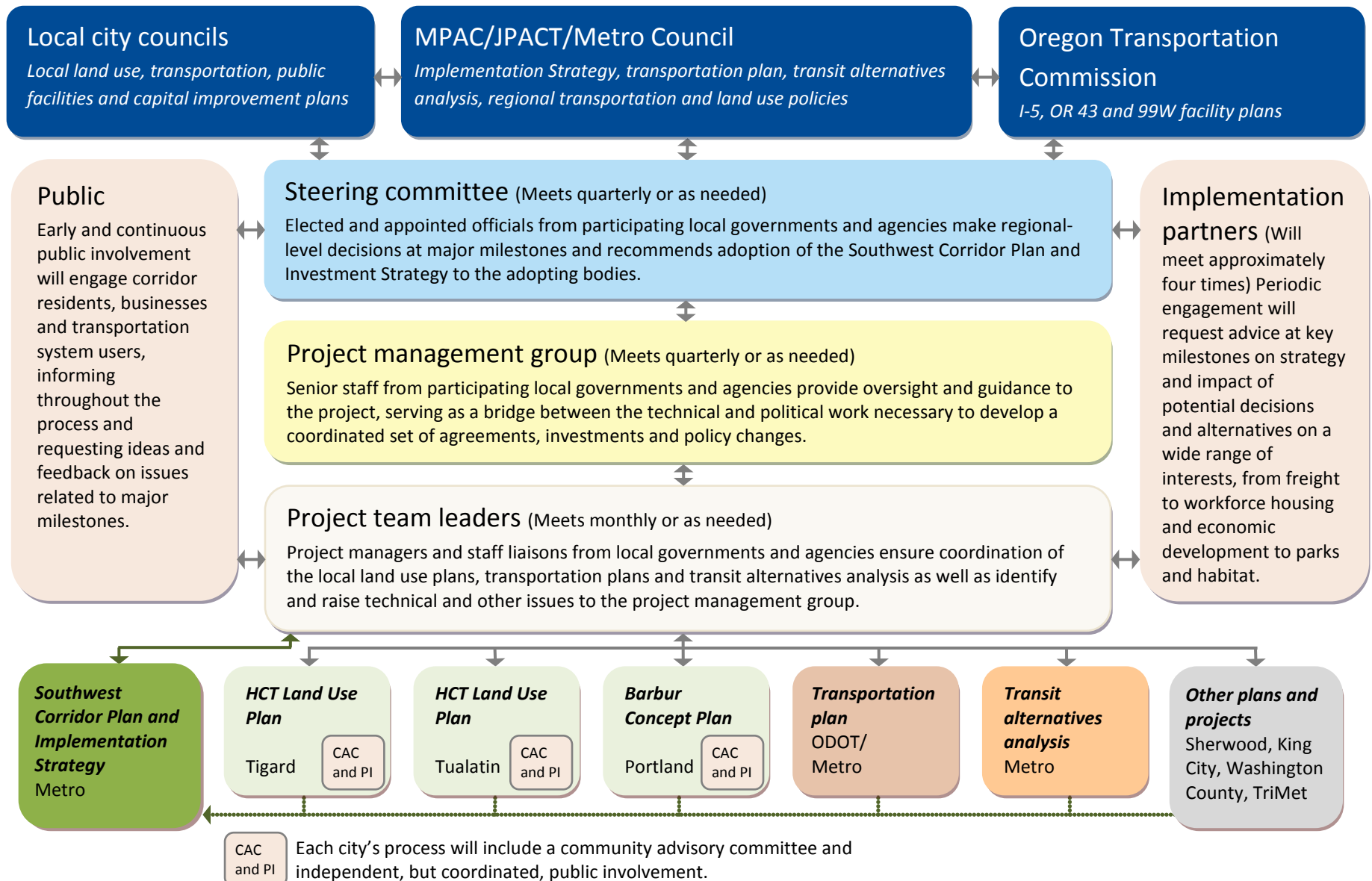
Phases, milestones, key products (public involvement activities)



Decision-making structure

with summary of plans and agreements adopted by local governments, Metro and the Oregon Transportation Commission

The Southwest Corridor Plan will develop a coordinated set of component plans and an implementation strategy that identifies and prioritizes needed projects to support local aspirations consistent with regional and state goals and stimulate community and economic development, leveraging private investments and making efficient use of available resources. It will include changes to local, regional and state policies to support the strategy.



