



Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, Oct. 25, 2011
Time: 2 p.m.
Place: Council Chambers

CALL TO ORDER AND ROLL CALL

- | | | | |
|---------|----|--|---|
| 2 PM | 1. | ADMINISTRATIVE/ COUNCIL AGENDA FOR OCTOBER 27, 2011/CHIEF OPERATING OFFICER COMMUNICATIONS | |
| 2:15 PM | 2. | FISCAL YEAR 2010-11 QUARTERLY MANAGEMENT REPORT AND BALANCED SCORECARD - <u>INFORMATION</u> | Robinson
Stacey |
| 2:35 PM | 3. | CLIMATE SMART COMMUNITIES SCENARIOS REPORT ON PRELIMINARY FINDINGS AND NEXT STEPS - <u>INFORMATION / DISCUSSION</u> | Ellis
Rivera |
| 3:35 PM | 4. | BREAK | |
| 3:40 PM | 5. | GREATER PORTLAND INC: INTRODUCING THE REGION'S NEW ECONOMIC DEVELOPMENT ORGANIZATION - <u>INFORMATION / DISCUSSION</u> | Hughes
Deffebach
Sean Robbins,
Greater Portland Inc. |
| 4:20 PM | 6. | COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

Agenda Item Number 2.0

**FISCAL YEAR 2010-11 QUARTERLY MANAGEMENT REPORT
AND BALANCED SCORECARD**

Metro Council Work Session
Tuesday, Oct. 25, 2011
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: Oct. 25, 2011 Time: 2:15 p.m. Length: 20 min.

Presentation Title: Fiscal year 2010-11 quarterly management report and Balanced Scorecard

Service, Office, or Center:

Office of the COO

Presenters (include phone number/extension and alternative contact information):
Deputy Chief Operating Officer Scott Robinson, x1605, Internal Communications
Manager Cary Stacey, x1619

ISSUE & BACKGROUND

The quarterly management report gives both summarized and detailed information about how Metro is meeting its mission and goals through our public-facing programs.

This item is informational; no action is needed.

OPTIONS AVAILABLE

N/A

IMPLICATIONS AND SUGGESTIONS

N/A

QUESTION(S) PRESENTED FOR CONSIDERATION

N/A

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

Agenda Item Number 3.0

**CLIMATE SMART COMMUNITIES SCENARIOS REPORT ON
PRELIMINARY FINDINGS AND NEXT STEPS**

Metro Council Work Session
Tuesday, Oct. 25, 2011
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: October 25, 2011 Time: 2:35 p.m. Length: 60 minutes

Presentation Title: Climate Smart Communities Scenarios – Report on Preliminary Findings and Next Steps

Service, Office, or Center: Planning and Development Department

Presenters: Kim Ellis, Project Manager (797-1617 or kim.ellis@oregonmetro.gov)
Dylan Rivera, Communications Lead

ISSUE & BACKGROUND

Since 2006, the state of Oregon has initiated a number of actions to respond to mounting scientific evidence that shows the earth's climate is changing. As one of five states participating in the Western Climate Initiative, Oregon has signaled a long-term commitment to significantly reduce greenhouse gas emissions.

In 2007 the Oregon Legislature established statewide greenhouse gas (GHG) emissions reduction goals. The goals apply to all emission sectors, including energy production, buildings, solid waste and transportation, and call for:

- Arrest emissions increases by 2010
- 10 percent reduction below 1990 levels by 2020
- At least a 75 percent reduction below 1990 levels by 2050

In 2009, the Legislature passed House Bill 2001, directing Metro to “develop two or more alternative land use and transportation scenarios” by January 2012 that are designed to reduce greenhouse gas emissions from light-duty vehicles. The legislation also mandates adoption of a preferred scenario after public review and consultation with local governments, and local government implementation through comprehensive plans and land use regulations that are consistent with the adopted regional scenario. The Climate Smart Communities Scenarios effort responds to these mandates.

In 2010, the Legislature approved Senate Bill 1059, providing further direction to GHG scenario planning in the Metro region and the other five metropolitan areas in Oregon. Aimed at reducing GHG emissions from transportation, the legislation mandates several state agencies to work with stakeholders to develop a statewide transportation GHG emission reduction strategy, metropolitan-level GHG emissions reduction targets for cars and light trucks, guidelines for scenario planning, and a toolkit of actions to reduce GHG emissions. While State agencies are looking at the entire transportation sector, Metro—and the other MPOs identified in HB 2001 and SB 1059—are only required to address roadway GHG emissions from light-duty vehicles.

In 2010, Metro's *Making the Greatest Place* initiative resulted in Council adoption of six desired outcomes, the Community Investment Strategy, urban and rural reserves and an updated Regional Transportation Plan. All of these actions provide the policy foundation

for better integrating land use decisions with transportation investments to create prosperous and sustainable communities and meet state climate goals.

Work is underway at the state and regional level to respond to the legislative mandates and implement the 2010 Council actions.

STATE RESPONSE – OREGON SUSTAINABLE TRANSPORTATION INITIATIVE¹

The Oregon Department of Transportation (ODOT) and the Department of Land Conservation and Development (DLCD) are leading the state response through the Oregon Sustainable Transportation Initiative (OSTI). As part of this effort, the Land Conservation and Development Commission adopted per capita roadway GHG emissions reduction targets for light-duty vehicles for all six metropolitan areas within Oregon.

Shown in **Table 1**, the target for the Portland region calls for a 20 percent GHG emissions reduction below 2005 levels by 2035, in addition to the reductions anticipated from technology and fleet improvements. To meet the target the region must reduce roadway emissions to 1.2 MT CO₂e per capita, as shown in **Figure 1**. While the regional target is based on 2005 values, it has been calibrated to the overall 1990 GHG reduction goal.

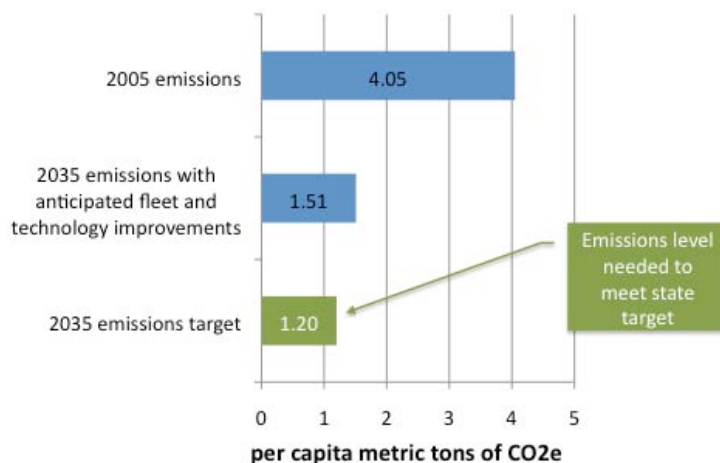
Table 1. 2035 Roadway GHG emissions reduction target for Oregon metropolitan areas (per capita reduction below 2005 levels)

Metropolitan Area	Adopted Target
Portland Metro**	20%
Eugene-Springfield*	20%
Salem-Keizer	17%
Rogue Valley	19%
Bend	18%
Corvallis	21%

* Scenario planning required.

** Scenario planning and selection of preferred scenario required.

Figure 1. Roadway GHG emissions for the Portland metropolitan region (per capita)



¹ For more information, go to <http://www.oregon.gov/ODOT/TD/OSTI/>

REGIONAL RESPONSE – CLIMATE SMART COMMUNITIES SCENARIOS

Regional and local leaders in the Portland region agree that Oregon must provide leadership in addressing climate change. The Climate Smart Communities Scenarios project (Scenarios Project) supports this goal by supplementing state efforts and the Oregon State Transportation Initiative with a collaborative regional effort that will advance local aspirations and implementation of the region's 2040 Growth Concept.

Project timeline

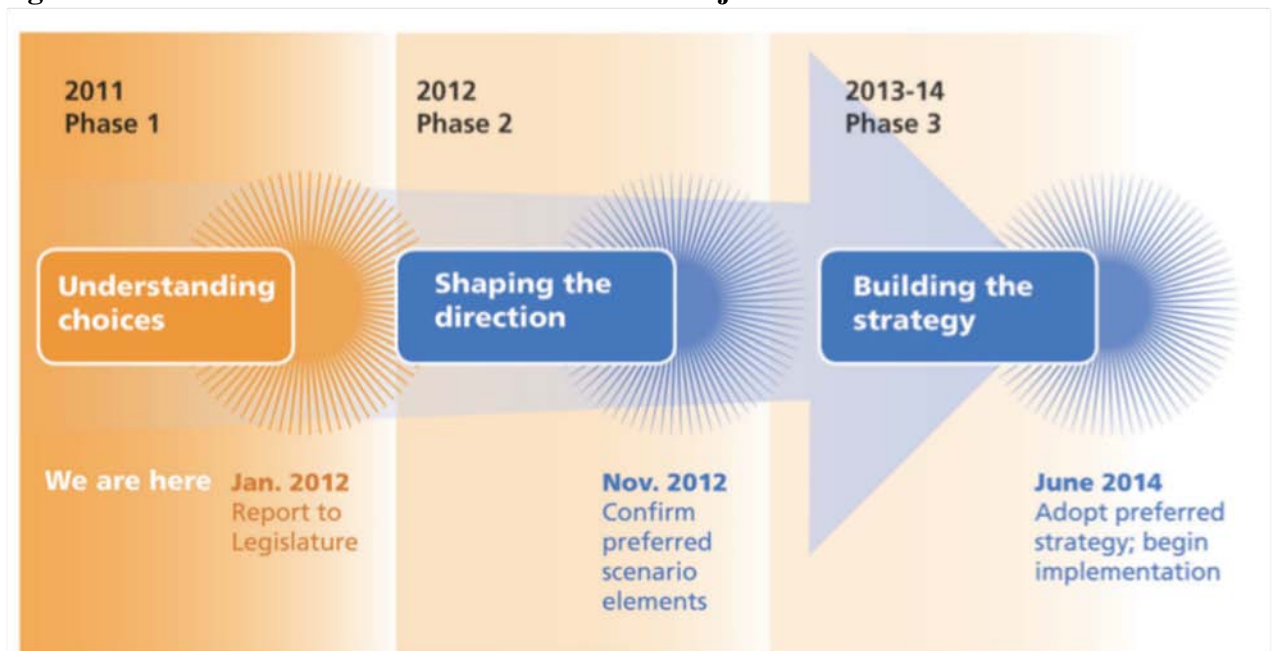
There are three phases to the Scenarios Project as shown in **Figure 2**.

Phase 1, *Understanding Choices* (2011) - consists of testing greenhouse gas (GHG) emission reduction strategies and identifying policy options for further evaluation in Phase 2.

Phase 2, *Shaping the Direction* (2012) - includes developing and evaluating more refined alternative scenarios comprised of the land use and transportation strategies that build on community aspirations, advance implementation of the 2040 Growth Concept and achieve the state GHG emission reduction target.

Phase 3, *Building the Strategy* (2013-14) - entails selecting a preferred alternative and beginning to implement the adopted policies at the regional level. This will take the form of incorporating policies into the next update of the Regional Transportation Plan as well as amendments to regional land use plans and policies. In turn, local government plans and codes may need to be revised to realize the region's adopted strategy.

Figure 2. Climate Smart Communities Scenarios Project Timeline



Project evaluation approach

Last June, the region discussed and agreed to six guiding principles to undertake this effort:

- **Focus on outcomes and co-benefits:** The strategies that are needed to reduce GHG emissions can help save individuals, local governments and the private sector money, grow local businesses and create jobs and build healthy, livable communities. The multiple benefits should be emphasized and central to the evaluation and communication of the results.
- **Build on existing efforts and aspirations:** Start with local plans and 2010 regional actions that include strategies to realize the region's six desired outcomes.
- **Show cause and effect:** Provide sufficient clarity to discern cause and effect relationships between strategies tested and realization of regional outcomes.
- **Be bold, yet plausible and well-grounded:** Explore a range of futures that may be difficult to achieve but are possible in terms of market feasibility, public acceptance and local aspirations.
- **Be fact-based and make relevant, understandable and tangible:** Develop and organize information so decision-makers and stakeholders can understand the choices, consequences (intended and unintended) and tradeoffs. Use case studies, visualization and illustration tools to communicate results and make the choices real.
- **Meet state climate goals:** Demonstrate what is required to meet state the GHG emission reduction target for cars, small trucks and SUVs, recognizing reductions from other emissions sources must also be addressed in a comprehensive manner.

Overview of Phase 1 Research and Analysis – Understanding Choices

Phase 1 of the Climate Smart Communities Scenarios project is focused on understanding the region's choices by testing broad-level, regional scenarios to learn the GHG emissions reduction potential of current plans and policies and what combination of land use and transportation strategies (grouped in six policy levers) are needed to meet the state GHG targets. While some strategies are new to the region, many of the strategies tested are already being implemented to realize the 2040 Growth Concept and the aspirations of communities throughout the region.

In May, a work group of members from the Transportation Policy Advisory Committee (TPAC) and the Metro Technical Advisory Committee (MTAC) was charged with helping Metro staff develop the Phase 1 scenarios assumptions, consistent with the evaluation framework endorsed by the Metro Council, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metro Policy Advisory Committee (MPAC) in June.

The technical work group met six times to define the scenarios to be tested, while Metro and ODOT staff continued to develop tools to support the analysis. **Attachment 1** summarizes the input assumptions used in the Phase 1 scenarios analysis. The model development work concluded in early September, and the initial metropolitan

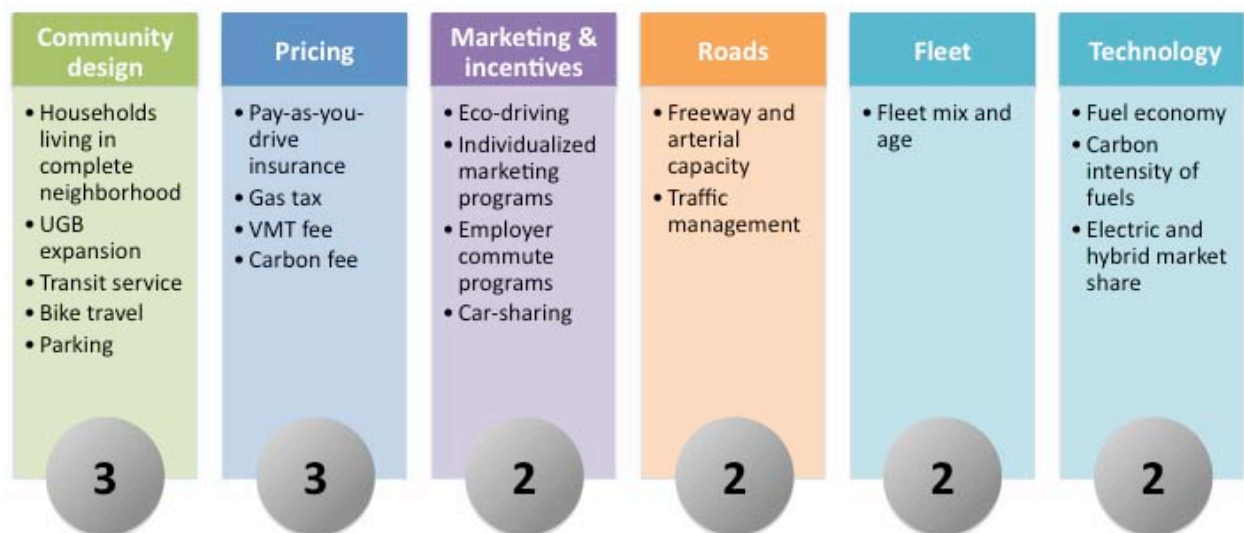
Greenhouse Gas State Transportation Emissions Planning (GreenSTEP) model runs are complete.

Staff used a regionally tailored version of ODOT’s GreenSTEP model to conduct the analysis. Using GreenSTEP—the same model used to set the Metro region’s GHG emissions reduction target—ensures compatibility with the Oregon’s Statewide Transportation Strategy efforts and provides a common GHG emissions reporting tool across the State.

To date, 146 runs have been completed for the scenario analysis. The foundation of this work is the development of a Base Case – the existing conditions for 2010 – and a Reference Case – a forecast of how the region will perform in 2035 based on projected population and demographic trends, and assuming the realization of existing plans and policies. The remaining 144 scenarios are tests of a combination of six policy levers, each consisting of individual land use and transportation strategies. Staff will continue to work with the work group, TPAC and MTAC to summarize the results and identify the combinations of policies that meet region’s GHG emissions reduction target.

Figure 3 summarizes the policy levers, the strategies tested within each policy lever and the number of policy lever levels analyzed in Phase 1.

Figure 3. Metropolitan GreenSTEP policy levers and strategies



In addition to the above analysis, staff recently completed the Strategy Toolbox report, which summarizes national and international research related to land use and transportation strategies that can be used to reduce transportation-related GHG emissions. It is a valuable resource document that provides useful information for discussing the trade-offs and choices presented by the most effective strategies, including their co-benefits, synergy with each other and implementation considerations. **Attachment 2** includes a series of factsheets staff prepared to summarize the Strategy Toolbox findings.

OPTIONS AVAILABLE

Upcoming Metro Council, MPAC and JPACT discussions will focus on the trade-offs and choices presented by the most effective strategies and identifying the potential challenges and opportunities that come with different approaches to meeting the state climate goals – across economic, equity and community goals. The discussions and input provided will be summarized in a “Briefing Book” and transmittal letter that will be submitted to the Oregon Department of Transportation and the Department of Land Conservation and Development in January for inclusion in their progress report to the 2012 Legislature. The discussions and input will also guide updates to the Phase 2 work plan for 2012.

IMPLICATIONS AND SUGGESTIONS

Staff will present an update of the Climate Smart Communities Scenarios project activities and share the preliminary results of the research and analysis conducted since June. The scenarios analysis is incomplete; staff will continue to work with Metro’s technical advisory committees in October and November to prepare the “Briefing Book” for discussion by the Metro Council, JPACT and MPAC on December 2. The “Briefing Book” will present the project’s study approach and key findings.

Staff is seeking Council agreement that the project is on the right track. Staff is also seeking support for the work completed to date and next steps leading to the Metro Council, JPACT and MPAC consideration of the Phase 1 findings in January. This action will mark the end of Phase 1.

QUESTION(S) PRESENTED FOR CONSIDERATION

1. Does the Council have any suggestions or considerations for how the scenarios analysis is presented to the region’s policymakers?
2. What additional information does Council need to prepare for upcoming policy advisory committee discussions?
3. Does the Council have any suggestions or considerations for the Dec. 2 joint Council/MPAC/JPACT work session?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes XNo
DRAFT IS ATTACHED __Yes XNo

- **Attachment 1:** Metropolitan GreenSTEP Model 2010 Base Year and Alternative Scenario Inputs (October 18, 2011)
- **Attachment 2:** Strategy Toolbox Factsheets (October 18, 2011)
- **Attachment 3:** DRAFT – Climate Smart Communities Scenarios Project - Event Brief (October 18, 2011)
- **Attachment 4:** TPAC/MTAC Climate Smart Communities Scenarios Work Group Members

Metropolitan GreenSTEP Model 2010 Base Year and Alternative Scenarios Inputs

This table summarizes the inputs for the 2010 Base Year and 144 alternative scenarios that reflect different levels of implementation for each category of policies. The inputs were developed by Metro staff in consultation with a technical work group of MTAC and TPAC members. Documentation of the inputs and rationale behind each input can be found in the *Phase 1 Metropolitan GreenSTEP Scenarios Technical Assumptions* report (draft September 2011). *This information is for research purposes only and does not necessarily reflect current or future policy decisions of the Metro Council, MPAC or JPACT.*

Policy		Inputs			
		2010 Base Year <i>Reflects existing conditions</i>	2035 Level 1 <i>Reflects current plans and policies</i>	2035 Level 2 <i>Reflects more ambitious policy changes</i>	2035 Level 3 <i>Reflects even more ambitious policy changes</i>
Community Design	Households living in mixed-use areas and complete neighborhoods ¹ (percent)	GreenSTEP calculates			
	Urban growth boundary expansion (acres)	2010 UGB	7,680 acres	7,680 acres	No expansion
	Bicycle mode share (percent)	2%	2%	12.5%	30%
	Transit service level	2010 service level	2035 RTP Financially Constrained Service Level	2.5 times RTP service level	4 times RTP service level
	Workers / non-work trips paying for parking (percent)	13% / 8%	13% / 8%	30% / 30%	30% / 30%
	Average daily parking fee (\$2005)	\$5.00	\$5.00	\$5.00	\$7.25
Pricing	Pay-as-you-drive insurance (percent households and cost)	0%	0%	100% at \$0.06/mile	No change from L2
	Gas tax (cost per gallon \$2005)	\$0.42	\$0.48	\$0.18	
	Road use fee (cost per mile \$2005)	\$0	\$0	\$0.03	
	Carbon emissions fee (cost per ton)	\$0	\$0	\$0	\$50

¹ This input was calculated internally by the GreenSTEP model.