Agenda Item Number 5.0

CITY OF DAMASCUS UPDATE

Metro Council Work Session
Tuesday, June 9, 2011
Metro Council Chambers

METRO COUNCIL

Work Session Worksheet

Presentation Date: June 7, 2011 Time: 2:50 PM Length: 45 minutes

Presentation Title: City of Damascus Update

Service, Office, or Center:
Planning and Development

Presenters (include phone number/extension and alternative contact information):
Ray Valone, x1808; Jennifer Donnelly, DLCD; Anita Yap, Damascus

ISSUE & BACKGROUND

The purpose of this work session is to update the Metro Council on the progress and issues concerning the City of Damascus' effort to adopt comprehensive plan map and policies and implementation measures to allow urbanization within the City; and to inform Councilors about the implications of the May 17th vote to reject the City Council's adoption of the plan map.

The City of Damascus adopted a comprehensive plan map and associated goals on December 14, 2010. Department of Land Conservation and Development (DLCD) staff reviewed the City's submittal for acknowledgement of the plan map and statewide goals, and issued the Directors Report on March 31. The report recommended that the Land Conservation and Development Commission (LCDC) find the City meets two statewide goals, partially meets 4 goals (#5, #7, #8, #12) and does not meet 6 goals (#2, #6, #9, #10, #11, #14); and that the City and DLCD staff continue to work together to establish a compliance schedule for full compliance with the 10 goals listed above.

The LCDC met on April 22 to review the City's acknowledgement request. The Commission agreed with the Director's Report to accept some of the City's comprehensive plan goals and policies and proceed forward with developing a compliance schedule for the remaining items needed for acknowledgement.

On May 17, the residents of Damascus voted to reject the adopted comprehensive plan map. The City Council is discussing its options for going forward and City staff will meet with Metro and DLCD staff to talk about next steps.

OPTIONS AVAILABLE

Accept the status report.

IMPLICATIONS AND SUGGESTIONS

Staff suggests that the Council direct staff to meet with City and DLCD representatives to coordinate possible next steps, and report back to Council after a course of action has been determined.

QUESTION(S) PRESENTED FOR CONSIDERATION

Does the Council agree with the staff suggestion above regarding meeting with City and DLCD representatives and reporting back about the City's future course of action?

Is there any additional direction to staff regarding the discussions of the City's next steps to complete the comprehensive plan map and implementation measures?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes **x**No
DRAFT IS ATTACHED ___Yes ___No

Materials following this page were distributed at the meeting.

REVISED

METRO COUNCIL

Work Session Worksheet

Presentation Date: Tuesday June 7, 2011 Time: 1:15 p.m. Length: 1 hour

Presentation Title: Glendoveer Facility Assessment and Business Plan Project update

Service, Office, or Center: Parks & Environmental Services and Sustainability Center

Presenters (include phone number/extension and alternative contact information):

Corie Harlan, x. 1764; Lydia Neill, x. 1830

ISSUE & BACKGROUND

Built in 1924, the Glendoveer Golf Course property, located at corner of NE 148th Avenue and NE Glisan Street in East Portland, contains 242 acres of land zoned for parks and open space. The site includes two 18-hole golf courses, two parking lots, four covered tennis courts, the Ringside restaurant, driving range, pro shop, and a public soft surface fitness trail. Glendoveer was acquired by Metro from Multnomah County in 1996 as part of a transfer of assets that included the Expo Center and Regional Parks and Cemeteries. Since 1996, Glendoveer has generated an average of \$840,000 annually for Metro's general fund. The current operator, Glisan Street Recreation (GSR) has managed the facilities and property for over 40 years and the existing contract expires December 31, 2012.

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Since November, Metro staff and their consultant team have:

- engaged the community to learn what they value about Glendoveer and what are priorities for future improvements;
- conducted an asset inventory to obtain a clear picture of the current condition, age and replacement costs of Glendoveer's assets;
- analyzed the national and local golf markets;
- examined current operations and identified missed opportunity areas, and;
- identified key elements that preserve the asset, take advantage of market opportunities and/or revamp the operation. These elements will be used to develop possible investment scenarios for Council to consider.

Metro staff will provide the Metro Council with an update on this work completed to-date and seek Council direction on development of possible investment scenarios.

This work session discussion will inform a follow-up work session in July where staff will present Council with various investment scenarios and their associated cost estimates and seek Council action on a recommendation for a preferred investment scenario at

Glendoveer.

OPTIONS AVAILABLE

In July, Metro staff will meet with Metro Council to seek action on a recommendation for a preferred investment scenario at Glendoveer. At that time, Metro Council will have the options of acting on an investment recommendation or advising additional study and evaluation prior to making a decision. Once a decision on a preferred investment scenarios is made, it will kick of Phase II of the project and guide the development of an RFP for a new operation contract. Metro staff will check in with Metro Council for direction and key decisions related to contract development, negotiation and award during Phase II.

IMPLICATIONS AND SUGGESTIONS

To prevent a permanent erosion of revenue stream and maintain the existing assets at Glendoveer, some level of investment in the facility is needed. This project explores how to achieve the triple-bottom line benefits of increased environmental sustainability, profit and community enhancement via this investment. However different levels of investment result in varying levels and types of benefits, risks and costs. The key assumption for this project is that investments or changes to the property or business model will be revenue neutral. Ideally, they will increase revenue.

QUESTION(S) PRESENTED FOR CONSIDERATION

What is the appropriate balance for this project's triple bottom line goals?

What additional information does Council need to act on a preferred investment scenario recommendation for Glendoveer in July?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes X No
DRAFT IS ATTACHED __ Yes X No**

TheTimes

TIGARD | DALATIN | SHERWOOD

Tigard sets sights on MAX

City selects seven areas where high-capacity transit could grow with city

BY GEOFF PURSINGER

The Times, Jun 2, 2011

TIGARD — The city is taking the next step in the long process that could result in a MAX light rail line running through town.

The city has identified seven areas across the city where it believes high-capacity transit might one day come.

Those areas — which stretch from Washington Square to King City — were presented to the public Wednesday, May 25 in a special workshop to get public feedback on potential “station communities.”

“It was a great session,” said Judith Gray, senior transportation planner for the city. “...We asked people to look at what kinds of characteristics we need to not only make transit work but how the city needs to grow.”

The line is expected to run from Portland to Sherwood via Pacific Highway but decisions about the actual kind and alignment of high-capacity transit are not expected until 2015.

Members of the public and the city’s citizen advisory committee for high-capacity transit examined potential stops, and what the city would need to do to prepare the areas for increased growth over the next several years.

Planning for growth is important, because the Portland metropolitan area is expected to gain up to a million or more people over the next 50 years.

For Tigard, that could mean a population of 100,000 people by that time, and with little room to grow outward, the city is looking to find different ways of dealing with the expected population.

It’ll take a bit of redevelopment to get the city ready for that future, and city officials have said that high capacity transit will play a major role.

The stations are far from official, and Tigard’s Redevelopment Project Manager Sean Farrelly said he expects only about three or four of the station areas identified to eventually be turned into transit stops.

“High-capacity transit has to come through Portland,” Farrelly said. “That will determine a lot of where the stations go as well.”

The seven areas have the characteristics the city would like to see in a transit stop, Gray said. Those include a mix of residential and commercial businesses, access to other parts of the city (such as other TriMet transit centers in downtown Tigard and Washington Square) and the potential for growth over the next several years.

While each of the seven station areas differ in size and makeup, Gray said that many of the people who attended last week’s meeting had similar thoughts on how the areas should grow.