Policy		Input			
		2010 Base Year <i>Reflects existing conditions</i>	2035 Level 1 <i>Reflects current plans and policies</i>	2035 Level 2 <i>Reflects more ambitious policy changes</i>	2035 Level 3 <i>Reflects even more ambitious policy changes</i>
Marketing & Incentives	Ecodriving (percent)	0%	0%	40%	No change from L2
	Households participating in individualized marketing programs (percent)	9%	9%	65%	
	Workers participating in employer-based commuter programs (percent)	20%	20%	40%	
	Car-sharing in high density areas (target participation rate per carshare vehicle)	5,000 persons/vehicle	5,000 persons/vehicle	2,500 persons/vehicle	
	Car-sharing in medium density areas (target participation rate per carshare vehicle)	10,000 persons/vehicle	10,000 persons/ vehicle	5,000 persons/vehicle	
Roads	Freeway and arterial expansion	2010 system	2035 RTP Financially Constrained System	No expansion	No change from L2
	Delay reduced by traffic management strategies (percent)	10%	10%	35%	
Fleet	Fleet mix (proportion of autos to light trucks and SUVs)	auto: 57% light truck/SUV: 43%	auto: 56% light truck/SUV: 44%	auto: 71% light truck/SUV: 29%	
	Fleet turnover rate (age)	10 years	10 years	8 years	
Technology	Fuel economy (miles per gallon)	25 mpg	50 mpg	58 mpg	
	Carbon intensity of fuels	90 g CO ₂ e/ megajoule	81 g CO ₂ e/ megajoule	72 g CO ₂ e/ megajoule	
	Light-duty vehicles that are plug-in hybrids or electric vehicles (percent)	auto: 0% light truck/SUV: 0%	auto: 4% light truck/SUV: 1%	auto: 8% light truck/SUV: 2%	



Mixed-use development in centers and corridors

Mixed-use development refers to a collection of complementary strategies including a varied commercial district, diverse land uses, a mix of housing choices to accommodate a range of income levels and generations, regional growth management (e.g. urban growth boundary), pedestrian- and bicycle-friendly design, connectivity and reliable and frequent transit service.

Although implementation of the 2040 Growth Concept has resulted in significant changes to local planning and development practices in support of mixed-use development, the upfront cost and complexity of this style of development presents challenges. With growing consumer demand for walkable communities close to transit, services, shopping and other activities, financial success depends on being able to maximize and mix the uses in a way that responds to market conditions, opportunities and economics, provides affordable housing options and is compatible with neighbors and the overall community. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.

PEOPLE, PLACES AND PHYSICAL FORM

People The number of people or the development intensity of a given area is often used as a proxy for compact urban form, which directly affects increases in transit ridership.

Places By providing retail goods and services plus employment opportunities in proximity, a diverse environment enhances the viability of alternative transportation.

Physical form The urban form and character of a community such as street grids, connecting sidewalks and bike lanes, and the use of lighting and trees.

5 to 25 percent

Reduction in vehicle miles traveled when doubling the amount of housing in a given area, with highest reductions achieved when accompanied by mixed uses, biking and walking connections and transit service

1 to 6 percent

Reduction in VMT for every mile closer to a transit station a person lives, an effect likely to occur within 2 miles of a rail station and three-quarters of a mile of a bus stop, depending on transit frequency

COMBINED IMPACT

People, places and physical form are highly correlated attributes of a community. Therefore, doubling the density within an area, combined with policies that affect land use diversity, neighborhood design and access to transit can have significant impacts on travel behavior.

Up to 25 percent

Reduction in VMT and CO₂ emissions by combining land use and transportation strategies, depending on the combination of strategies implemented

About Climate Smart Communities Scenarios

The Portland metropolitan area has made great strides in creating vibrant neighborhoods, providing transportation options and protecting farmland. Many of these policies have saved residents money on gasoline and preserved clean air and water.

Building on these efforts, Metro and the State of Oregon have launched a multiyear project to learn what it will take to reduce emissions from cars, small trucks and SUVs as the region enhances its economy and creates more vibrant neighborhoods. The intent is to see how addressing climate change can help create more of the communities residents have enjoyed for years, while meeting state GHG reduction targets.

The Climate Smart Communities Scenarios Project takes a collaborative approach to building livable, prosperous, equitable and climate smart communities.

Information for these fact sheets was derived from the Scenarios Project *Strategy Toolbox*, a review of the latest research on greenhouse gas emissions reduction strategies and the benefits they bring to the region.

Stay up-to-date on the scenarios work www.oregonmetro.gov/climatescenarios

This factsheet is one of seven in a series:

Mixed-use development in centers and corridors

Active transportation and complete streets

Public transit service

Parking pricing, tolls, fees and insurance
Education, marketing and commuter programs

Traffic and incident management

Fleet mix, turnover, technology and fuels

CO-BENEFITS

Public health and safety benefits

- increased physical activity from walking and biking, leading to reduced risk of obesity, diabetes, heart disease and premature death
- enhanced public safety; reduced risk of traffic injuries and fatalities
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use
- natural areas, farm and forest protection

Economic benefits

- job opportunities
- improved access to jobs, goods and services
- consumer savings in home energy and transportation
- municipal savings
- leverage private investment, increased local tax revenues
- increased property values
- reduced fuel consumption, leading to less dependence on foreign oil
- improved energy security

SYNERGY WITH OTHER STRATEGIES

- active transportation and complete streets
- public transit service
- parking pricing
- tolls, fees, and insurance
- public education and marketing
- individualized marketing
- employer-based commuter programs
- traffic management
- fleet mix and turnover

IMPLEMENTATION

While mixed-use development can reduce public costs and increase access to social, economic and employment opportunities, it can be more complicated and have significantly higher upfront costs than traditional single-use development. However, given its cost effectiveness in the long term when compared to alternatives, it is integral to use incentives to reduce upfront costs and simplify the process. The resulting increase in economic activity in these areas is good for the local economy and can be reinvested in on-site amenities and expanding transportation choices.



Active transportation and complete streets

Active transportation means bicycling, walking and access to transit. ‘Complete streets’ are streets designed and operated with all users in mind, including people driving cars, riding bikes, using a mobility device, walking or riding transit. For years the Portland metropolitan area has employed this strategy as a key component to reduce the need to drive, to expand travel choices and to help support the region’s 2040 Growth Concept vision for compact mixed-use development in centers and corridors. While the region is recognized as a national leader in active transportation, the region’s investment in bicycling and walking facilities has been piecemeal and opportunistic due to a lack of funding and a regionally agreed upon implementation strategy. This has resulted in a less-than-seamless network that limits opportunities to safely walk or bike in many areas of the region. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.

GHG REDUCTION

Research has found significant greenhouse gas reduction potential with implementation of pedestrian and bicycle infrastructure when combined with land use and transit strategies.

9 to 15 percent

Reduction in GHG emissions when linking pedestrian and bicycle infrastructure with land use and transit strategies

VMT REDUCTION

Half of all personal vehicle trips in the U.S. are less than three miles in length – a distance well-suited for biking. Travel by bike is a realistic option, especially for shorter distances. Expanding bike networks to provide safe, convenient and connected routes is directly linked to an increased number of bike trips and can help reduce vehicle miles traveled in the region.

26 percent

Reduction in VMT per day in areas with interconnected paths, compared to the most sprawling areas in King County, Wash.

ECONOMIC BENEFITS

Research has shown there are economic benefits of expanding pedestrian and bicycle infrastructure including: lower cost of implementation, creation of more jobs compared to other capital projects, an increase in retail and tourism activity, and averted healthcare costs.

11 to 14

Jobs created per \$1 million of pedestrian and bicycle infrastructure spending in Baltimore, Md.

About Climate Smart Communities Scenarios

The Portland metropolitan area has made great strides in creating vibrant neighborhoods, providing transportation options, and protecting farmland. Many of these policies have saved residents money on gasoline and preserved clean air and water.

Building on these efforts, Metro and the State of Oregon have launched a multiyear project to learn what it will take to reduce emissions from cars, small trucks and SUVs as the region enhances its economy and creates more vibrant neighborhoods. The intent is to see how addressing climate change can help create more of the communities residents have enjoyed for years, while meeting state GHG reduction targets.

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Mixed-Use Development in Centers and Corridors

Active Transportation and Complete Streets

Public Transit Service

Parking Pricing, Tolls, Fees, and Insurance

Education, Marketing and Commuter Programs

Traffic and Incident Management

Fleet Mix, Turnover, Technology, and Fuels

CO-BENEFITS

Public health and safety benefits

- increased physical activity from walking and biking, leading to reduced risk of obesity, diabetes, heart disease and premature death
- enhanced public safety; reduced risk of traffic injuries and fatalities
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use

Economic benefits

- job opportunities
- improved access to jobs, goods and services
- consumer savings in home energy and transportation
- municipal savings
- leverage private investment, increased local tax revenues
- increased property values
- reduced fuel consumption, leading to less dependence on foreign oil
- improved energy security

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- public transit service
- parking pricing
- public education and marketing
- individualized marketing
- employer-based commuter programs

IMPLEMENTATION

Completion of a well-connected and seamless active transportation network is the key to its success, particularly when combined with land use, public transit and public education strategies. Developers and local and state governments typically construct bicycle and walking facilities. Constructing pedestrian and bicycle infrastructure has a relatively low cost of implementation, but can require prioritization for completion. As communities become more diverse, there is a need to ensure that these investments are relevant to multiple demographics.



Public transit

Transit effectively links riders not only to their destinations, but also to other travel options like routes for bicycling and walking. Park-and-ride lots offer drivers a transit connection and an alternative to driving alone to work or other destinations.

Research on transit tends to focus more on increases in ridership (both total and per capita) rather than vehicle miles traveled and greenhouse gas emissions. However, inferences about reductions in VMT and related emissions can be made based on ridership increases. Four transit strategies offer opportunities to reduce GHG emissions by increasing public transit ridership. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.

FREQUENCY

High quality, frequent transit service is one of the most effective strategies to increase ridership and is especially important for attracting riders who take short, local trips.

Up to 2.5 percent

Reduction in GHG emissions when service frequency is increased

SYSTEM EXPANSION

This strategy can help a region concentrate development and growth in centers and corridors. Extending the system both through high capacity transit and bus service can increase transit ridership, potentially shifting more riders from cars.

1 to 8 percent

Reduction in GHG emissions when the transit network is expanded

FARES

Modifying fares will increase transit ridership and potentially reduce VMT, but effectiveness depends on the design of the fare system and the cost.

1,500 metric tons

Reduction in CO₂ when Bay Area Rapid Transit allowed children to ride free with a paying adult on weekends

TRANSIT ACCESS

All transit riders are pedestrians; living in close proximity to transit and building safer, more appealing pedestrian environments that provide access to transit help increase ridership.

1 to 6 percent

Reduction in VMT for every mile closer to a transit station a person lives, an effect likely to occur within 2 miles of a rail station and three-quarters of a mile of a bus stop, depending on transit frequency

About Climate Smart Communities Scenarios

The Portland metropolitan area has made great strides in creating vibrant neighborhoods, providing transportation options, and protecting farmland. Many of these policies have saved residents money on gasoline and preserved clean air and water.

Building on these efforts, Metro and the State of Oregon have launched a multiyear project to learn what it will take to reduce emissions from cars, small trucks and SUVs as the region builds its economy and creates more vibrant neighborhoods. The intent is to see how addressing climate change can help create more of the communities residents have enjoyed for years, while meeting state GHG reduction targets.

The Climate Smart Communities Scenarios Project takes a collaborative approach to building livable, prosperous, equitable and climate smart communities.

Information for these fact sheets was derived from the Scenarios Project *Strategy Toolbox*, a review of the latest research on greenhouse gas emissions reduction strategies and the benefits they bring to the region.

Stay up-to-date on the scenarios work:

www.oregonmetro.gov/climatescenarios

This factsheet is one of seven in a series:

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Education, Marketing and Commuter Programs

Traffic and Incident Management

Fleet Mix, Turnover, Technology, and Fuels

CO-BENEFITS

Public health and safety benefits

- increased physical activity from walking and biking, leading to reduced risk of obesity, diabetes, heart disease and premature death
- enhanced public safety; reduced risk of traffic injuries and fatalities
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use

Economic benefits

- job opportunities
- improved access to jobs, goods and services
- consumer savings in home energy and transportation
- municipal savings
- leverage private investment, increased local tax revenues
- increased property values
- reduced fuel consumption, leading to less dependence on foreign oil
- improved energy security

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- active transportation and complete streets
- parking pricing
- tolls, fees and insurance
- employer-based commuter programs
- traffic management
- fleet mix and turnover

IMPLEMENTATION

Public transit strategies have been shown to have a multiplier effect when combined with other strategies, and should be considered in conjunction with other strategies. Increases ridership will vary widely depending on the type of improvements, the location and the number of people living and working in the area. Implementation of this strategy must also incorporate transit equity and environmental justice considerations.



Parking pricing, tolls, fees and insurance

Pricing strategies charge users directly for using transportation facilities. Research shows parking pricing, congestion pricing, cordon pricing, mileage-based fees, and pay-as-you-drive insurance can be used to reduce GHG emissions. The research also suggests that these strategies are more successful when implemented in combination with community design and other management strategies. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.

PARKING PRICING

Parking fees Long- or short-term fees in mixed-use areas and residential parking permits

1 to 2 percent

Reduction in GHG emissions when parking strategies are implemented

Limiting parking supply to meet demand

Establishing maximum parking requirements or creating a shared parking provision

5 to 12 percent

Potential reduction in vehicle miles traveled when limiting parking

TOLLS AND FEES

Cordon pricing A vehicle is charged a toll when passing through a cordon around a congested area, such as a central city

20 percent

Reduction in CO₂ since cordon pricing was implemented in London

Congestion pricing Charging tolls that vary depending on roadway congestion to help manage traffic flow

20 percent

Reduction in GHG emissions by 2050 if congestion pricing alone was implemented

Mileage fee A fee is collected according to the number of miles that a vehicle is driven

1 to 5 percent

Reduction in GHG emissions by 2050 if a mileage fee alone was implemented

INSURANCE

Pay-as-you-drive insurance A PAYD insurance premium is based on annual miles driven per vehicle; the crash risk increases the more the vehicle is driven.

1 to 3 percent

Reduction in GHG emissions by 2050 if pay-as-you-drive insurance alone was implemented

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Building on these efforts, Metro and the State of Oregon have launched a multiyear project to learn what it will take to reduce emissions from cars, small trucks and SUVs as the region enhances its economy and creates more vibrant neighborhoods. The intent is to see how addressing climate change can help create more of the communities residents have enjoyed for years, while meeting state GHG reduction targets.

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Mixed-Use Development in Centers and Corridors

Active Transportation and Complete Streets

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Education, Marketing and Commuter Programs

Traffic and Incident Management

Fleet Mix, Turnover, Technology, and Fuels

CO-BENEFITS

Public health and safety benefits

- reduced number of uninsured motorists
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution

Economic benefits

- more available land for development or preservation
- new revenues
- reduced fuel consumption; reduced reliance on foreign oil
- consumer savings in transportation

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- active transportation and complete streets
- public transit service
- public education and marketing
- employer-based commuter programs
- traffic management

IMPLEMENTATION

Pricing strategies have been shown to achieve substantial reductions in GHG emissions because they prompt reductions in travel and spur improvements in fuel economy. Research shows the greatest potential for reducing GHG emissions exists in PAYD insurance, mileage fees and parking pricing. PAYD insurance and a mileage fee could be implemented by the state. Parking management and pricing strategies are traditionally implemented at the community level in commercial districts, downtowns, and main streets. Potential strategies for implementation at the regional level are cordon pricing and a system of variable congestion pricing on freeways and major arterial roads. Public acceptance, communications, evaluation of benefits and costs (including equity and fairness) and use of revenues generated pose specific issues and challenges to be addressed.



Education, marketing and commuter programs

Education and marketing programs are an effective component to reducing greenhouse gas emissions. They are less costly to implement than building new infrastructure and are widely supported by the public. These strategies are complementary to many other strategies because of the ability to educate the public with a diverse range of perspectives in mind. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.

PUBLIC EDUCATION

Eco-driving A combination of driving behaviors and techniques that results in more efficient vehicle operation, reduced fuel consumption and reduced emissions

5 to 33 percent

Improvement in fuel economy when using gentle acceleration and braking while driving

Travel options education Public programs that raise awareness of smart trip choices including carpooling, vanpooling, ridesharing, telecommuting, biking, walking and riding transit

7 to 23 percent

Improvement in fuel economy when observing speed limit and not exceeding 60 mph (where legally allowed)

INDIVIDUALIZED MARKETING

Individualized marketing An outreach method where individuals interested in making changes to their travel behavior participate in a program that is tailored to their specific needs

4 to 19 percent

Reduction in GHG emissions from trip-related emissions in a range of individualized marketing programs

EMPLOYER-BASED COMMUTER PROGRAMS

Financial incentives Transit pass programs, offering cash instead of parking (parking cash-outs), parking pricing and tax incentives (both business and individual)

Up to 20 percent

Reduction in commute trips, depending on the daily rate charged for workplace parking

Facilities and services Include ride-matching and carpooling programs, end-of-trip facilities (i.e. showers, bike parking), guaranteed ride home and events and competitions

Up to 13 percent

Reduction in commute trips when employers provide vanpools or shuttles to transit stations or commercial centers

Flexible scheduling Telecommuting and compressed or flexible workweeks

Up to 6 percent

Reduction in commute trips when flexible scheduling is encouraged



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CO-BENEFITS

Public health and safety benefits

- increased physical activity from walking and biking, leading to reduced risk of obesity, diabetes, heart disease and premature death
- enhanced public safety; reduced risk of traffic injuries and fatalities
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use

Economic benefits

- job opportunities
- increased access to jobs, goods and services
- consumer savings
- reduced fuel consumption; reduced reliance on foreign oil
- increased cost effectiveness of transit investments through improved ridership

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- active transportation and complete streets
- public transit service
- tolls, fees and insurance
- traffic management
- vehicle technology and fuels

IMPLEMENTATION

Education and marketing programs are effectively implemented at local, regional and state levels by a variety of public, private and nonprofit partners. Employer-based commuter programs like Oregon's Employee Commute Options Program or the *Drive Less Save More* campaign managed and coordinated by state, regional and local governments, while businesses are responsible for implementation. Education and marketing programs are often successful when targeting neighborhoods with existing access to transportation options or planned transportation improvements.