“There was a lot of interest in having some kind of community focal point or node,” she said. “Even though there are areas that are single family residential neighborhoods, having a place to gather for shopping or coffee is something that we heard about.”

These focal points aren't necessarily huge strip malls, Farrelly said.

"Just something that you can get your basic services," he said.

Improving pedestrian connections is also important, Farrelly said. "There are some places that don't have sidewalks. We want to make it easier to get from a person's house to a node. Not everybody wants to live right next to it, but they do want it within walking distance."

Whether it's MAX that eventually comes to Tigard or some other form of high-capacity transit, the decision is still years away.

High-capacity transit has meant MAX light rail for most of the previously identified corridors, but it could mean rapid bus line or other method of getting many people to and from downtown Portland quickly, such as commuter rail or rapid streetcar.

The public feedback will become part of the city's High-Capacity Transit Land Use Plan, which forms the foundation for Metro's \$2 million study on which form of high-capacity transit the city will receive.

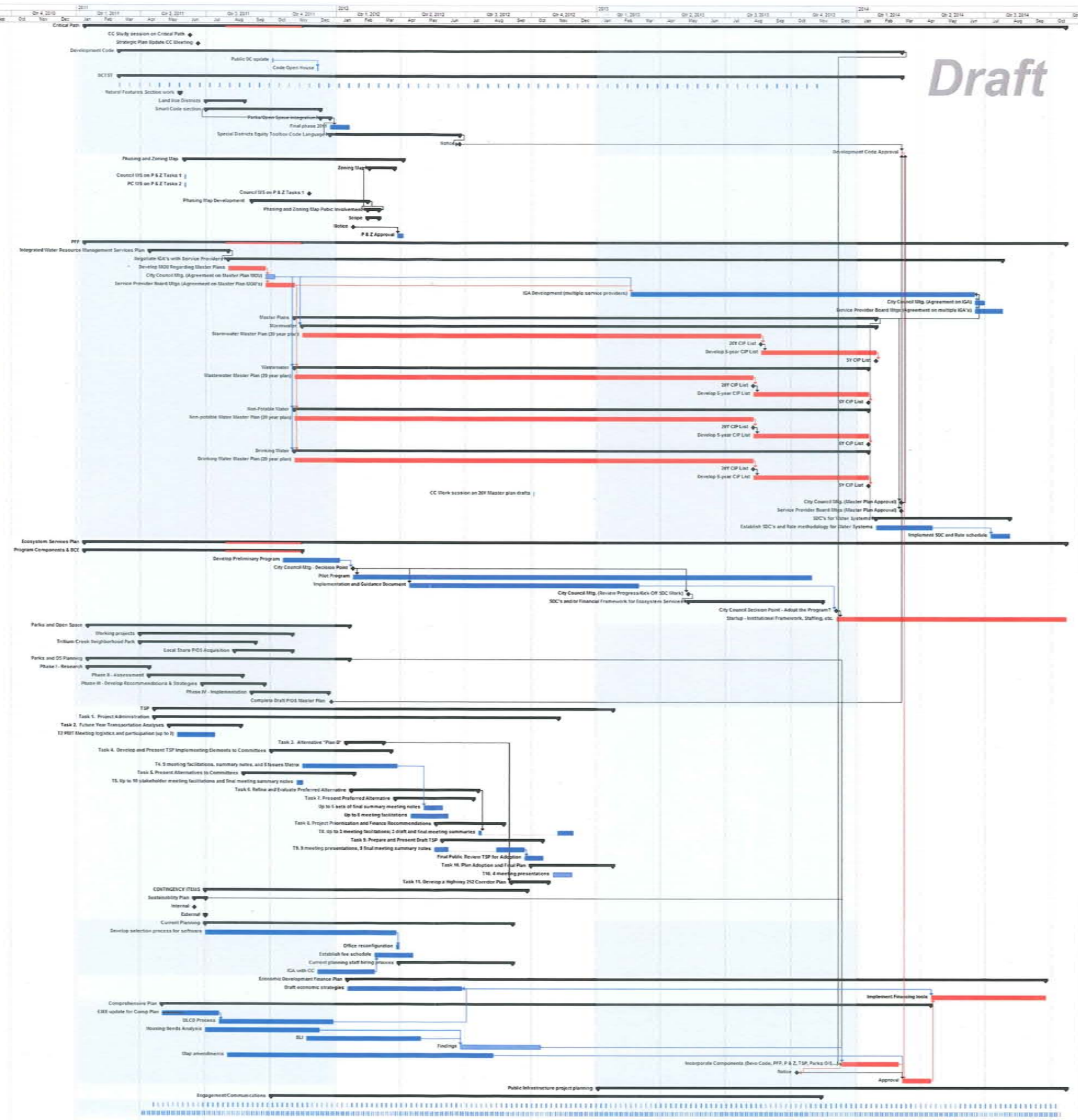
Where would they go?

While decisions about stations won't be made for many more years, the city has identified seven areas that could receive high capacity transit.

- Washington Square
- Southwest Scholls Ferry Road at 121st Avenue
- The Tigard Triangle (between Interstate 5 and Highway 217)
- Downtown Tigard
- Pacific Highway at Southwest Gaarde Street and Southwest McDonald Street
- King City
- Bridgeport Village

Work Plan Chart

Item	Duration	Start	End
1	100.00 days	Nov 11 2011	Nov 11 2011
2	1 day	Nov 15 2011	Nov 15 2011
3	1 day	Nov 15 2011	Nov 15 2011
4	100.00 days	Nov 15 2011	Nov 15 2011
5	1 day	Nov 15 2011	Nov 15 2011
6	1 day	Nov 15 2011	Nov 15 2011
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8	100.00 days	Nov 15 2011	Nov 15 2011
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64	1 day	Nov 15 2011	Nov 15 2011
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70	1 day	Nov 15 2011	Nov 15 2011
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79	1 day	Nov 15 2011	Nov 15 2011
80	1 day	Nov 15 2011	Nov 15 2011
81	1 day	Nov 15 2011	Nov 15 2011
82	1 day	Nov 15 2011	Nov 15 2011
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91	1 day	Nov 15 2011	Nov 15 2011
92	1 day	Nov 15 2011	Nov 15 2011
93	1 day	Nov 15 2011	Nov 15 2011
94	1 day	Nov 15 2011	Nov 15 2011
95	1 day	Nov 15 2011	Nov 15 2011
96	1 day	Nov 15 2011	Nov 15 2011
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98	1 day	Nov 15 2011	Nov 15 2011
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100	1 day	Nov 15 2011	Nov 15 2011



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Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication - A Synthesis for Policy Makers

A Summary of the Conclusions

Investing just 2% of global GDP into ten key sectors can kick-start a transition towards a low-carbon, resource-efficient economy. The new UNEP report demonstrates that a transition to a green economy is possible by investing 2% of global GDP per year (currently about US 1.3 trillion) between now and 2050 in a green transformation of key sectors, including agriculture, buildings, energy, fisheries, forests, manufacturing, tourism, transport, water and waste management. However, such investments must be spurred by national and international policy reforms.

Conducted by global experts and institutions from both developed and developing countries, this timely report confirms that under a green economy scenario economic growth and environmental sustainability are not incompatible. On the contrary, a green economy creates jobs and economic progress, while at the same time avoiding considerable downside risks such as the effects of climate change, greater water scarcity and the loss of ecosystem services.

Greening the economy not only generates growth, and in particular gains in natural capital, but it also produces a higher growth in GDP and GDP per capita. Under the GER modeling exercise, a green investment scenario achieves higher annual growth rates than a business as usual scenario within 5-10 years. This economic growth is characterized by a significant decoupling from environmental impacts with the global ecological footprint to biocapacity ratio projected to decline from a current level of 1.5 to less than 1.2 by 2050 – much closer to a sustainable threshold value of 1 – as opposed to rising beyond a level of 2 under business as usual.