Traffic and incident management

Management strategies use intelligent transportation systems (ITS) to help traffic move more efficiently and smoothly. These tools increase vehicle flow, reducing the rapid acceleration, deceleration and idling associated with congestion. They also reduce vehicle emissions, improve safety and restore traffic patterns to an efficient state. The individual management strategies (ramp metering, active traffic management, traffic signal coordination and traveler information) complement each other because the information available to drivers influences route choice and the timing of trips. When implemented in combination, they have a greater potential for reducing greenhouse gas emissions. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.



TRAFFIC MANAGEMENT

Ramp metering Use traffic signals at freeway on-ramps to regulate the rate of vehicles entering the freeway

Active traffic management Use signs to share variable speed limits and real-time traffic information to maximize the efficiency of a specific roadway

Traffic signal coordination Time traffic signals to improve vehicle speeds and flow to reduce delay at intersections

Traveler information Use signs, the Internet or phone services to update drivers with real-time traffic information

1 to 2 percent

Reduction in GHG emissions if national speed limits were reduced to 55 miles per hour

75,000 gallons

Annual fuel savings estimated from implementation of an adaptive signal system in the city of Gresham, Oregon

169,000 tons

Annual reduction in CO₂ after Portland, Ore. retimed 150 signalized intersections; equal to taking 30,000 cars off the road

TRAFFIC INCIDENT MANAGEMENT

A coordinated process to detect, respond to and remove traffic incidents from the roadway as safely and quickly as possible, reducing non-recurring roadway congestion



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CO-BENEFITS

Public health and safety benefits

- enhanced public safety; reduced risk of traffic injuries and fatalities
- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use

Economic benefits

- consumer savings
- reduced fuel consumption; reduced reliance on foreign oil
- increased access to jobs, goods and services
- business savings

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- public transit service
- parking pricing
- tolls, fees and insurance
- public education and marketing

IMPLEMENTATION

This suite of management strategies can be implemented by local, regional or state agencies. In addition, in order for these strategies to have the desired effects of improving traffic flow, reducing emissions and improving safety, it is important for investments and systems to be coordinated throughout the region. The Portland region has had an incident management program in place since 1997 that has continued to improve incident detection, response time, and clearance time through added staff and vehicles, ITS equipment coverage, and Transportation Management Operations Center upgrades. Since 2005, Metro has actively managed regional coordination and integration of these strategies through TransPORT, a regional committee led by Metro in partnership with staff from cities, counties, TriMet, the Oregon Department of Transportation and other transportation system providers.

Climate Smart Communities: Scenarios Project
FLEET AND TECHNOLOGY STRATEGIES

Fleet mix, turnover, technology and fuels

There are a variety of strategies, vehicle technologies and fuels available to reduce GHG emissions including development of higher fuel economy standards, lowering the carbon content of fuels and deployment of electric vehicles and plug-in hybrids. The GHG emissions reduction potential of these strategies is directly related to the combination and pace at which these strategies are implemented over time, and the types, convenience and affordability of vehicle technologies and supporting infrastructure made available to businesses and consumers. The potential reductions highlighted below are not additive and vary depending on the combination of strategies implemented.



FLEET MIX AND TURNOVER

Fleet mix The percentage of vehicles classified as automobiles compared to the percentage classified as light trucks (weighing less than 10,000 pounds); light trucks make up 43% of the light-duty fleet today.

Fleet turnover The rate of vehicle replacement or the turnover of older vehicles to newer vehicles; the current turnover rate in Oregon is 10 years.

58 percent

Improvement in average fuel economy of vehicles sold under the C.A.R.S. rebate program

0.6 to 1.4 million tons

CO₂ reduction projected annually if 60,000 light trucks were replaced with hybrid trucks; equal to taking 249,000 cars off the road nationally

VEHICLE TECHNOLOGY AND FUELS

Fuel economy Fuel economy standards are expected to strengthen in the future. The federal standards culminate in a fleet-wide average of 35.5 miles per gallon by 2016, with a proposed standard of 54.5 mpg by 2025.

Carbon intensity of fuels This strategy is usually regulated through low carbon fuel standards, which encourage higher adoption rates of alternative fuel vehicles and more production of lower carbon fuels.

Electric vehicles and plug-in hybrids Electric vehicles are battery powered only, while plug-in hybrids are conventional hybrids with batteries that can be charged at an electrical outlet.

19 percent

Reduction in GHG emissions from light-duty vehicles by 2030 if a 35.5 miles per gallon fleet-wide average is achieved by 2016

25 percent

Reduction in CO₂ per mile from a plug-in hybrid powered by an old coal plant versus a conventional gasoline vehicle

.4 to 20 percent

Reduction in GHG emissions from deployment of electric or hybrid vehicles

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CO-BENEFITS

Public health and safety benefits

- improved air quality and fewer air toxics emissions, leading to reduced risk of asthma, lung disease and premature death

Environmental benefits

- lower levels of pollution
- less energy use

Economic benefits

- job opportunities
- leverage private investments
- reduced fuel consumption; reduced reliance on foreign oil
- consumer savings
- increased energy security

SYNERGY WITH OTHER STRATEGIES

- mixed-use development in centers and corridors
- public transit service
- public education and marketing
- individualized marketing

IMPLEMENTATION

Much work is being done at state and federal levels to expand the number of vehicles available with higher fuel efficiency and lower emissions, and to reduce the carbon content of fuels. Pilot projects and other policies can be implemented at the local and regional levels to support these efforts.

Policies include developing a reliable network of public and private electric vehicle charging stations and supportive infrastructure, providing consumer and businesses incentives to make the higher initial purchasing costs of hybrid and electric vehicles more affordable, government and corporate purchases to increase visibility, supportive permitting and codes for vehicle charging stations and public education. Anxiety related to distances between charging stations are among the issues that need to be addressed.

DRAFT – Climate Smart Communities Scenarios Project - Event Brief

Event: Fall 2011 Joint Metro Council, JPACT and MPAC Work Session

Date: Friday, December 2, 8 to 11 a.m.

Venue: Oregon Convention Center, Room TBD

Participants:

- Metro Councilors, JPACT and MPAC members and alternates
- ODOT and DLCD Directors

Audience:

- Technical/planning staff from jurisdictions
- Interested parties, including environmental, environmental justice, and transportation advocates

Meeting chairs: Carlotta Collette, JPACT chair and Charlotte Lehan, MPAC chair

Discussion leader/facilitator: TBD

Format: A work session of two to three hours designed to report the preliminary scenarios results and engage participants in a facilitated discussion of potential policy choices and trade-offs. The format of the facilitated discussion is under development, but it will be designed to foster discussion and gather direct input on the choices, tradeoffs and issues to be addressed moving forward in Phase 2. Staff presentations at the November committee meetings will help prepare members. A briefing document/workbook will be provided to participants in advance of the meeting.

Objectives of the joint work session:

- Report to both JPACT and MPAC members together on the extensive work performed by the Scenarios Project to date: which policies were tested, key findings, top strategies, policy implications, choices and tradeoffs.
- Facilitate an integrated land use and transportation discussion on the policy choices presented by Scenarios Project research and analysis.
- Build an understanding of the overall Scenarios project process, differences between Phase 1 and Phase 2, and their respective decision-making role at key milestones.
- Document ideas, questions and concerns raised by policymakers for incorporation into the report and the transmittal letter to be submitted to ODOT and DLCD as well as the work plan for Phase 2.

Desired outcomes

- Participants are engaged and provide input on the findings, strategies and considerations for the project as it moves into Phase 2.
- Participants understand what the Scenarios Project has been able to accomplish to date, agree that it is on the right track, and support the project moving forward.
- A majority of JPACT and MPAC committee members are looking forward to becoming more engaged at the community level in Phase 2.
- Committee members understand at a high level what Metro staff will report to ODOT and DLCD.

This event builds on a four-part outreach and engagement strategy for the first phase of the Climate Smart Communities: Scenarios Project that concludes in January 2012:

1. **One-on-one briefings** **September through December**
Metro Councilors and staff will brief stakeholders on key findings, review work completed so far, and ask for input from stakeholders on additional ideas or any concerns.
2. **Public briefings** **September through November**
Metro staff will brief a broader set of stakeholders through public meetings in the region. The briefings will be tailored to meet the needs of the following audiences:
 - Oregon Transportation Summit (September 9)
 - Coalition for a Livable Future (September 14)
 - WA and OR American Planning Association meeting (October 20)
 - DLCD-sponsored Scenario Planning Guidelines TAC meetings (October 4, other dates TBD)
 - Oregon MPO Consortium (OMPOC) meeting (November 4)
 - Metro-sponsored “Innovation through Partnerships: Data to Decisions” open house that showcases Research Center tools, including those being developed to support the Climate Smart Communities scenarios work (November 18 at the OCC)
3. **Standing Advisory Committee briefings** **October through December**
Land use and transportation policy makers and technical staff will be briefed in their standing committees (JPACT and MPAC, TPAC and MTAC). The intent is to provide as much detail as possible while centering the conversation on the (1) Strategy Toolbox which offers strategy considerations from other locales as well as nationally and (2) current, ongoing analysis that provides considerations specific to the Portland metropolitan region.
4. **Joint MPAC/JPACT Work Session** **December 2, 2011**

Next Steps in the Scenarios Project:

- Moving From Work Session to Phase 2** **December and January**
- Response to questions or issues arising from the work session via regular JPACT and MPAC meetings in December and January.
 - Completion of final draft findings report and a draft transmittal letter in December addressed to ODOT and DLCD.
 - Metro Council, JPACT and MPAC accept the findings and the general project direction in January.
 - Development of recommendations for Phase 2 analysis and approach based, in part, on input received at the work session.
 - Metro Council, JPACT and MPAC asked to endorse the Phase 2 approach in early 2012.



Climate Smart Communities Scenarios TPAC/MTAC Work Group Members

	Name	Affiliation	Membership
1.	Tom Armstrong	City of Portland	MTAC alternate
2.	Andy Back	Washington County	TPAC alternate & MTAC alternate
3.	Chuck Beasley	Multnomah County	MTAC
4.	Lynda David	Regional Transportation Council	TPAC
5.	Jennifer Donnelly	DLCD	MTAC
6.	Denny Egner	City of Lake Oswego	MTAC member
7.	Karen Buehrig	Clackamas County	TPAC
8.	Mara Gross/Chris Beane	TPAC citizen members	TPAC members
9.	Jon Holan	City of Forest Grove	MTAC alternate
10.	Katherine Kelly/Jonathan Harker	City of Gresham	TPAC member/MTAC member
11.	Nancy Kraushaar/Kenny Asher	City of Oregon City/City of Milwaukie	TPAC member/TPAC alternate
12.	Alan Lehto/Jessica Tump	TriMet	TPAC/MTAC
13.	Mary Kyle McCurdy	MTAC citizen/community group	MTAC member
14.	Margaret Middleton	City of Tualatin/City of Beaverton	TPAC member
15.	Tyler Ryerson	City of Beaverton	MTAC alternate
16.	Lainie Smith	ODOT	TPAC alternate and MTAC

For more information or to be added to the work group interested parties list, contact Kim Ellis at kim.ellis@oregonmetro.gov.

October 18, 2011

Agenda Item Number 5.0

**GREATER PORTLAND INC: INTRODUCING THE REGION'S
NEW ECONOMIC DEVELOPMENT ORGANIZATION**

Metro Council Work Session
Tuesday, Oct. 25, 2011
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: October 25, 2011 Time: 3:40 PM Length: 40 min

Presentation Title: Greater Portland Inc: Introducing the region's new economic development organization

Service, Office, or Center: Planning and Development Department

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

Council President Tom Hughes, Chris Deffebach (1921), Sean Robbins, GPI CEO

ISSUE & BACKGROUND

Last spring, the boards of the private-sector led Greenlight Greater Portland and the public-sector led Portland Vancouver Regional Partners for Economic Development (Regional Partners) approved new bylaws that combined the two organizations into one. Metro supported this merger through positions on staff and elected level committee representation. The new organization has now changed its name to Greater Portland Inc. and Sean Robbins has recently been hired as the organization's first Chief Executive Officer.

The establishment of a new public/private economic development organization provides new Metro participation and partnership opportunities to further the implementation of the region's desired outcomes consistent with the 2040 Growth concept. Staff and the Council Liaison to Greater Portland Inc. seek input from the Council on how to best utilize these new opportunities.

The new Greater Portland Inc board membership is set at 2/3 private 1/3 public representation. Members contribute a minimum of \$25,000 to join the board. A special provision allows smaller jurisdictions to share the fees and join as a one member. Metro Council President Tom Hughes serves as board co-vice-chair representing the public sector and is a member of the executive committee. He also chairs the Economic Development District, a subcommittee of GPI that meets the requirements for federal funding from the Department of Commerce. Staff participate at the meetings for economic development professionals in the region.

Greater Portland Inc. is currently preparing a Strategic Plan that will guide how it provides services that focus on:

- Business development (recruitment, retention and expansion)
- Marketing and branding
- Regional strategy and coordination

While these efforts were provided by the predecessor organizations, GPI will use the Strategic Plan to shift the emphasis and expand in certain areas. The CEO recently outlined the work agenda for the strategic plan in a memo to the board, called Organizational Alignment Review, a subset of which is attached for more information. Greater Portland Inc. is also updating the Comprehensive Economic

Development Strategy (CEDS) which will qualify the region for federal Economic Development Administration funds. The CEDS will provide an overview of the region's economic health, identify how the region is organized and responding to current economic opportunities and identify strategic areas and implementation steps.

Over the past few years during development of Making the Greatest Place, Metro Council has discussed economic development and aspirations for a regional economic development strategy. Based on past discussions some of the comments have included:

- Job growth should promote economic prosperity and the other desired outcomes for the region, including equitably distributing benefits and burdens of growth, supporting vibrant centers, and promoting clean air and water.
- Implementing the direction outlined in the Climate Prosperity Project for clean and sustainable jobs is a priority.
- Transportation and other regional investments need to be leveraged with other investments to support job growth.
- Investments to support job growth and redevelopment of underutilized property, with existing infrastructure, transportation and transit access are priorities.
- Metro can support economic development by assisting in identifying barriers and developing and promoting tools to address these barriers

With start of this new organization, Council has a timely opportunity to revisit these comments and identify new direction or aspirations as priority areas for Metro engagement.

OPTIONS AVAILABLE

- Support the current levels of participation and engagement
- Direct new areas for participation and engagement

IMPLICATIONS AND SUGGESTIONS

Metro completes significant regional analysis of employment trends, forecasts and capacity and makes important decisions affecting land supply and site readiness. The new organization is an important opportunity to align Metro actions with a regional strategy. Staff suggests that Council engage in the Greater Portland Inc. in the process and support the further regional coordination of efforts to promote job growth.

QUESTION(S) PRESENTED FOR CONSIDERATION

Do you have questions about the organizational structure and mission of Greater Portland Inc?

What principles are important for your Metro liaison and staff to represent as participants with Greater Portland Inc?

How would you like to be involved in future Greater Portland Inc updates and activities?



GREATER PORTLAND INC.

Organizational Alignment Review

CEO Report to the Executive Committee

Sean M. Robbins, CEO/President

9/14/2011

The objective of this document is to summarize the findings after a 45-day review of Greater Portland Inc. and identify modifications necessary to align the organization with its mission going forward.

To: Greater Portland Inc. Executive Committee
 From: Sean M. Robbins, CEO/President
 Date: September 14, 2011
RE: Organizational Alignment Summary

Executive Summary

The objective of this document is to summarize my findings after a 45-day review of Greater Portland Inc. and identify any modifications necessary to align the organization with its mission. The review began in mid-July (prior to my August 1 start date) with a fourteen-question employee survey to identify past, present, and future critical issues. Responses were candid and confidential. On August 1, I began a two-pronged process of meeting one-on-one with approximately sixty (60) stakeholders and reviewing critical documents and economic development strategies.

Greater Portland Inc. is positioned on a foundation of opportunity. A strong board, thoughtful background research, and the public/private partnership structure combine to give the organization a credible starting point from which to craft a regional work program that yields tangible and relevant results. These strengths have allowed the organization to move forward strongly despite previous setbacks.

In collaboration with our private and public sector partners, Greater Portland Inc. will begin by focusing its energy and resources into building a world-class retention, expansion and targeted recruitment program that positions the Portland-Vancouver region as a global center for high-quality economic growth. The organization's research and marketing/branding efforts will be aligned to explicitly support and inform the organization's business development program directed at traded-sector companies in the region's four target clusters. To effectively achieve this objective,

- The organization's work agenda will need additional focus and refinement.
- New and reorganized job functions will require adjustments to the staffing model.
- The annual funding base will need to grow to \$2.5 million per year by 2017.

Reports & Studies Reviewed

- Comprehensive Economic Development Strategy Update
- PDC 5 Year economic development plan
- Greater Portland Inc. December 2010 Regional Model
- Portland Business Alliance research report 2010
- Portland Metro Economic Strategy "Outline" – April 2011
- Port of Portland Overview Presentation – Aug. 31 2011

Meetings Conducted

- 18/29 board members (one-on-one)
- 3/8 CEO advisory board members (one-on-one)
- 23 other community leaders/stakeholders (one-on-one)
- Westside Economic Alliance – Board of Directors Meeting (est. 25 attendees)
- Economic Development Professionals Monthly Roundtable (est. 25 attendees)
- Creative Branding Team Annual Meeting (est. 20 attendees)
- Staff members (one-on-one) and initial intake questionnaires

Bottom Line: Work Agenda

Between the various strategies and plans currently active in the organization and the region, positive overlap and alignment exists. All consistently identify the region's four target sectors; all consistently prioritize the importance of focusing economic development efforts on traded-sector industries; and all consistently identify Greater Portland Inc. as the primary vehicle for regional branding and business development. Two notable gaps exist, however. First, core implementation and execution strategies that answer the who, what, where, when, why, and how of economic development practice are missing. Second, and as a consequence of the first gap, the region's target clusters, while being the appropriate "what," are not adequately connected to the "doing" of economic development. As a result, the organization's marketing and branding work is being executed in a vacuum without a core business development strategy driving the organization's direction and decision-making.

Going forward, the first and most important task for Greater Portland Inc. is to establish a defined work program that builds action and results into the good work that has been done to date. In summary, the work program and staff will be organized around three fundamental action categories:

1 Business Development <i>(Retention, Expansion, & Recruitment)</i>	Greater Portland Inc. will drive a best-in-class retention, expansion and targeted recruitment program that is directed at traded-sector companies in the region's four target clusters. Done in collaboration with State and local partners, the business development role will be the core of the organization's work effort and value proposition. It is the "do" of Greater Portland Inc. and will be a driving force in the rest of the organization's work.
2 Regional Marketing	To increase awareness of the region's business case and explicitly set the stage for retention, expansion and recruitment targets, Greater Portland Inc. will create and maintain an authentic and compelling regional brand, strategically distribute it to key audiences and prospects, and provide common messaging and collateral materials for both public and private sector business development efforts.
3 Regional Strategy and Coordination	To ensure regional alignment and capacity, Greater Portland Inc. will serve as a central convener, unifying and aligning the region's strategic economic planning, best practices and research efforts. The Comprehensive Economic Development Strategy (CEDS) will be the central convening document for the region's primary economic development actions and will serve as the region's conduit to federal (EDA) resources that support important development projects within the region.

In addition to the three explicit functions listed above, Greater Portland Inc. recognizes the importance of higher education, workforce/talent development, small business and entrepreneurship, and capital formation as critical pieces to the economic development landscape. Consequently, as the organization grows and establishes a tangible track record of delivering results, carrying out initiatives in these areas may be desirable and feasible. During the startup phase, however, we must stay focused on delivering core platform items exceedingly well while growing our resource base and credibility to take on more functions in the future.

Regional economic development organizations that try to be all things to all people will, in most cases, end up being nothing to anyone. From my experience, and especially early on in an organization's growth, our work must stay focused on executing a few core things exceedingly well. Saying no can be difficult, especially in regional partnerships where the default position is to "make everyone happy." This requires a long-term planning horizon as we evolve and grow Greater Portland Inc.'s capacity.

Materials following this page were distributed at the meeting.



Metro | *Agenda*

Meeting: Metro Council
Date: Thursday, Oct. 27, 2011
Time: 2 p.m.
Place: Metro Council Chambers

CALL TO ORDER AND ROLL CALL

1. INTRODUCTIONS

2. CITIZEN COMMUNICATIONS

3. **AWARD PRESENTATION: "OUTSTANDING ACHIEVEMENT AWARD FOR THE EXCELLENCE IN ENVIRONMENTAL DOCUMENTATION PREPARATION, PORTLAND-MILWAUKIE LIGHT RAIL PROJECT ENVIRONMENTAL IMPACT STATEMENT"** **Wieghart**

4. CONSENT AGENDA

4.1 Consideration of the Minutes for Oct. 20, 2011

4.2 **Resolution No. 11-4303**, For the Purpose of Authorizing the Chief Executive Officer to Grant an Easement Relating to the Expo Center Conditional Use Master Plan.

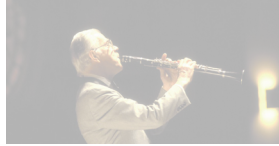
5. RESOLUTIONS

- 5.1 **Resolution No. 11-4302**, For the Purpose of Adopting Amendments to the 1998 "Green Corridor" Intergovernmental Agreement Among Metro, Clackamas County and the City of Sandy and Authorizing the Council President to Sign the Amended Agreement. **Craddick**

6. CHIEF OPERATING OFFICER COMMUNICATION

7. COUNCILOR COMMUNICATION

ADJOURN



2011-12

FIRST QUARTER MANAGEMENT REPORT
July through September



Metro | *Making a great place*

FY 2011-12 First quarter management report

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Metro Management Report At-a-Glance

1st Quarter FY 2011-12

Land use planning staff released the chief operating officer's growth management decision recommendations, with Council to provide direction later in the fiscal year. Implementation of the Transit Oriented Development Strategic Plan moved forward, along with work on five projects, with a sixth in Hillsboro close to securing development approvals. Corridor planning staff began convening the Southwest Corridor study steering committee and officially initiated the transit alternatives analysis process for the project.

The portfolio of parks and natural areas in Metro's jurisdiction will go to Council for review in November. An agreement with the Oregon Department of Transportation for the Westside Trail Master Plan is also expected in November, and two options for Intertwine signage are under consideration. Staff acquired seven properties through the Natural Areas bond measure, along with 16 easements for trail acquisition and more than 160 acres of parks and natural areas acquired with local share funds. The Natural Areas Program Performance Oversight Committee's third annual report concluded that the program is on track.

Sustainability efforts included the retrofit of 20 hauler trucks with emission filters, with 46 additional trucks in process. Metro signed a contract to install seven public electric vehicle charging stations at facilities, and a staff proposed a green building policy for Council consideration. A list of potential energy efficiency measures for Metro facilities responded to recent energy audits. Evaluation of the Enhanced Dry Waste Recovery Program is behind schedule, with completion expected at the end of October.

Solid waste operations issued a request for proposal for commercial organics transport, with a new contract to be awarded Jan. 1, 2012. Staff negotiated new rates with transfer station contractors to handle organic waste in support of the City of Portland's composting program rollout. The new fee for household hazardous waste dropoff at transfer stations collected \$27,749 in the first two months.

Metro regional parks saw an increase in attendance compared to the previous quarter, with a slight dip in season pass sales. Staff submitted a grant application to the State of Oregon for improvements at the Oxbow Park camping area. The pioneer cemetery program moved forward with the Lone Fir master plan and made steps toward fundraising for the Heritage Garden and Memorial.

In a major milestone for the Zoo Infrastructure Bond program, the Metro Council adopted the Bond Implementation Plan and its requisite scopes, budget allocations and schedule for remaining bond projects. The Veterinary Medical Center building exterior improvements are largely complete and staff continue to work with the Washington Park Alliance to resolve parking and transportation issues. Although the Penguin Life Support System Upgrade Project is nearly complete, it is behind schedule.

Despite a successful summer season, Oregon Zoo attendance was down 5 percent from the first quarter of last year. Zoo staff are exploring options to increase attendance during the off-peak season. The Oregon Convention Center and Expo Center each had a strong first quarter. Challenges for the Portland Center for the Performing Arts include identifying funding for further design on the Schnitzer/Main Street project and a permanent solution to drops in transient lodging tax receipts.

This summary report lists highlights for Metro's projects and programs for the first quarter of this fiscal year.

Goal 1: Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Corridor planning and development

- Metro and TriMet received outstanding achievement award from the Federal Transit Administration for the Portland to Milwaukie project environmental impact statement.
- Lower levels of funding in the House version of the Federal Transportation bill could affect the timing and amount of Portland to Milwaukie project funding in the near term.
- Held first Steering Committee meeting for Southwest Corridor study; published early notice of intent for the Southwest Corridor study in the federal register, officially initiating the transit alternatives analysis process.
- East Metro Connections Plan (EMCP) Steering Committee reviewed the existing conditions and approved the problem statement for the study; obtained agreement on corridor growth assumptions and completed future year travel forecasts; executed consultant contracts for EMCP.
- Provided input into scoping for Lake Oswego to Portland Transit project refinement; prepared grant application to Federal Transit Administration for funding.
- Metro Council held a public hearing and adopted a resolution amending the Land Use Final Order to adopt changes to the project definition for the Columbia River Crossing (CRC) project; Metro Council voted to approve the Final Environmental Impact Statement for the CRC project.

Land use planning and development

- Continued downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Continued Transit Oriented Development Strategic Plan implementation and work on five TOD projects: 85 Causey in Clackamas Town Center; Pettygrove in NW Portland; Killingsworth Station on the Interstate MAX light rail line; College Station in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Released chief operating officer's recommendations on the growth management decision; Metro Council to provide direction on growth management decision

Parks planning and development

- Parks and natural areas portfolio project is underway, with Council review anticipated in November.
- Glendoveer public meeting was held on August 1. Phase II is being scoped by Parks and Environmental Services.

- Westside Trail Master Plan: Agreement with Oregon Department of Transportation (ODOT) expected in the next month. Since the project is funded through the MTIP process, ODOT will control funding and consultant contracts.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has held two meetings. Two options are being weighed.
- Smith and Bybee Natural Resources Management Plan Update: Sunset of original plan scheduled for City Council in mid-October.
- Notice to Proceed for Sellwood Gap bike boulevard issued to Portland Bureau of Transportation.

Transportation system planning

- Completed the project development phase of the Regional Flex Funds Allocation process, with each of the local coordinating committees successfully nominating candidate projects for funding.
- Completed the Phase I analysis work for the Climate Smart Communities project, including full development of the GreenStep modeling tool.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Ongoing funding proposal for the TSMO program will be withdrawn from JPACT consideration due to lack of support from ODOT and key local partners; Metro will explore alternative funding options for this program through the Metro budget process.

Goal 2: Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Education

- Selected consultant to create and pilot a toolkit for evaluating waste reduction education programming; the toolkit will give Metro program staff greatly improved capacity to conduct program evaluation, especially regarding attitude and behavior change and adoption.
- Approximately 2,000 visitors participated in campfire and other programs at Oxbow Regional Park this summer; Metro education staff engaged more than 5,000 participants in walks, talks, campfires and classes in July and August.

Natural areas

- The Natural Areas Program Performance Oversight Committee released their third annual report titled "Taking Measure," which concluded the program is on track.
- Acquired seven properties through the Natural Areas bond measure; acquisitions from the 2006 bond now total more than 3,100 acres. Trail acquisition is also progressing with 16 easements acquired since July 1, 2011.
- More than 160 acres of park and natural areas were acquired with local share funds during this quarter – the highest profile being 146 acres from Riverview Cemetery and nearly seven acres in North Bethany purchased by Tualatin Hills Park and Recreation District.
- The I-205 Trail Re-Greening Project, one of the 2010 Nature in Neighborhoods Capital Grant projects, was honored with numerous awards, including from Oregon Community Trees and Women in Transportation.

- Conducted restoration and maintenance on approximately 685 acres within 19 target areas. Stabilization of new acquisitions involved 16 properties.
- A population of a very rare plant species, *Penstemon hesperius*, was discovered at Lovejoy natural area on the Tualatin River; this population is one of the few known in the world.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely related efforts sponsored by the Intertwine Alliance, are on track.
- Kicked off the update to Metro's Integrated Pest Management policies, which will better manage, track, report and reduce use of herbicides and pesticides on all Metro properties.
- Restoration and Enhancement Grant contracts have been signed and all 11 2011 Nature in Neighborhoods Restoration and Enhancement grants are underway – allowing school children across the region to learn from hands-on science education and stewardship activities.

Resource conservation and recycling

- The Solid Waste Advisory Committee developed policy options for Council to improve the sustainability of the regional food system; the primary recommended action is to strengthen the Fork it Over! outreach program. Council will consider this option as part of the FY 2012-13 budget.
- The Recycling Information Center answered 22,864 calls this quarter, down 9 percent from the first quarter of the previous fiscal year. The Find-A-Recycler web site received 15,302 visits, up 16 percent over the first quarter of the previous fiscal year.
- The Clean Refuse Fleet project retrofitted 20 garbage and recycling trucks with diesel particulate emission filters. 46 additional trucks are at various stages in the retrofit process.
- Metro signed a contract with ECOtality to install public electric vehicle charging stations at the Convention Center, Metro Regional Center and Expo Center. A total of seven charging stations are scheduled to be installed during the second quarter of this fiscal year.
- Staff completed a proposed green building policy for Metro facilities that would apply to new construction, major renovations, and operations and maintenance of existing buildings. Council consideration of the policy will occur on Oct. 13.
- Following completion of energy audits at MRC, the Zoo, OCC, PCPA and Expo Center, staff compiled a list of potential energy efficiency measures that could be implemented at each facility. The list is intended to be used by department and facility directors to inform development of their proposed fiscal year 12-13 budgets.
- Metro's new limited-term Climate Initiatives Coordinator, began work on a plan to reflect Council direction, with particular emphasis on climate preparation.
- Evaluation of the Enhanced Dry Waste Recovery Program is behind schedule; completion should occur by the end of October, with evaluation findings to be shared with the Metro Council.

Solid waste compliance and cleanup

- Determined that Waste Management's plastics processing and conversion facility using Waste Conversion Technology (Agilyx) will require a license to establish operating conditions and allow Metro inspectors access.
- Issued facility authorizations to Northwest Shingle Recycling in Tigard and CORE Recycling in Portland.
- Developed non-system licenses recommendations for the Metro Council to consider: 1) for haulers seeking to deliver up to ten percent of the region's putrescible solid waste to landfills not under contract with Metro and 2) to haulers seeking to deliver commercial food or residential

food waste mixed with yard debris to either Nature's Needs in North Plains or Pacific Region Compost near Corvallis.

- Metro will solicit interested law enforcement agencies beyond Multnomah County Sheriff's Office and Tigard Police Department to broaden participation in illegal dumping investigations.
- Preparing to launch a program "tagging" bulky items rather than removing them; tags will identify items as illegally dumped and requiring proper management, with Metro monitoring tagged items.

Solid waste operations

- Established fee for household hazardous waste dropoff at Metro's permanent facilities; a total of \$27,749 was collected during the first two months.
- The feasibility study for energy conversion options for the St. Johns Landfill is under way, with a draft report expected in October.
- Signed contract for roof replacement at the Metro Central household hazardous waste building, with more than half the roof to be a green roof; obtained building permits, with work to start in October.
- The Metro Auditor completed an extensive audit of Solid Waste Operations' administration of the two transfer station operations contracts; in response staff will further refine contract oversight procedures.
- Issued request for proposal for commercial organics transport; proposals are due Oct. 13, with a new contract to be awarded in time for operations to commence on Jan. 1, 2012.
- Negotiated new rates with contractors at both transfer stations to accept, transfer, transport and process residential organic waste. Both facilities will likely experience a surge in volume once the residential haulers within the City of Portland begin collecting organic waste on Oct. 31.

Zoo conservation education

- Summer camp program included 3,527 campers; provided overnight camping trips for 280 underserved, urban youth.
- Completed a successful first season of FrogWatch - an amphibian monitoring citizen-science program, hosted by the Association of Zoos and Aquariums.
- Taylor's checkerspot larvae observed at a 2010 release sites, indicating early re-introduction success; released over 1,000 endangered Oregon Silverspot butterfly pupae.
- Planted more than 10,000 plants reared by the Oregon Zoo in butterfly habitat on the coast North of Florence
- Released more than 40 head started turtles into the Columbia River Gorge.
- Received an Association of Zoos and Aquariums grant fund Pygmy Rabbit release and monitoring activities in the field; successfully reintroduced more than 50 captive-reared Columbia Basin Pygmy rabbits into sage brush habitat in Eastern Washington.
- Condor program saw 11 eggs laid and is currently raising eight chicks.
- Hosted the 10th International Conference on Environmental Enrichment in partnership with OHSU National Primate Research Center.
- Began work on the Institute of Elephant Welfare Project, hosting a meeting of the principal investigators and launching a GPS tracking pilot project to assess elephant movement.

Goal 3: Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Convention, trade and consumer shows

- The Oregon Convention Center had a strong 1st quarter and Expo events increased by six over the prior year with a modest increase in attendance. Outreach to corporate ride and drive events at the Expo Center provided a needed boost to the quarter. West Delta Bar and Grill continues to generate new revenues for Expo and facility rental revenue is slightly better than 1st quarter or prior year.
- Hoyt Street Station Café is building its business and will offer catering menus and WiFi access next quarter.
- OCC Plaza construction is 90 percent completed and should be done by the end of October.
- Construction is underway for Portland Roasting retail stores in the OCC building; stores will be open during conventions and events.
- Expo Center completed marketing and communications plan with Gard Communications, with development of a new logo and support materials; moving forward with initial strategies and recommendations.
- Expo website redesign 80 percent complete and on-track utilizing Drupal content management system. Completed the photo file project with area photographer Bruce Forster .
- Pursued and negotiated 1.5 month rental opportunity for community event with Cirque du Soleil.

Parks and Property Management

- Attendance at Blue Lake Park and Oxbow Park over the same quarter of the previous year was up by 13 percent and 11 percent respectively.
- Attendance at the Chinook Boat Ramp was down by 17 percent over the same quarter of the previous year, with cold weather likely a contributing factor.
- Season pass sales were down slightly over the same quarter of the previous year. 2010 saw 464 sold compared to 435 sold for 2011.
- Submitted grant application to the State of Oregon to construct permanent site host amenities and improve paving in the camping area at Oxbow Park.
- Negotiations are underway for an online reservation system for camping sites at Oxbow Park.
- Cemetery staff presented the Cemetery Program Business & Operations Assessment and Financial Pro Forma to the Metro Council; staff are now developing revised pricing structures, will soon implement best management practices and create an external steering committee to better inform Metro of the community needs with the cemeteries.
- Drafted a Memorandum of Agreement with the Oregon's State Historic Preservation Office for the Lone Fir master plan; upon execution, Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation to hire a development consultant to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.

- The legislative concept for the reclamation of unused and abandoned interment rights did not make it into committee for the 2011 legislature; the concept has strong statewide support and the bill may be reintroduced into committee in the 2012 legislature.
- Metro staff and the Office of Metro Attorney have met with the Oregon Mortuary and Cemetery Board (OMCB) to discuss the future of the 223rd site in Fairview, without resolution. The site remains enclosed by temporary fencing and has a storage capacity for only a few additional months. Metro staff is creating a plan to manage future excess cemetery soil on a secure Metro property.

Performing arts, arts and culture

- Ticketing request for proposal process was completed and presentations made by the four finalists. Selection is underway.
- Open Captioning services for the 2011-2012 season of Broadway Across America Portland made its debut during the production of Mamma Mia.
- Music on Main attendance was down 26 percent over prior year-likely due to the cooler weather and a few less popular shows-but per capita spending on food and beverage was up percent. Summer Arts on Main Street series attracted over 1,500 children, who participated in free art activities.
- Keller Auditorium ranked #3 out of 15 in Venue Today's Top Stops report for venues with 2,000-5,000 seats.
- No funding is available for further design of the Schnitzer/Main Street project; representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation are meeting to assess funding opportunities in the public and private sector.
- Transient lodging tax receipts were up 15.85 percent in FY 2010-11, which allowed PCPA funding to be restored to the original allocation of \$1.2 million. The loss of funding during the economic downturn created a significant revenue challenge; a project team reviewing Multnomah County Tax code language may not be able to identify a permanent solution.

Zoo Infrastructure Bond (A Better Zoo Program)

- The Metro Council adopted the Bond Implementation Plan, which outlines the scopes, budget allocations, and schedule for the remaining bond projects.
- Metro staff and stakeholders are currently reviewing the draft 20-year Comprehensive Capital Master Plan, which outlines future renovations and improvements to animal habitats, guest service amenities, and continued sustainability improvements to reduce campus water and fossil fuel use; the plan will go to the Metro Council for adoption on Nov. 3.
- Submitted Conditional Use Master Plan permit amendment application to the city of Portland for the elephant habitat and related improvements.
- Technical detail work is underway to apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements, with a focus on access and parking considerations.
- Staff continues to work with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy, with recognition that significant transportation challenges for the area can only be resolved with a coordinated effort. Additional technical work is underway to assess parking lot revenues and expenses, and management models for future maintenance and operation.
- The Veterinary Medical Center building exterior improvements are generally complete; work has shifted to internal systems and specialized finishes; the project remains on schedule and budget.

- The Penguin Life Support System Upgrade Project is approximately 95 percent complete. Water is running through the systems and control/monitoring components are being tested; the project remains on budget, but behind schedule, with program staff working closely with zoo staff to manage the move of the penguins back into the exhibit and reopening the exhibit to the public.
- The program continues negotiating a property purchase option with a property owner for Remote Elephant Center property.
- Metro issued a Request for Proposal for Elephant Habitat and Related Infrastructure design services; the program is working to contract with a team by mid-December.
- Two open houses were held for the general public to promote public outreach on August 6 and 8.

Zoo visitor experience

- Zoo attendance year to date is down approximately 5 percent from last year; Zoo staff are exploring aggressive marketing options designed to drive attendance during the off peak season.
- Visa and MasterCard are now accepted at all point of sale (POS) locations, including several remote kiosks around zoo grounds; the new system uses wireless technology, ensuring better real-time reporting and the ability to move food services to unique locations for guests.
- The summer concert season saw more than 50,000 people in attendance and more than \$2.2 million in gross revenue to help support our zoo.
- ZooLights installation well underway, with the Zoo marketing team working closely with the Oregon Zoo Foundation and corporate sponsors to encourage holiday goers to visits during the first two weeks of December to reduce traffic congestion later in the month.

1.1 | Corridor Planning and Development

This program includes three major areas: transit project planning, multimodal corridor planning and freight planning. The East Metro Connections and Southwest Corridor Plans and associated community investment strategies will be the primary focus of effort for the division in FY 2011-12. Through integrated land use and transportation planning and a transactional approach, these strategies will prioritize transportation projects and leverage infrastructure and other planning activities to stimulate community and economic development.