Global demand for energy rises somewhat but returns to current levels by 2050, which is about 40% less than what is expected under business as usual thanks to substantial advances in energy efficiency. A green investment scenario is projected to reduce energy-related CO₂ emissions by about one-third by 2050 compared to current levels. The atmospheric concentration of emissions should be held below 450 ppm by 2050, a level essential for having a chance to limit global warming to the 2°C threshold.

A green economy values and invests in natural capital. One-quarter of the green investments analyzed – 0.5% of GDP (US \$325 billion) – is allocated to natural capital sectors: forestry, agriculture, freshwater and fisheries. Value added in the forest industry rises by about 20% in 2050 as compared to business as usual. Investments in green agriculture ranging from US \$100-300 billion per year over 2010-2050 would lead over time to rising soil quality and increasing global yields for major crops, representing an improvement of 10% above what is possible with current investment strategies. Increased efficiency in agriculture, industrial and municipal sectors would reduce demand for water by about a fifth by 2050, as compared to projected trends, reducing pressure on groundwater and surface water in both the short and long term.

A green economy can contribute to poverty alleviation. There is an inextricable link between poverty alleviation and the wise management of natural resources and ecosystems, due to the benefit flows from natural capital that are received directly by the poor. It is particularly important in low income countries, where ecosystem goods and services are a large component of

the livelihoods of poor rural communities and provide a safety-net against natural disasters and economic shocks.

In a transition to a green economy, new jobs will be created, which over time exceed the losses in “brown economy” jobs. This is particularly notable in the agriculture, buildings, energy, forestry and transport sectors. However, in sectors whose capital is severely depleted, such as in fisheries, greening will necessitate the loss of jobs and income in the short and medium term in order to replenish natural stocks and prevent a permanent loss of income and jobs. It may also require an investment to re-skill and re-educate the workforce.

Prioritizing government investment and spending in areas that stimulate the greening of economic sectors is on the critical path. Reforming costly and harmful subsidies in all sectors will open fiscal space and free resources for a GE transition. Removing subsidies in energy, water, fisheries and agriculture sectors, alone, would save 1-2% of global GDP a year. Fisheries subsidies, for example, estimated at around US \$27 billion a year, result in more damage than long-term gains to national economies and social welfare. Price and production subsidies for fossil fuels collectively exceeded US \$650 billion in 2008, and this level of support discourages the transition to renewable energies.

Using instruments, such as taxes, incentives and tradable permits to promote green investment and innovation is also essential, but so is investing in capacity building, training and education. Strengthening international governance and global mechanisms that support a transition are important. The UN Conference on Sustainable Development (Rio+20 Summit) in 2012 will be an opportunity to set a new direction for a more sustainable, secure and just world.

The scale of financing required for a green economy transition is substantial, but an order of magnitude smaller than annual global investment. In this regard, it is worth noting that the 2% of global GDP modeled in the report is a fraction of total gross capital formation - about 22% of global GDP in 2009). This amount can be mobilized by smart public policy and innovative financing mechanisms. The rapid growth of capital markets, the market's increasing interest in green initiatives and the evolution of alternative instruments, such as carbon finance and microfinance, are opening up the space for large-scale financing for a global economic transformation. However, these amounts are still small compared to total volumes required, and urgently need to be scaled up.

The move towards a green economy is happening on a scale and at a speed never seen before. For 2010, new investment in clean energy was expected to reach a record high of US\$ 180-200 billion, up from US \$162 billion in 2009 and US \$173 billion in 2008. Growth is increasingly driven by non-OECD countries, whose share of global investment in renewables rose from 29% in 2007 to 40% in 2008, with Brazil, China, and India accounting for most of it.

It is expected to generate as much growth and employment – or more – compared to the current business as usual scenario, and it outperforms economic projections in the medium and long term, while yielding significantly more environmental and social benefits. However, such a transition to a green economy will not be without its risks and challenges – from “greening” traditional brown sectors to meeting rapidly changing market demands in a carbon-constrained world. Therefore, world leaders, civil society and leading businesses must engage collaboratively to rethink and redefine traditional measures of wealth, prosperity and well-being. What is clear is that the biggest risk of all would be to continue with the *status quo*.