Program highlights

- Metro and TriMet received outstanding achievement award from the Federal Transit Administration for the Portland to Milwaukie project environmental impact statement.
- Held first Steering Committee meeting for Southwest Corridor study on October 3.
- Published an early notice of intent for the Southwest Corridor study in the federal register on September 30, officially initiating the transit alternatives analysis process.
- On July 27, the East Metro Connections Plan (EMCP) Steering Committee reviewed the existing conditions and approved the problem statement for the study.
- Obtained agreement on corridor growth assumptions and completed future year travel forecasts for EMCP.
- Provided input into scoping for Lake Oswego to Portland Transit project refinement.
- Prepared grant application to Federal Transit Administration for funding to support Lake Oswego transit project refinement.
- In August, the Metro Council held a public hearing and adopted a resolution that amended the Land Use Final Order in order to adopt changes to the project definition for the Columbia River Crossing (CRC) project.
- On September 8, the Metro Council voted to approve the Final Environmental Impact Statement for the CRC project.

Items for leadership attention

- The lower levels of funding in the House version of the Federal Transportation bill could affect the timing and amount of Portland to Milwaukie project funding in the near term.
- The history of divided leadership in east Metro will continue to be a challenge as the project progresses. Staff will continue to work closely with senior leadership and Council liaisons to address.

1.2 | Land Use Planning and Development

The Land Use Planning and Development program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision. This program comprises three areas: Long Range Land Use Planning, the Development Center and Periodic Planning.

Program Highlights

- Continued downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Continued TOD Strategic Plan implementation and work on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student

housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.

- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing approximately 100 local land use actions for consistency with Metro policies
 - Participating in local technical committees
 - Releasing community development and planning grants (funded by CET) to support local implementation efforts
- Participated in LCDC review process of Urban and Rural Reserves
- Released Chief Operating Officer's recommendations on the Growth Management Decision, solicited public comment and supported Council decision-making.
- Refined regional methodology for buildable land inventory and assumptions for allocating forecasted growth to local jurisdictions
- Provided planning support for major agency initiatives including extensive involvement in:
 - SW Corridor planning
 - East Metro Connections Plan
 - Climate Smart Communities work
 - Community Investment Initiative
 - HUD Sustainable Communities Initiative grant
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and updating 2007 subsidized housing inventory.
- Inventoried sites in large-lot site readiness project in collaboration with the Port, Business Oregon and others and prepared for release of study results in second quarter.

Items for leadership attention

- Council direction on growth management decision
- Council engagement in and support for major departmental projects including corridors, climate smart communities, growth management decision and HUD grant.

1.3 | Parks Planning and Development

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

Program highlights

- Parks and natural areas portfolio project is underway, with Council review anticipated in November.
- Glendoveer public meeting was held on August 1. Phase II is being scoped by Parks and Environmental Services.

- Westside Trail Master Plan: Agreement with Oregon Department of Transportation (ODOT) expected in the next month. Since the project is funded through the MTIP process, ODOT will control funding and consultant contracts.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has held two meetings. Two options are being weighed.
- Smith and Bybee Natural Resources Management Plan Update: Sunset of original plan scheduled for City Council in mid-October.
- Notice to Proceed for Sellwood Gap bike boulevard issued to Portland Bureau of Transportation.

Items for Senior Leadership Team action

- Continued attention on relationship between regional parks funding and the Community Investment Strategy.

1.4 | Transportation System Planning

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

Program highlights

- Completed the project development phase of the Regional Flex Funds Allocation process, with each of the local coordinating committees nominating candidate projects for funding.
- Completed the Phase I analysis work for the Climate Smart Communities project, including full development of the GreenStep modeling tool.
- Participated in Oregon MPO Consortium activities and supported Metro's state lobbyist with legislative reviews of more than 40 bills.
- Participated in Oregon Transportation Planning Rule (TPR) Rulemaking Advisory Committee and initiated review of the TPR and related Oregon Highway Plan amendments with our regional partners as part of providing formal comment.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Participated in an Obama Administration roundtable on innovative trends in land use and transportation planning.

Program Issues

- Ongoing funding proposal for the TSMO program will be withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro will explore alternative funding options for this program.
- Budget amendment to create a limited duration FTE to manage the Regional Active Transportation Plan grant will go before Council in November. The position is funded through the state Transportation and Growth Management program through June 2013.

Items for leadership attention

- Resolution of the TSMO program funding issue will now move to the Metro budget process.

2.1 | Education

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

Program highlights

- Selected consultant to create and pilot a toolkit for evaluating waste reduction education programming; the toolkit will give Metro program staff greatly improved capacity to conduct program evaluation, especially regarding attitude and behavior change and adoption.
- Approximately 2,000 visitors participated in campfire and other programs at Oxbow Regional Park this summer; Metro education staff engaged more than 5,000 participants in walks, talks, campfires and classes in July and August.
- Staff and management participated in schematic design review of the Zoo's Conservation Discovery Zone.

2.2 | Natural Areas

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

Program highlights

Science and Stewardship and Land Management

- Twenty-five natural areas within 19 target areas had restoration or maintenance activities on approximately 685 acres. Stabilization of new acquisitions involved 16 properties.
- Native Plant Center seed collection included more than 12 sites, including new collection of shady herbaceous species.
- Various student and community groups participated in seed collecting, invasive plant species removal and native plant bed mulching within six natural areas.
- A population of a very rare plant species, *Penstemon hesperius*, was discovered at Lovejoy natural area on the Tualatin River; this population is one of the few known in the world.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely related efforts sponsored by the Intertwine Alliance, are on track.

Nature in Neighborhoods

- Completed the "Existing Conditions" report for the Southwest Corridor planning project. Nature in Neighborhoods and Parks Planning staff are part of the corridor planning team and writing the technical report for parks and natural resources in the corridor.
- Kicked off the update to Metro's Integrated Pest Management policies. This project was identified in Metro's Sustainability Plan as a "priority action." The purpose of the project is to better manage, track, report and reduce use of herbicides and pesticides on all Metro properties by staff and contractors. The policy will address the unique needs of different property types, including developed property landscapes and natural area restoration needs.
- Restoration and Enhancement Grant contracts have been signed and all 11 2011 Nature in Neighborhoods Restoration and Enhancement grants are underway – allowing school children from Beaverton to Lents to start the school year with more hands-on science education and stewardship activities.
- Nature in Neighborhoods and Cascadia Green Building Council are exploring a partnership for Cascadia's Annual Living Futures "unConference" being held in Portland May 2-4, 2012. The two-day event features a mix of sessions, workshops and tours offering attendees a unique

opportunity to learn about the next generation of green building practices and strategies, explore living buildings, and network with industry leaders and solution-seekers.

Regional Acquisition

- Metro acquired seven properties and the Natural Areas bond measure stayed on track with acquisitions from the 2006 bond now totaling more than 3,100 acres. Trail acquisition is also progressing with 16 easements acquired since July 1, 2011.
- The Natural Areas Program Performance Oversight Committee released their third annual report titled "Taking Measure." They concluded the program is on track.

Local Share

- More than 160 acres of park and natural areas were acquired with local share funds during this quarter – the highest profile being 146 acres from Riverview Cemetery and nearly seven acres in North Bethany purchased by Tualatin Hills Park and Recreation District.
- Tualatin Hills Park and Recreation District completed improvements to Jackie Husen Park in Beaverton and hosted a dedication event in August.
- West Linn hosted a dedication event to celebrate the completion of about \$550,000 of improvements at four of their city parks.

Nature in Neighborhood Capital Grants

- The I-205 Trail Re-Greening Project, one of the 2010 Nature in Neighborhoods Capital Grant projects, was honored with numerous awards, including awards from Oregon Community Trees and Women in Transportation. Additionally, Friends of Trees received a 2011 Governor's Volunteer Award. With the help of Metro grant funds, they had a record-breaking volunteer planting season last year.

2.3 | Resource Conservation and Recycling

This program advances the region's efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region's residents and businesses, and improve the sustainability of Metro's own operations. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs: Waste Reduction, Internal Sustainability and the Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 Waste Reduction and Internal Sustainability began to implement new strategic action plans, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

Program highlights

Waste Reduction

- The Solid Waste Advisory Committee (SWAC) completed its work to develop policy options for Council on improving the sustainability of the regional food system by discussing the food donation infrastructure at its August and September meetings. The consensus of SWAC members was that the primary action that makes sense for Metro to pursue is strengthening of the Fork it Over! outreach program that helps connect donors to food rescue agencies. Council will be able to consider this option in establishing the Resource Conservation & Recycling Program's fiscal year 2012-13 budget. Secondary actions identified by SWAC are further research and partnership building to more accurately quantify the amount of donatable food generated by businesses, and integrating donation messages into outreach efforts associated with local governments' rollout of new or expanded food waste composting programs.

- The Recycling Information Center answered 22,864 calls this quarter, down 9% from the first quarter of the previous fiscal year. The Find-A-Recycler web site received 15,302 visits, up 16% over the first quarter of the previous fiscal year.
- In August, Recycling Information Specialist Betty Shelley, whose household produces only one can of garbage every 18 months, did a television segment on KATU to tell how she does it. Betty sorted through the garbage can of a viewer who thought her family was doing a good job recycling and pulled out materials that had composting, recycling or reuse options.
- The Clean Refuse Fleet project retrofitted 20 garbage and recycling trucks with diesel particulate emission filters. 46 additional trucks are at various stages in the retrofit process. Staff provided a briefing on the project and its benefits at the Metro Council's September 29 meeting.

Internal Sustainability

- Metro signed a contract with ECotality to install public electric vehicle charging stations at the Convention Center, Metro Regional Center and Expo Center. A total of seven charging stations are scheduled to be installed during the second quarter of this fiscal year.
- Staff completed a proposed green building policy for Metro facilities that would apply to new construction, major renovations, and operations and maintenance of existing buildings. Council consideration of the policy will occur on October 13.
- Following completion of energy audits at MRC, the Zoo, OCC, PCPA and Expo Center, staff compiled a list of potential energy efficiency measures that could be implemented at each facility. The list is intended to be used by department and facility directors to inform development of their proposed fiscal year 12-13 budgets.

Climate Smart Communities Coordination

- Ronda Chapman-Duer, Metro's new limited-term Climate Initiatives Coordinator, began work on September 20. Her work plan will reflect the direction provided by Council in the budget amendment creating the position, with particular emphasis on climate preparation.

Items for leadership attention

- It has taken longer than planned to complete the evaluation of the Enhanced Dry Waste Recovery Program (EDWRP), which was scheduled to be completed during the first quarter of FY 11-12. Management now expects it to be completed by the end of October, after which we will need to determine the means through which to share the findings with the Metro Council. Councilor Harrington, in particular, has expressed interest in understanding the findings and their applicability to policy options that may be raised in the Solid Waste Roadmap process.

2.4 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

Program highlights

- Waste Management Facility (WM) using Waste Conversion Technology (Agilyx). WM has proposed to locate a plastics processing and conversion facility at its Wastech site in north

Portland and has sought Metro's opinion for how the facility will be regulated. The facility proposes to accept waste plastic from its Tualatin Valley Waste Recovery operation in Hillsboro and process it through pyrolysis into a petroleum fuel that can be further refined for a variety of uses. Agilyx has developed the plastics conversion technology and operates a small scale research and development facility in Tigard. Metro has determined that the facility will require a license to operate that would establish operating conditions and allow Metro inspectors access.

- Facility Authorizations. Metro issued the following authorizations during the quarter:
 - Northwest Shingle Recycling (Tigard) was issued a solid waste license on July 20 to operate a second shingle recycling facility in the region. The other recycling facility is located in southeast Portland. The facility intends to accept mixed roofing waste to sort out the marketable components. All activities will be conducted inside a building. The recovered asphalt shingle component will be shipped to an asphalt paving company in Canby where the shingles will be incorporated into a hot asphalt batch mix for road construction.
 - CORE Recycling (Portland). City of Roses Disposal, a Portland permitted commercial hauler, was issued a solid waste license on July 20 to operate a material recovery facility at its facility based in northeast Portland. CORE plans to focus primarily on green building projects from its own customers seeking to have a higher level of recovery. CORE will operate inside a building.

Program Issues (FYI only):

- Recology Suttle Road Recovery License Amendment. Recology's Suttle Road operation, located in north Portland, has proposed to reload food waste inside a building. Portland recently granted land use approval for reloading yard debris mixed with residential food waste. Metro provided public notice during the quarter and met internally with Expo Center staff, and scientists and naturalists from Smith and Bybee Lake to discuss potential conditions that might need to be imposed at the site. In addition to a public comment opportunity, DEQ and Metro held a public hearing on the matter on August 16 in the St. Johns neighborhood. Metro and Recology extended the review period until October 31. Metro's license will issue the license during the quarter.
- Metro Council Resolutions (Non-System Licenses – NSLs)
- NSLs to Non-Contract Landfills. Council will consider in December the issuance of license renewals to haulers seeking to deliver up to ten percent of the region's putrescible solid waste to landfills not under contract with Metro, i.e. Waste Management.
- NSLs to Deliver Food Waste to Processing Facilities. Council will consider whether to issue licenses to haulers seeking to deliver commercial food or residential food waste mixed with yard debris to either Nature's Needs in North Plains or Pacific Region Compost near Corvallis. Washington County is considering whether to issue final approval for food waste composting to Nature's Needs.
- Newberg Transfer Station. Because of its proximity to the Metro region, the Newberg Transfer Station has been a "hole" in the solid waste system. Frequent flow control violators have been cited and fined over the years. Since Waste Management's purchase of the facility, Metro and the facility have entered a time of cooperation in assuring.
- Enforcement Investigators. Metro's investigative officers have always been provided by local law enforcement agencies, primarily Multnomah County Sheriff's Office and Tigard Police Department. In an effort to broaden participation, Metro will solicit other interested law enforcement agencies to submit candidates for consideration as one of the Tigard officers rotates out at the end of the year.

- **Bulky Waste Tagging Program.** Metro will begin a program of “tagging” bulky items, such as furniture, appliances and mattresses with a brightly colored orange label rather than cleaning these items up as inmate work crews come across them. These tags will provide notification that these items are illegally dumped and should be properly managed. Once tagged, Metro will follow up to assure that the item is cleaned up.

Items for leadership attention:

- **Recology Foster Road License Amendment.** Recology has proposed to reload food waste at its facility near 101st and Foster Road in the Freeway Land Industrial area. The city of Portland approved land use for the facility to reload yard debris mixed with residential food waste generated as part of the city efforts to increase food waste composting from residences. The Portland City Council heard the appeal of the hearings officer’s decision on the matter on October 5. The City Council agreed to tentatively uphold the decision. Final action is set for November 5. An appeal is likely. No Metro staff work will be undertaken until a final decision has been made and Recology has submitted a complete license application.

2.5 | Solid Waste Operations

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific work areas: disposal services, hazardous waste reduction, landfill stewardship, and facility and asset management.

Program highlights

- Effective August 1, a fee is now charged for household hazardous waste (HHW) dropoff at Metro’s permanent facilities. During the first two months a total of \$27,749 has been collected.
- The feasibility study for energy conversion options for the St. Johns Landfill is under way. Draft report expected in October.
- The contract for the roof replacement at the MCS-HHW building is signed. Building permits have been obtained and work will start in October. Over 50% of the roof area will be a green roof. If weather conditions are not favorable at the time of planting, the seeding portion will be postponed until spring.
- Solid Waste Operations teamed up with Metro’s contactor at Metro Central Transfer Station, Recology Oregon Recovery, and Cracked Pots, a local non-profit arts group, to host a two-day art exhibition featuring work created from material gleaned from Metro Central Transfer Station.
- The Metro Auditor completed an extensive audit of Solid Waste Operations’ administration of the two transfer station operations contracts. The Auditor’s report contained some helpful recommendations that prompted staff to further refine its contract oversight procedures.
- A request for proposal for commercial organics transport and processing was developed and issued. Proposals are due October 13, with a new contract awarded in time for operations to commence on January 1, 2012.
- Staff negotiated new rates with the contractors at both transfer stations, Metro South and Metro Central, to accept, transfer, transport and process residential organic waste. Both facilities will likely experience a surge in volume once the residential haulers operating within the City of Portland begin collecting the mix of yard debris and food scraps beginning October 31.

2.6 | Zoo Conservation Education

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- UNO provided overnight camping trips for 280 underserved, urban youth this summer. 103 of these youth were first-time campers.
- Completed a successful first season of FrogWatch - an amphibian monitoring citizen-science program, hosted by the Association of Zoos and Aquariums.
- Participated in CLIZEN (Climate Literacy in Zoos Education Network) - a nation-wide zoo and aquarium collaborative effort to further evaluate the perceptions zoo visitors have about climate change, and how to effectively create educational messaging and experiences corresponding to that.
- 3,527 campers ranging from 4 years old to 8th graders.
- Post-diapause Taylor's checkerspot larvae were seen in 2011 at one of the 2010 release sites (Joint Base Lewis McCord near Olympia) indicating the success of early re-introduction efforts.
- Taylor's checkerspot butterflies laid over 2,700 eggs in the Oregon Zoo lab.
- Released over 1,000 endangered Oregon Silverspot Butterfly pupae in July & Aug.
- Over 2,800 Oregon Silverspot eggs laid in the Oregon Zoo lab from adults collected this year, these will be released next summer.
- Over 10,000 plants reared by the Oregon Zoo were planted by zoo staff and volunteers in butterfly habitat on the coast North of Florence
- Over 40 Head started turtles released into the Columbia River Gorge, this was the twentieth anniversary of this program and a successful media event, see:
http://www.oregonlive.com/environment/index.ssf/2011/08/slow_and_steady_goes_the_effor.html
- Over 50 captive reared Columbia Basin Pygmy rabbits successfully reintroduced into sage brush habitat in Eastern Washington. After ten years the rabbit is no longer extinct in the wild! The reintroduction will continue through summer 2013 at which point the program will be reassessed. Oregon Zoo staff helped build the release pens and will be assisting with the collection of wild rabbits from S. Oregon and Nevada to translocate to the release site to join captive reared rabbits.
- Recently received a \$26,300 grant from the AZA Conservation Endowment Fund to fund Pygmy Rabbit release and monitoring activities in the field
- 11 Condor eggs laid, currently raising eight chicks.
- Trained ZAPs and ZooTeens in standardized research methods who then completed over 500 Climate Change surveys to fulfill our partnership commitment to the grant funded CLIZEN project.

- In partnership with OHSU National Primate Research Center, hosted the 10th International Conference on Environmental Enrichment. Over 200 people attended from 21 nationalities. This was the tenth anniversary of the conference series which was started in by the Oregon Zoo in 1993. The conferences occur on a 2 year cycle. The 5 day meeting was held at the Benson Hotel.
- Conducted 8 on-going, ivy pulls (April-Sept) with a total of 35 staff & volunteers participating. The goal of clearing the trees along the railroad track in Washington Park is 95% completed.
- Started work on the Institute of Museum and Library Services funded (\$800,000) Elephant (IMLS) Welfare Project, hosted a meeting of the principle investigators and began a GPS tracking pilot project to assess elephant movement.

3.1 | Conventions, Trade and Consumer Shows

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

Program highlights

OCC

- Hoyt Street Station Café is building its business and will have catering menus and WIFI access next quarter
- OCC Plaza construction is 90 percent completed and should be done at the end of October; a client event is planned for Oct. 5 to showcase the new space.
- Portland Roasting retail store #1 is nearing completion and should be open for business by the end of October, with construction to begin immediately following on retail store #2.
- Customer service scores for the first quarter were 3.45 out of 3.6.
- OCC diversion rate for the first quarter was 65 percent.
- Capital projects completed this quarter: Parking management system upgrades, new digital signage screens and way finding system installed.

Expo Center

- Micro piling review of Hall E tilt panel requires Structural Engineer consultation and further review recommended before moving forward.
- Completed Marketing and Communications Plan with Gard Communications. Developed new logo and sales collateral, letterhead and support materials. Implementing initial strategies and recommendations.
- Multiple summer maintenance projects completed including curb painting and multiple repairs
- Initiated negotiations with the Port of Portland for easement related to Expo Road realignment.
- Expo website redesign 80 percent complete and on-track utilizing Drupal content management system. Completed the photo file project with area photographer Bruce Forster .
- Diversion rate decreased to 29 percent. This should have been 35 percent but due to a driver error, over 1.7 tons was diverted to garbage; this issue was rectified with provider.
- Pursued and negotiated 1.5 month rental opportunity for community event with Cirque du Soleil.
- Capital Projects: Partial completion of asphalt installation and sealcoating for Upper Parking Lot Four (Force Ave.).

Program Issues

- The Oregon Convention Center had a strong 1st quarter and Expo events increased by six over the prior year with a modest increase in attendance. Outreach to corporate ride and drive events

at the Expo Center provided a needed boost to the quarter. West Delta Bar and Grill continues to generate new revenues for Expo and facility rental revenue is slightly better than 1st quarter or prior year.

- The Visitor Venues team has pulled together to meet staffing needs and insure a seamless transition to clients with the recent resignations of the Expo Director and the OCC Executive Director positions.

3.2 | Parks and Property Management

The purpose of Parks and Property Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, multiple residential and agricultural leases on Metro natural areas and 14 pioneer cemeteries. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Property and Project Management is a new division within Parks and Environmental Services. The program combines several existing functions including management of leased properties and Metro facilities at Cooper Mountain Nature Park and Mt. Talbert Nature Park with a new construction project management function that is moving from the Metropolitan Exposition Recreation Commission.

Program highlights

- Attendance at Blue Lake Park and Oxbow Park over the same quarter of the previous year was up by 13 percent and 11 percent respectively.
- Attendance at the Chinook Boat Ramp was down by 17 percent over the same quarter of the previous year, with cold weather likely a contributing factor.
- Season pass sales were down slightly over the same quarter of the previous year. 2010 saw 464 sold compared to 435 sold for 2011.
- Application was made to the State of Oregon for a grant to construct permanent site host amenities and improve paving in the camping area at Oxbow Park.
- Negotiations are underway for an online reservation system for camping sites at Oxbow Park.
- Cemetery staff presented the Cemetery Program Business & Operations Assessment and Financial Pro Forma to the Metro Council on Sept. 13, 2011, and recommended to Council that staff implement Option 2 of the Pro Forma. Staff are now developing revised pricing structures and will soon implement best management practices and create an external steering committee to better inform Metro of the community needs with the cemeteries.
- A Memorandum of Agreement with the Oregon's State Historic Preservation Office for the Lone Fir master plan has been drafted and is being reviewed by the Office of Metro Attorney and the department director. Upon execution of the memorandum, Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation to hire a development consultant to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.
- The legislative concept for the reclamation of unused and abandoned interment rights did not make it into committee for the 2011 legislature. With strong support state-wide Metro's legislative affairs manager has been pursuing the bill in Salem to reintroduce into committee in the 2012 legislature. The Cemetery Association of Oregon has voted to support the bill and the

Oregon Cemetery and Mortuary Board has been briefed, staff continues to garner support through networks in the death care industry.

- Metro staff and the Office of Metro Attorney have met with the Oregon Mortuary and Cemetery Board (OMCB) to discuss the future of the 223rd site in Fairview, without resolution. The site remains enclosed by temporary fencing and has a storage capacity for only a few additional months. Metro staff is creating a plan to manage future excess cemetery soil on a secure Metro property.

Items for leadership attention

- Budget amendment funding for Blue Lake disc golf course.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.

3.3 | Performing Arts, Arts and Culture

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.

This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

Program Highlights

- Ticketing request for proposal process was completed and presentations made by the four finalists. Selection is underway.
- Open Captioning services for the 2011-2012 season of Broadway Across America Portland made its debut during the production of Mamma Mia.
- The part-time promotions coordinator was made full time and has enabled us to dramatically increase our marketing efforts via email sales blasts, planned promotions with our resident companies and social networking.
- The loss of the maintenance supervisor has required the Operations Manager and Assistant Operations Manager assume the supervisory tasks of this position. With the load of capital and maintenance programs underway requiring the attention of these two positions the supervision of the maintenance workers and engineering staff hasn't been as thorough as desired. However customer service levels have been maintained thus far.
- Two successful art shows of local artists specializing in album and rock poster designs and the New Brow show of local grassroots artists gave PCPA its highest arts sales ever with 19 pieces being sold.
- Music on Main attendance was down 26 percent over prior year-likely due to the cooler weather and a few less popular shows-but per capita spending on food and beverage was up 4 percent. Summer Arts on Main Street series attracted over 1,500 children, who participated in free art activities.
- Keller Auditorium ranked #3 out of 15 in Venue Today's Top Stops report for venues with 2,000-5,000 seats.
- Began a PCPA history project by cataloging items about PCPA in various locations such as the City of Portland archive, The Oregonian, The Oregon Historical Society, etc.

- Participated in a partnership with Oregon Ballet, Portland Opera and the Oregon Symphony to promote the Art Bar and Keller Café with their season ticket subscribers.
- A number of capital projects were begun or concluded and annual maintenance and cleaning of the venues was completed. Some of the projects included: refinishing stage floors, maintenance on theatrical sound, lighting and rigging equipment, re-lamping the Schnitz chandeliers, replacing wood paneling at the Keller and installing new dimmers and lighting console in the Winningstad Theatre.
- Hosted a site visit, career panel and tour for the Mayor's Summer Youth Connect program serving at-risk students.

Program Issues

- No funding is available for further design of the Schnitzer/Main Street project. A small committee consisting of representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation have had on-going meetings to assess funding opportunities in the public and private sector.

Items for leadership attention

- Transient lodging tax receipts were up 15.85 percent in FY 2010-11. The strong recovery allowed PCPA funding to be restored to the original allocation of \$1.2 million. While this is up from \$902 thousand in FY 2009-10, the loss of funding during the economic downturn created a significant revenue challenge that needs to be addressed for the future. There is a project team reviewing the language in the Multnomah County Tax code, however that may not be a permanent solution to PCPA's funding problems. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs.

3.4 | Zoo Infrastructure Bond (A Better Zoo Program)

The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo's existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.33 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Program highlights

- The Metro Council adopted the Bond Implementation Plan by resolution on Sept. 22. The plan outlines the scopes, budget allocations, and schedule for the remaining bond projects. This was an important milestone to complete the budget and timeline for the remaining bond projects.
- Metro staff and stakeholders are currently reviewing the draft 20-year Comprehensive Capital Master Plan. The Bond Implementation Plan is the first phase of this Master Plan. The Master Plan outlines future renovations and improvements to animal habitats, guest service amenities, and continued sustainability improvements to reduce campus water and fossil fuel use. The program will present the Master Plan to the Metro Council and seek adoption via resolution on Nov. 3.
- The program continues the two-part land use strategy to:

- Amend the zoo's existing Conditional Use Master Plan permit for the elephant habitat and related improvements. The amendment application was submitted to the city on Sept. 23. City staff will spend several weeks reviewing the application before it moves to a Hearings Officer for review and processing.
- Apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements. Work on the technical details for this applications is well-underway, with much attention being given to access and parking considerations. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- Staff continues to work with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy comprised of multiple phases. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members were engaged and fully supported the long-term concepts presented, recognizing that there are significant transportation challenges for the area that can only be resolved successfully with a coordinated effort. Additional technical work is underway to assess parking lot revenues and expenses, and management models for future maintenance and operation.
- The Veterinary Medical Center building exterior improvements are generally complete. Work has shifted over the past few months to internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging. The project remains on schedule and budget.
- The Penguin Life Support System Upgrade Project is approximately 95 percent complete. Water is running through the systems and control/monitoring components are being tested and interconnected. The project remains on budget, but behind schedule, see comment in the Program Issues section, below.
- The program continues negotiating a property purchase option with a property owner for Remote Elephant Center property.
- Two open houses were held for the general public to promote public outreach on August 6 and 8. The bond project details were shared with participants and both zoo staff and consultants were engaged in explaining the proposed features of the new habitats, the Conservation Discovery Zone and the sustainability initiatives.
- The Metro Council approved the bond program's Percent-for-Art strategy via resolution. This strategy will implement Metro's art requirements for capital construction activities at a program level, instead of project by project. This strategy is believed to be more efficient and effective for meeting the art requirements for the bond program improvements.

Program Issues

- Installation of the Penguin Life Support System Upgrade is progressing but the general contractor is significantly behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a substantial completion date of Oct. 3. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.

Items for leadership attention

- Metro issued a Request for Proposals for Elephant Habitat and Related Infrastructure design services on Sept. 20. This process will identify and contract with the multi-disciplinary consultant team to provide design services for the elephant habitat project through construction documents

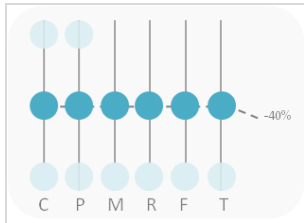
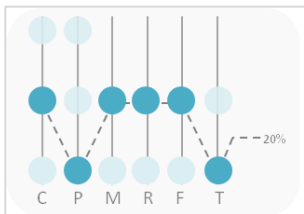
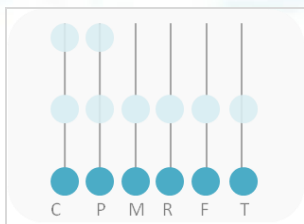
and contract administration during construction. The program is working to contract with a team by mid-December.

3.5 | Zoo Visitor Experience

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission statement, the zoo provides guests the opportunity for observation, discovery, and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility maintenance, public events, marketing, and the zoo railway.

Program highlights

- Zoo attendance year to date is down approximately 5 percent from last year. The current state of the economy is a contributing factor and staff realizes that during times like these guests are looking for the best value. The zoo is currently looking at several aggressive marketing options designed to drive attendance during the off peak season.
- Visa and MasterCard are now accepted at all point of sale (POS) locations. The Oregon Zoo has expanded its POS system to all locations including several remote kiosks around zoo grounds. Prior to the system upgrade, the remote kiosk functioned independently of one another lacking the technology to accept credit cards or ability to report real time data. The new system uses several wireless access points spread throughout the zoo grounds connecting the new wireless point of sale terminals. We now have better reporting, in real time, and the ability to move our food services to unique locations to provide a better service to our guest.
- The summer concert season was a huge success. The zoo hosted a total of 19 concerts this year and each and every one of them were "rain" free. This season more than 50,000 people enjoyed family friendly entertainment while contributing more than \$2.2 million in gross revenue to help support our zoo.
- Zoo Lights installation well underway. The zoo attracts more than 130,000 people during the month of December with a spectacular holiday light display. Visiting zoo lights is a tradition for many families each year, however, this event is so popular the week before the Holiday it can be very difficult to find parking anywhere close the zoo. This year our marketing team will be working closely with our foundation and corporate sponsors to encourage holiday goers to visits during the first two weeks of December, when attendance is usually low. This will hopefully reduce traffic congestion later in the month allowing event more people to attend.



Climate Smart Communities Scenarios Project

Metro Council Briefing

October 25, 2011

Kim Ellis, Project Manager



Metro | *Making a great place*

Today's purpose

- Recap project purpose and approach
- Report on Phase 1 preliminary findings
- Describe next steps leading to Phase 2

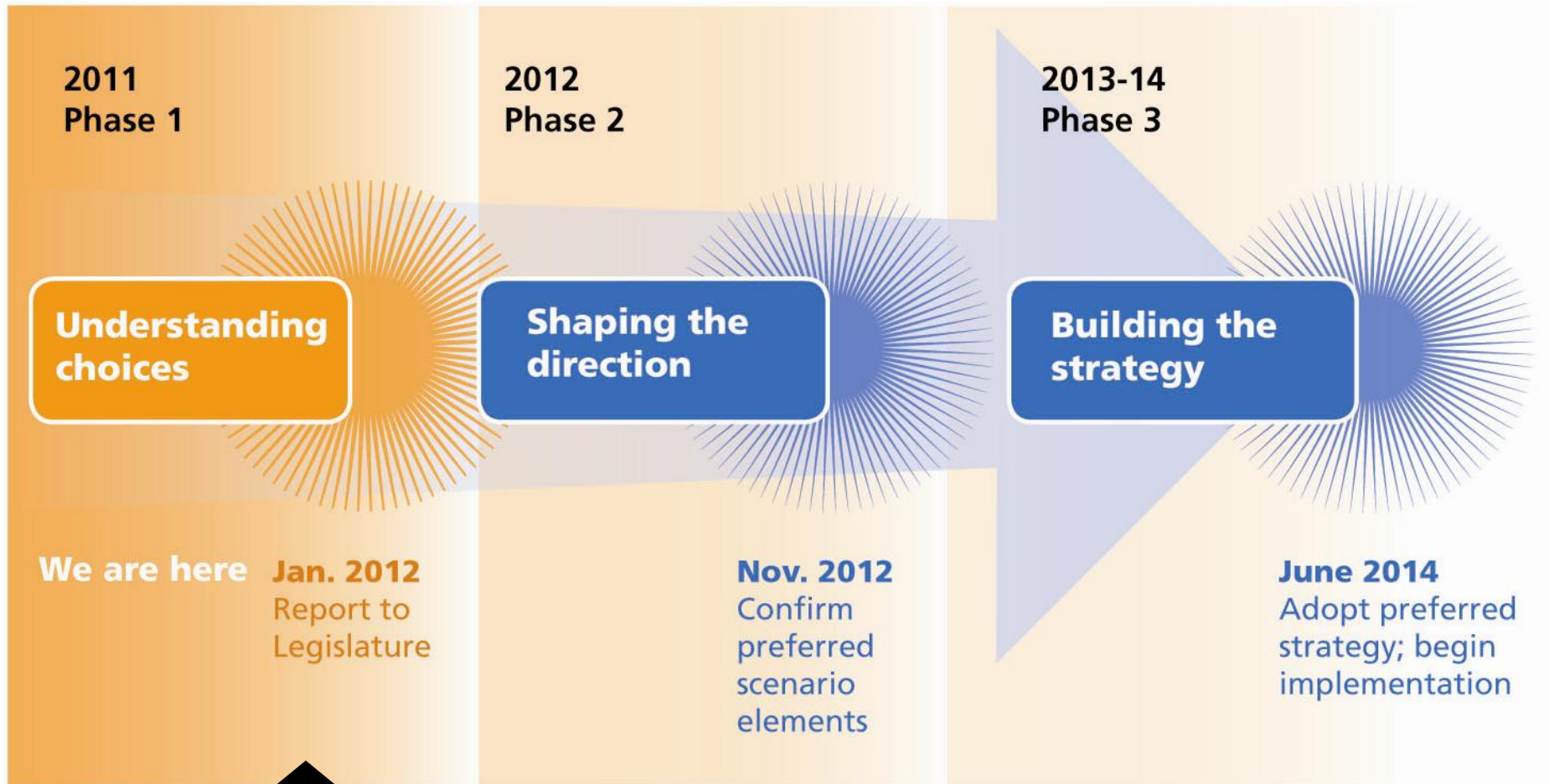
Oregon Greenhouse Gas Goals

- Stop emissions growth by 2010
- Reduce emissions by 10% by 2020
- Reduce emissions by 75% by 2050

Adopted by the 2007 Legislature, the goals are for reductions below 1990 levels for all GHG emissions.



Scenarios timeline



We are here.

2040: Six desired outcomes



**Vibrant
communities**



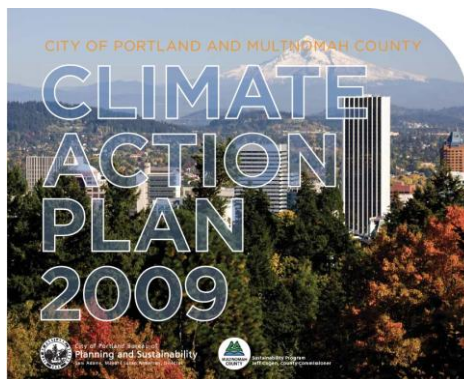
Equity



**Economic
prosperity**



**Transportation
choices**



Climate leadership



Clean air & water

Project tracks

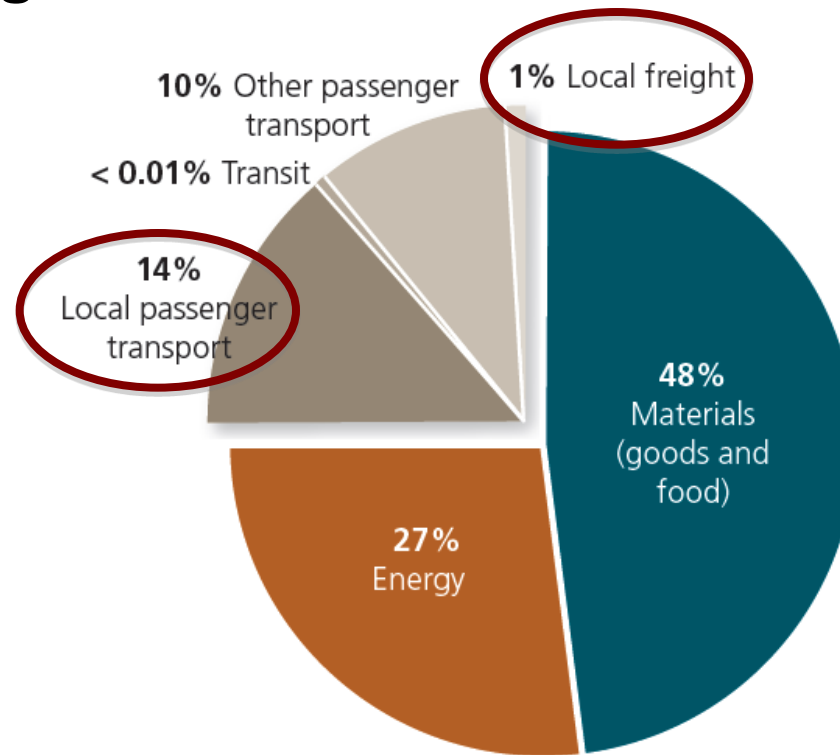
	Understand Choices Phase 1 (2011)	Shape Direction Phase 2 (2012)	Build and Select Strategy Phase 3 (2013-14)
Technical & policy analysis	<ul style="list-style-type: none"> • Evaluation framework • Research policy levers and strategies • Tool development 	<ul style="list-style-type: none"> • Evaluation framework • Alternative scenarios • Tool integration & testing 	<ul style="list-style-type: none"> • Preferred scenario • Update regional plans and policies
Communications & engagement	<ul style="list-style-type: none"> • Opinion research • Stakeholder interviews • Regional summit • Best practices research 	<ul style="list-style-type: none"> • Design workshops • Other TBD 	<ul style="list-style-type: none"> • Public comment period • Regional summit • Other TBD
Tools	<ul style="list-style-type: none"> • Metropolitan GreenSTEP • Strategy Toolbox 	<ul style="list-style-type: none"> • Metropolitan GreenSTEP • Envision Tomorrow 	<ul style="list-style-type: none"> • Metropolitan GreenSTEP • Regional travel model • MetroScope • MOVES



We are here.

State mandate limited to **light-duty vehicles**

Region's GHG emissions sources



Source: Metro 2006

2035 GHG Targets for Oregon MPOs

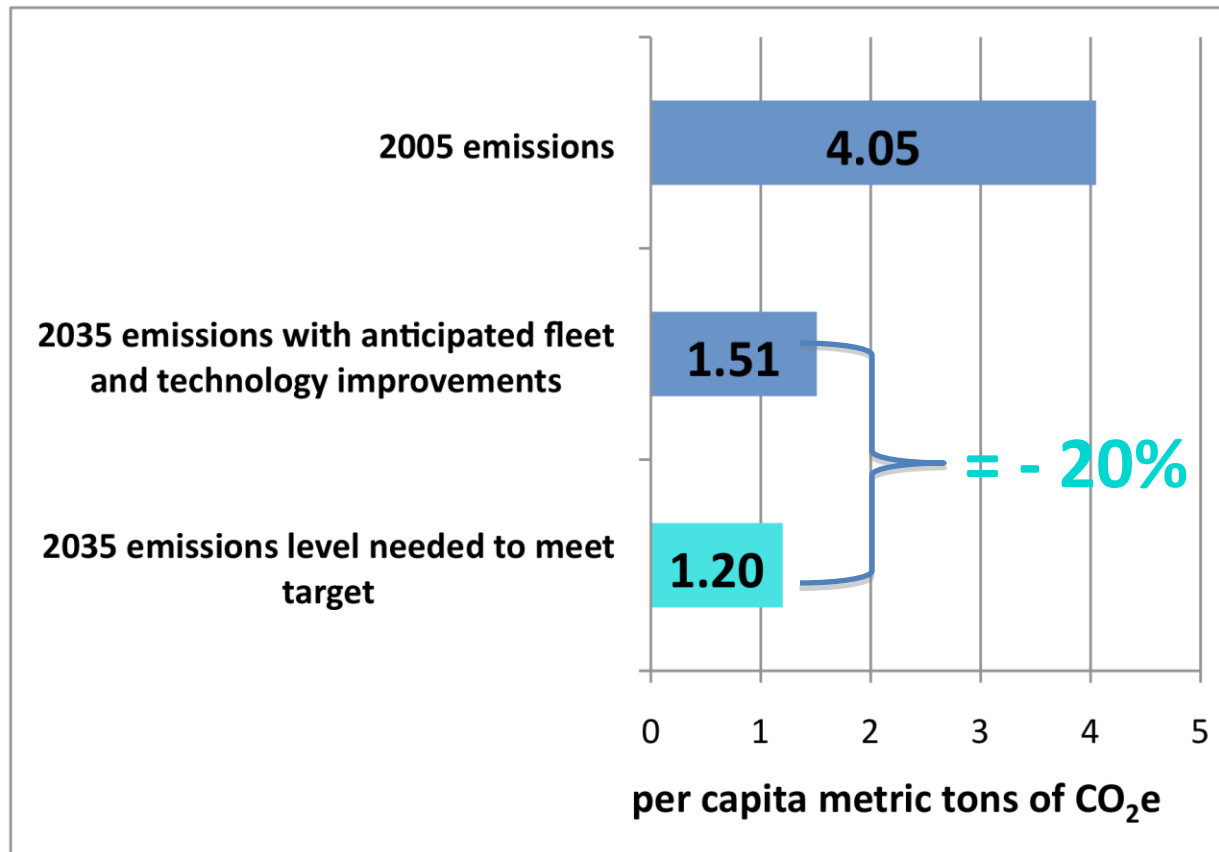
per capita light vehicle GHG emissions reduction below 2005 levels

Metropolitan Area	Adopted Target
Portland Metro**	20%
Eugene-Springfield*	20%
Salem-Keizer	17%
Rogue Valley	19%
Bend	18%
Corvallis	21%

*Required Scenario Planning

** Required Scenario Planning & Adoption

Region's GHG emissions reduction target in per capita terms



Phase 1 purpose

- How far do current plans and policies get us?
- What is the relative GHG emissions reduction potential of different policies?
- What are our choices?

Not to choose a preferred alternative

Policy levers we tested

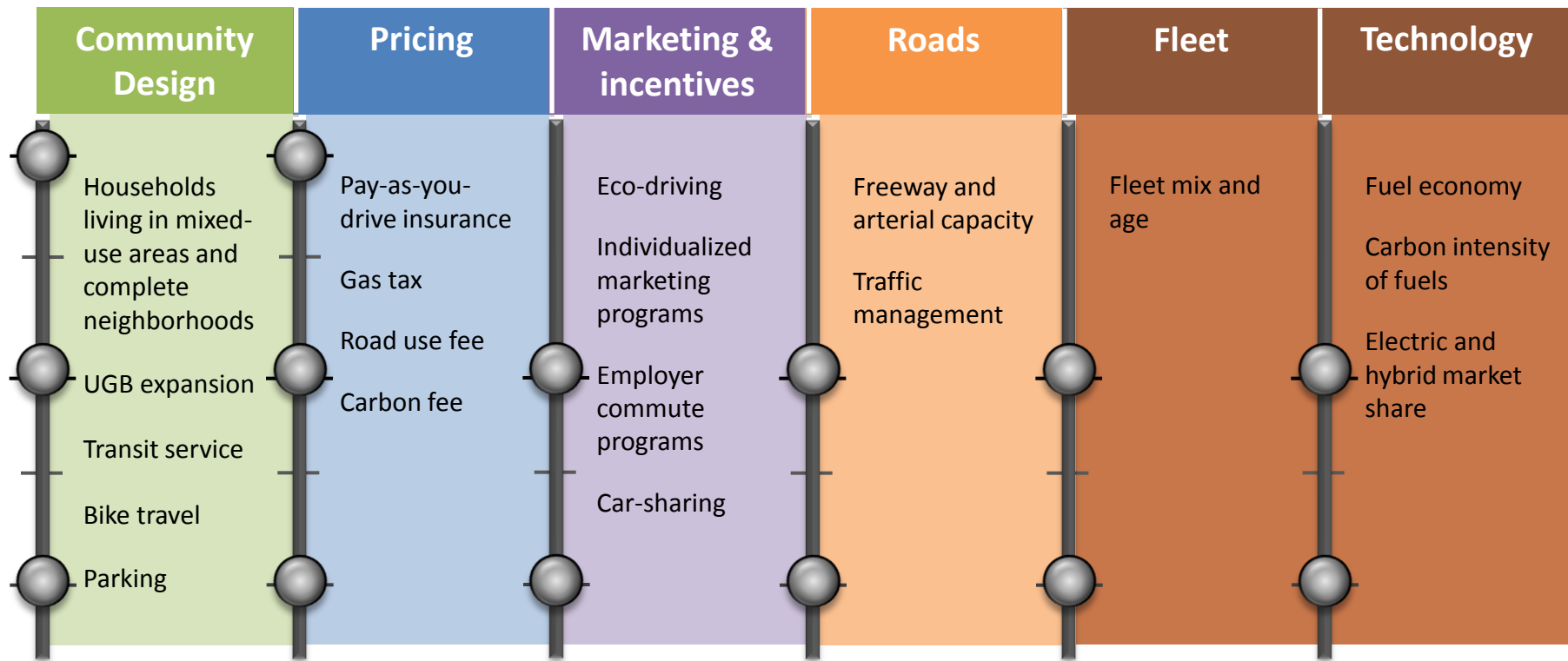
Testing levels of ambition



Note: The state provided assumptions

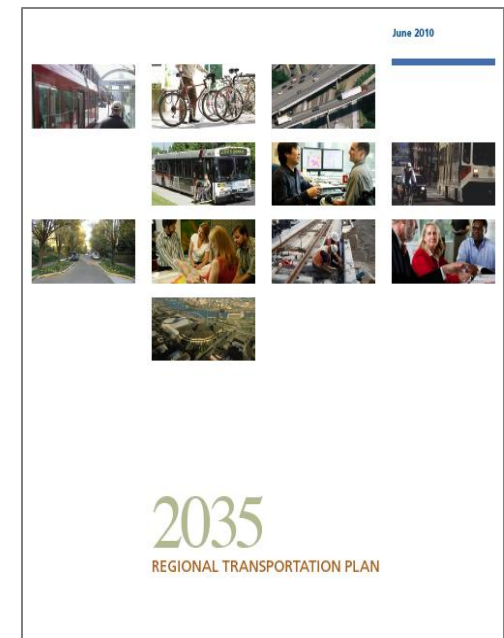
Packages of policies and actions

Testing bundles of “plausible” strategies



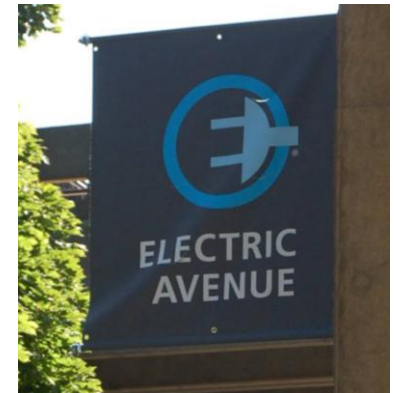
Level 1 - Reference case assumptions = current plans and policies...

- Adopted 2035 Regional Transportation Plan
 - Transit service level
 - Freeway widening and management
 - Arterial connectivity and widening
 - Bike travel
- Locally adopted land use plans
- Designated urban reserves



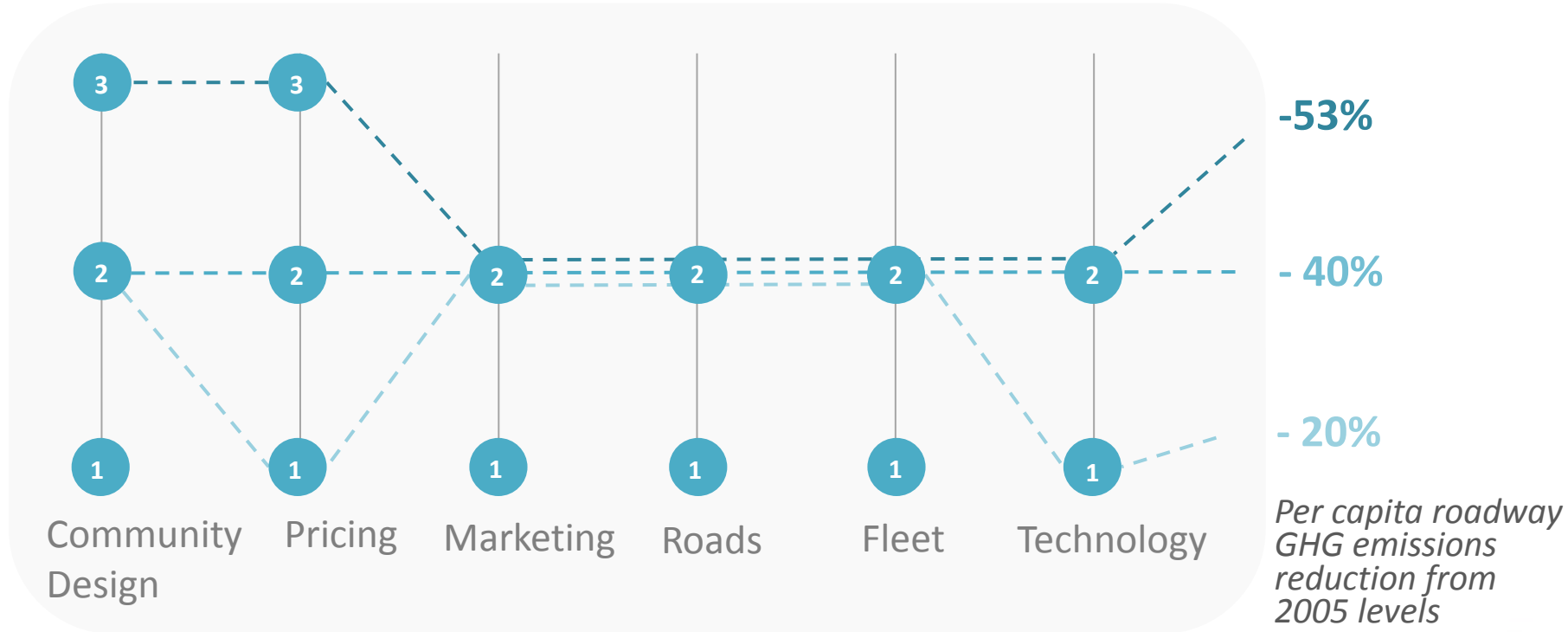
...Level 1 - Reference case assumptions = current plans and policies

- Funding sources at current levels
 - Parking fees at 2005 prices and locations
 - State and federal gas tax at 2010 prices (48 cents/gallon)
- Marketing and incentives programs at current levels
- Fleet and technology slightly better than current policies

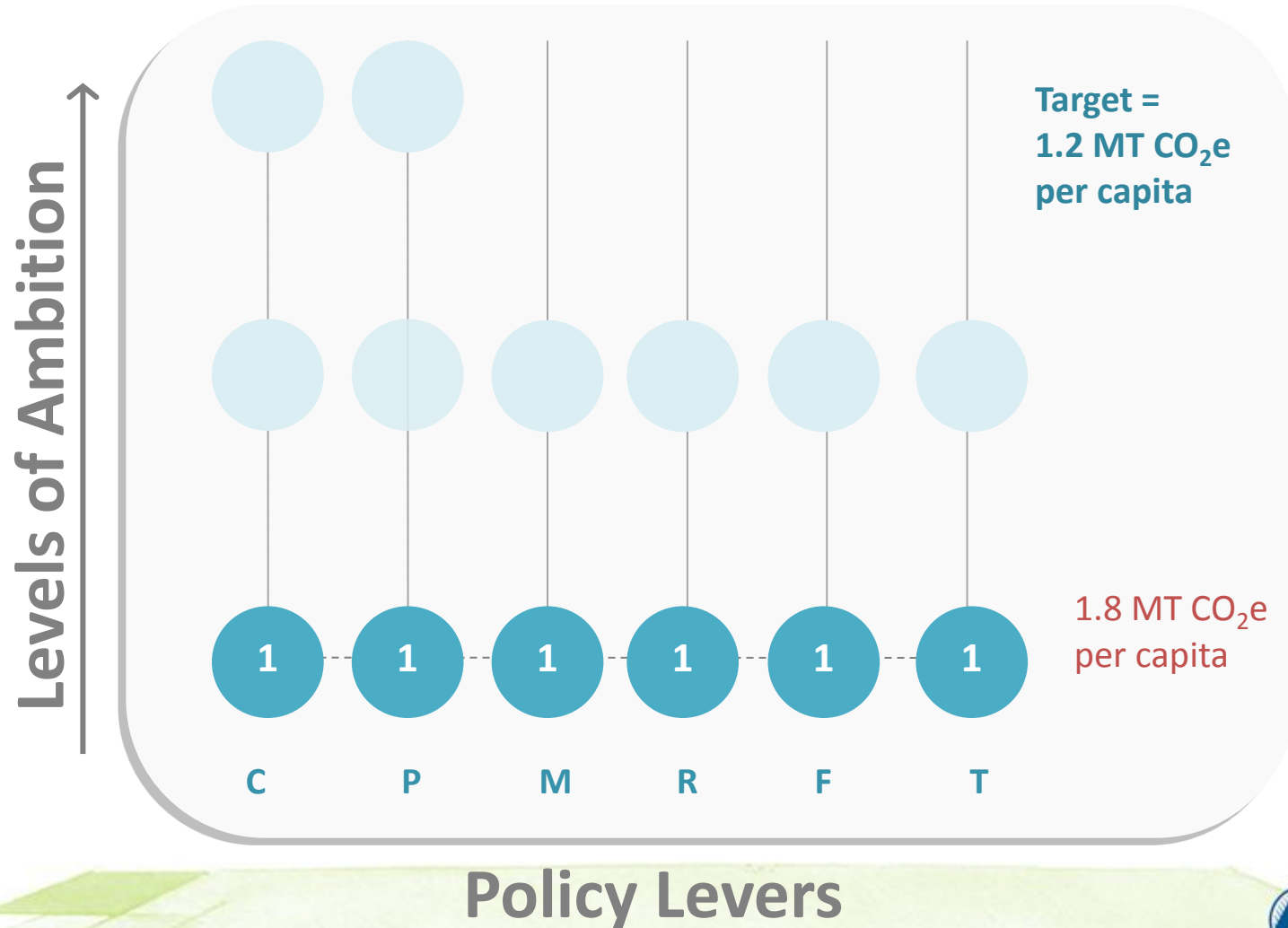


Phase 1 Scenarios: Preliminary findings

Range of potential options that meet or exceed 20% GHG reduction target



Level 1 – Reference Case: Current plans and policies effective, but not enough



What we learned (so far)....



1. Local and regional plans and policies provide a strong foundation
 - Most scenarios meet or exceed target
 - No scenario increases VMT per capita
2. Targets are achievable but will take more effort and bold action
 - Current plans and policies are effective, but not enough
3. We can't do it alone
 - State and Federal actions are needed
 - Partnerships will be key

...what we learned (so far)



4. Community design is most effective...but there is no “silver bullet”

- No isolated strategy meets the target

5. The best approach is a balanced approach

- Provides the most scenarios that meet or exceed the target
- Relies on more attainable policies



How we will report on Phase 1 *



- Roadway greenhouse gas emissions
- Vehicle miles traveled (VMT)
- Freight travel time costs
- Households in mixed-use areas and complete neighborhoods
- Walk trips
- Average people per acre
- Urban growth boundary expansion

** Equity, implementation and other household and business costs and cost savings will be evaluated in Phase 2.*

Discussion

- Suggestions or considerations for how the analysis is presented?
- Additional information needed for upcoming policy discussions?
- Suggestions or considerations for the Dec. 2 joint Council/MPAC/JPACT work session?

Next steps

Oct. – Nov.

Work Group, TPAC & MTAC review
Summarize analysis and findings

Nov. – Dec.

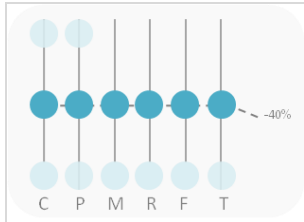
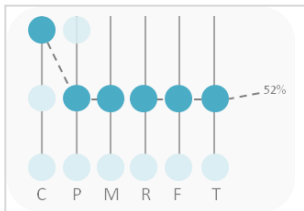
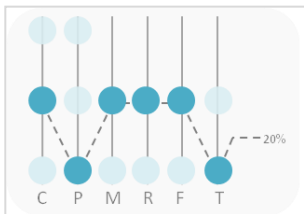
Report back to JPACT and MPAC

Jan. 2012

Request Council, JPACT and MPAC
acceptance of findings
ODOT/DLCD complete Progress Report

Winter 2012

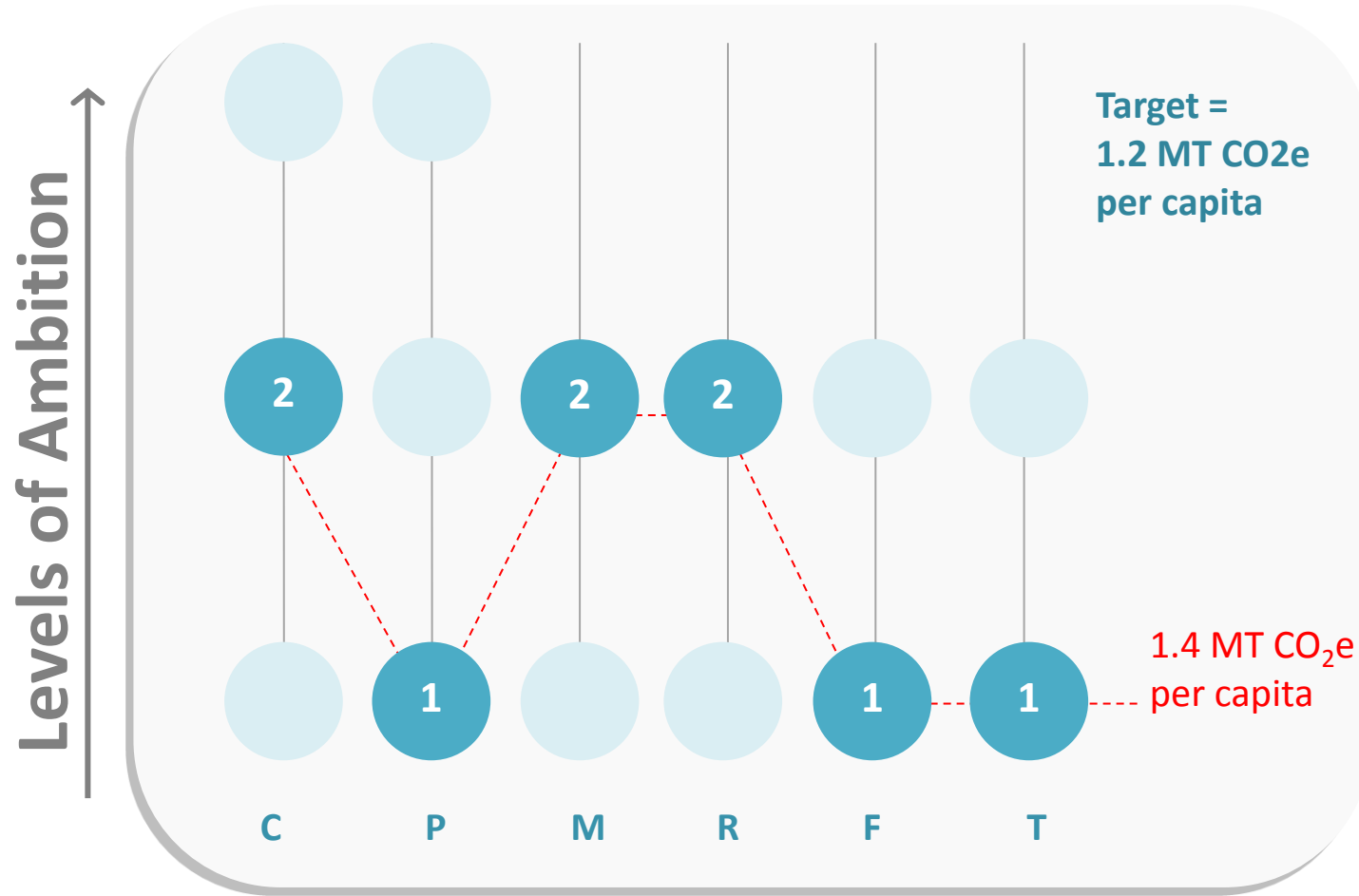
Share findings with stakeholders
Finalize Phase 2 work plan



Climate Smart Communities Scenarios Project

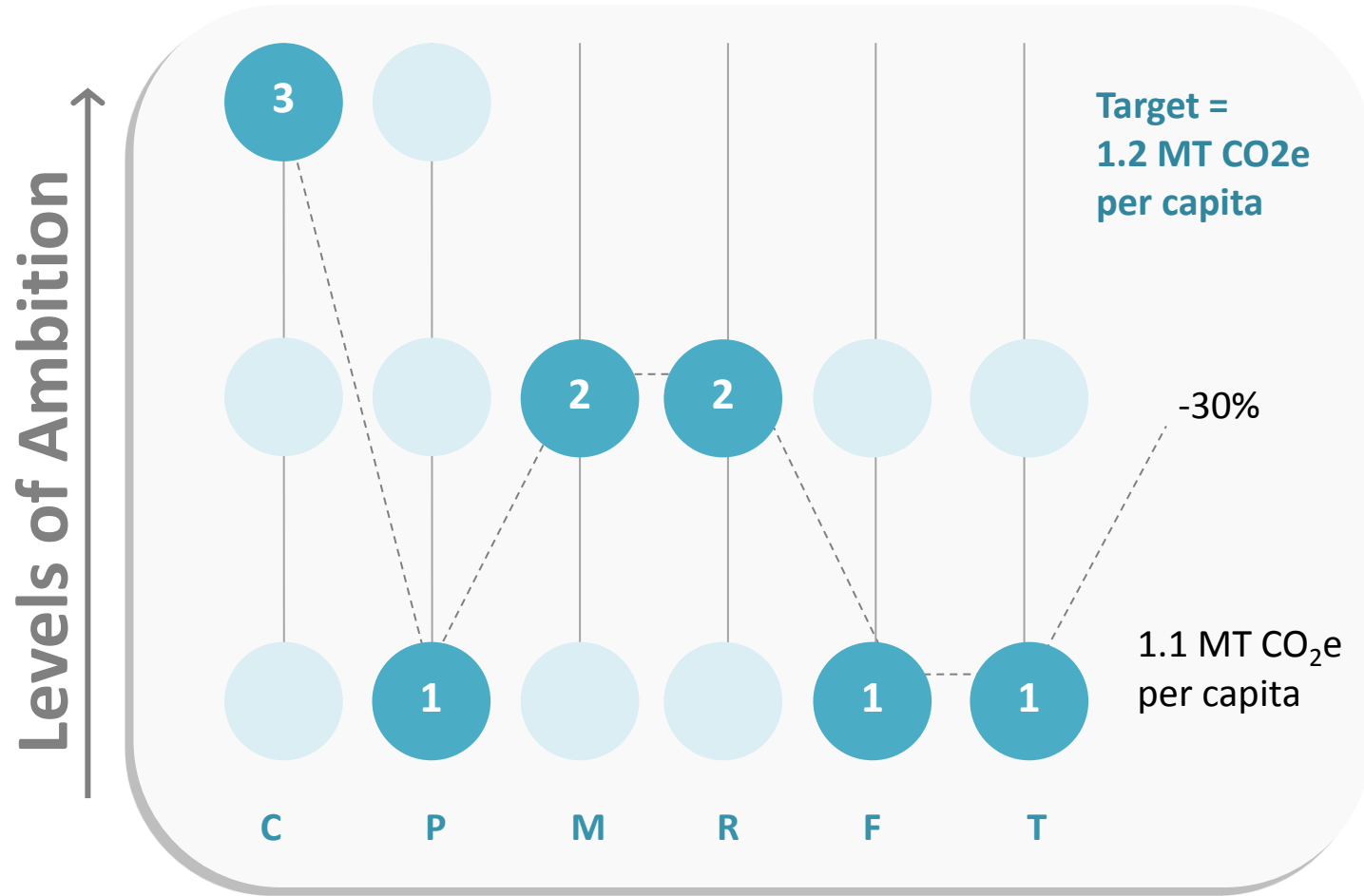
Supplemental materials

No new pricing, fleet or technology – community design level 2



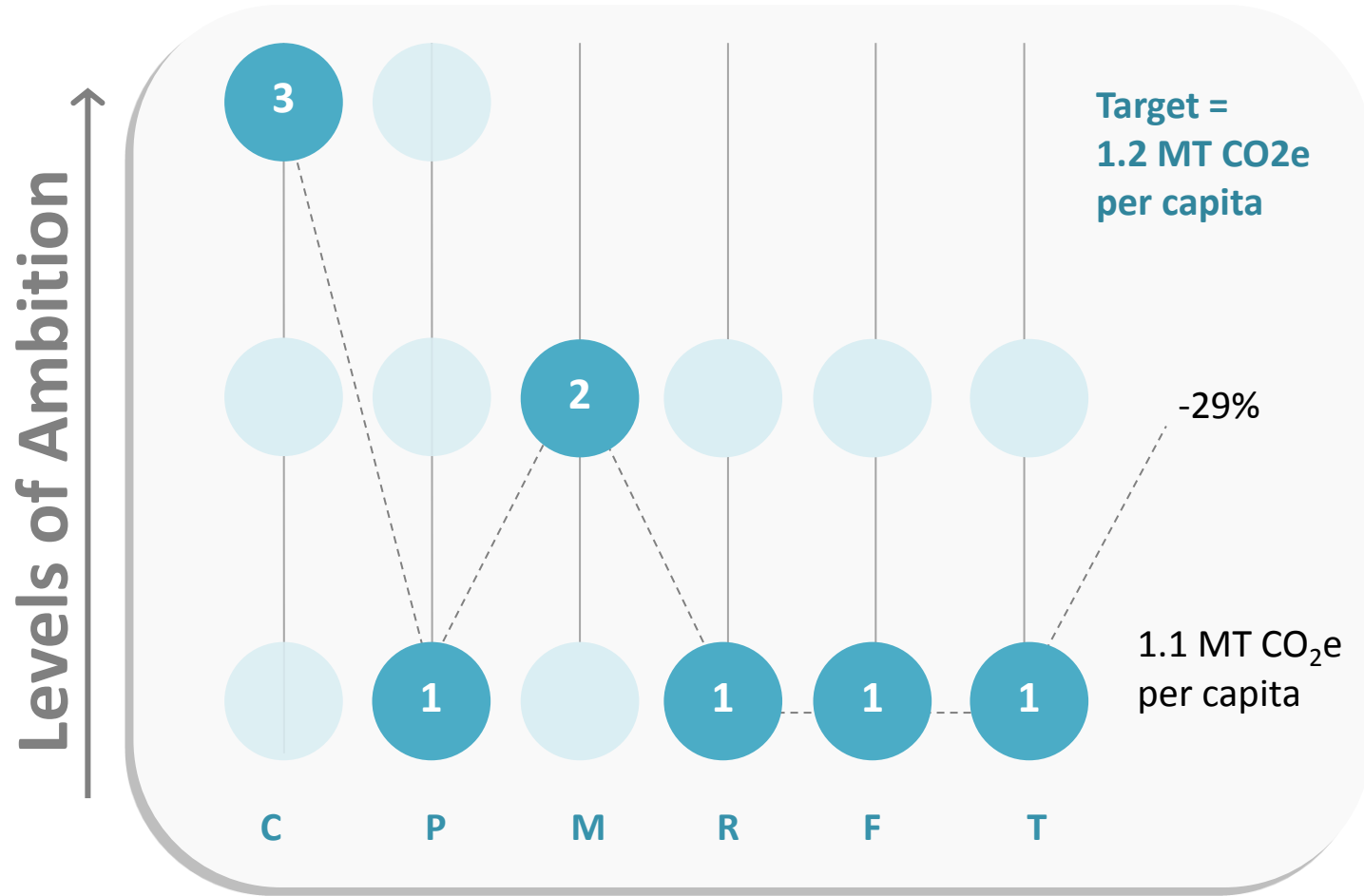
Policy Levers

No new pricing, fleet or technology – community design level 3



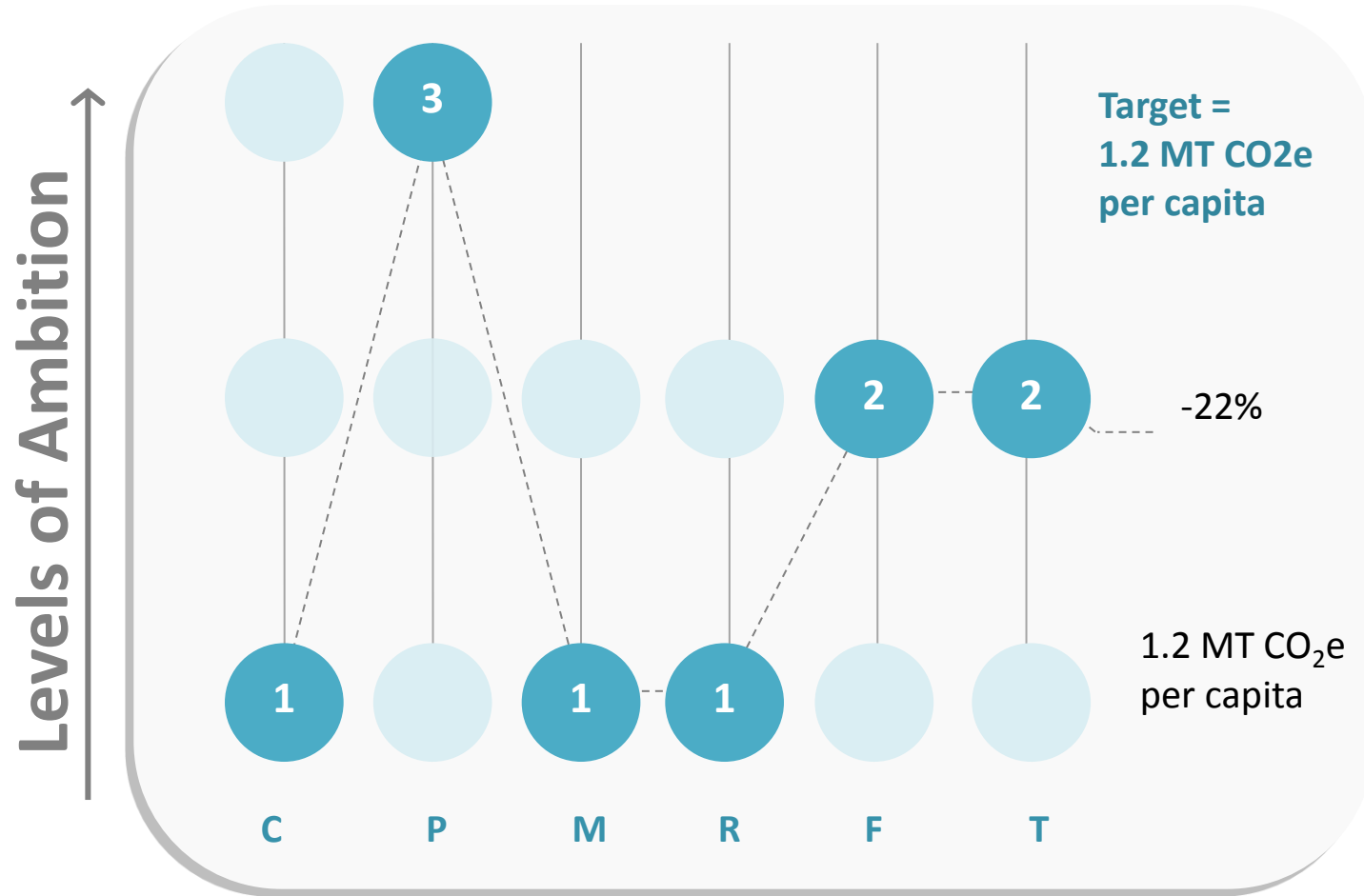
Policy Levers

No new pricing, fleet or technology – community design level 3; 2035 RTP roads



Policy Levers

Most ambitious pricing, fleet and technology



Anticipated technology & fleet improvements for the Portland region

	Fuel Economy (mpg) cars & trucks	Fleet Mix (percent) cars & trucks	Electric & Hybrids (percent) cars & trucks	Fuel Carbon Content (percent reduction)
2005	29 & 21	57 & 43	0	0
	↓	↓	↓	↓
2035	68 & 48	71 & 29	8 & 2	- 20

Source: State Agency Technical Report (March 1, 2011) and assumed in the Metropolitan GHG Reduction Targets Rule

Explanation of region's GHG emissions reduction target in per capita terms

2005 per capita roadway emissions = 4.05 MT CO₂e

If

2035 daily VMT = 2005 daily VMT (22 miles per person)

And

We achieve State's assumed tech and fleet improvements

2035 per capita roadway emissions = 1.51 MT CO₂e

But

To be on track to meet the overall 2050 goals, we need an additional **20% GHG reduction = 1.2MT CO₂e per capita**

Closing the gap

Policy Lever and Level		Estimated percent reduction (from 2035 Reference Case)
	Community Design 2	-18%
	Community Design 3	-36%
	Pricing 2	-13%
	Pricing 3	-14%
	Marketing and incentives 2	-4%
	Roads 2	-2%
	Fleet 2	-11%
	Technology 2	-14%

Moving Forward to Phase 2

- Build on Phase 1 findings
- Enhance evaluation framework
- Build on local aspirations and planning efforts
- Bring in statewide transportation strategy



Metropolitan GreenSTEP Model 2010 Base Year and Alternative Scenarios Inputs

This table summarizes the inputs for the 2010 Base Year and 144 alternative scenarios that reflect different levels of implementation for each category of policies. The inputs were developed by Metro staff in consultation with a technical work group of MTAC and TPAC members. Documentation of the inputs and rationale behind each input can be found in the *Phase 1 Metropolitan GreenSTEP Scenarios Technical Assumptions* report (draft September 2011). *This information is for research purposes only and does not necessarily reflect current or future policy decisions of the Metro Council, MPAC or JPACT.*

Policy		Inputs			
		2010 Base Year <i>Reflects existing conditions</i>	2035 Level 1 Reference Case <i>Reflects current plans and policies</i>	2035 Level 2 <i>Reflects more ambitious policy changes</i>	2035 Level 3 <i>Reflects even more ambitious policy changes</i>
Community Design	Households living in mixed-use areas and complete neighborhoods ¹ (percent)	GreenSTEP calculates			
	Urban growth boundary expansion (acres)	2010 UGB	7,680 acres	7,680 acres	No expansion
	Bicycle mode share (percent)	2%	2%	12.5%	30%
	Transit service level	2010 service level	2035 RTP Financially Constrained service level	2.5 times RTP service level	4 times RTP service level
	Workers / non-work trips paying for parking (percent)	13% / 8%	13% / 8%	30% / 30%	30% / 30%
	Average daily parking fee (\$2005)	\$5.00	\$5.00	\$5.00	\$7.25
Pricing	Pay-as-you-drive insurance (percent of households participating and cost)	0%	0%	100% at \$0.06/mile	No change from L2
	Gas tax (cost per gallon \$2005)	\$0.42	\$0.48	\$0.18	
	Road use fee (cost per mile \$2005)	\$0	\$0	\$0.03	
	Carbon emissions fee (cost per ton)	\$0	\$0	\$0	\$50

¹ This input was calculated internally by the GreenSTEP model.

Policy		Input			
		2010 Base Year <i>Reflects existing conditions</i>	2035 Level 1 Reference Case <i>Reflects current plans and policies</i>	2035 Level 2 <i>Reflects more ambitious policy changes</i>	2035 Level 3 <i>Reflects even more ambitious policy changes</i>
Marketing & Incentives	Households participating in ecodriving	0%	0%	40%	No change from L2
	Households participating in individualized marketing programs (percent)	9%	9%	65%	
	Workers participating in employer-based commuter programs (percent)	20%	20%	40%	
	Car-sharing in high density areas (target participation rate)	Participation rate of 1 member/100 people	Participation rate of 1 member/100 people	Double participation to 2 members/100 people	
	Car-sharing in medium density areas (target participation rate)	Participation rate of 1 member/200 people	Participation rate of 1 member/200 people	Double participation to 2 members/200 people	
Roads	Freeway and arterial expansion	2010 system	2035 RTP Financially Constrained System	No expansion	No change from L2
	Delay reduced by traffic management strategies (percent)	10%	10%	35%	
Fleet	Fleet mix (proportion of autos to light trucks and SUVs)	auto: 57% light truck/SUV: 43%	auto: 56% light truck/SUV: 44%	auto: 71% light truck/SUV: 29%	
	Fleet turnover rate (age)	10 years	10 years	8 years	
Technology	Fuel economy (miles per gallon)	25 mpg	50 mpg	58 mpg	
	Carbon intensity of fuels	90 g CO ₂ e/ megajoule	81 g CO ₂ e/ megajoule	72 g CO ₂ e/ megajoule	
	Light-duty vehicles that are plug-in hybrids or electric vehicles (percent)	auto: 0% light truck/SUV: 0%	auto: 4% light truck/SUV: 1%	auto: 8% light truck/SUV: 2%	