



Metro | *Agenda*

Meeting: Metro Council Retreat
Date: Wednesday, Nov. 30, 2011
Time: 1 to 5 p.m.
Place: Portland Metropolitan Exposition Center, Room D201
2060 N. Marine Drive
Portland, OR 97217-7736

1. **BUDGET PHILOSOPHY**
2. **UPDATE OF FIVE YEAR OUTLOOK**
3. **COUNCILOR Q&A AND TAKEAWAYS**
4. **BREAK**
5. **FRAMING THE ISSUES**
6. **IDENTIFYING COUNCILOR WORK PRIORITIES**
7. **SUMMARY, Q&A , NEXT STEPS**
8. **ADJOURN**

Materials following this page were distributed at the meeting.

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CALL TO ORDER AND ROLL CALL

- | | | |
|-------------|--|-------------------------|
| 1:00 | 1. BUDGET PHILOSOPHY AND DESIRED OUTCOMES | Bennett |
| 1:15 | 2. UPDATE OF 5 YEAR OUTLOOK | Norton |
| 2:00 | 3. COUNCILOR Q&A AND TAKEAWAYS | Bennett/Robinson |
| 2:30 | 4. BREAK | |
| 2:45 | 5. FRAMING THE ICEBERG | Bennett |
| 3:00 | 6. IDENTIFYING COUNCILOR WORK PRIORITIES <ul style="list-style-type: none">• Highlight summary white papers for each major initiative• Summary table of initiatives• Prioritization exercise | Bennett/Robinson |
| 4:30 | 7. SUMMARY, Q&A , NEXT STEPS | Bennett |
| 4:45 | 8. ADJOURN | |



Date: Tuesday, Nov. 22, 2011
To: Council
From: Martha Bennett
Subject: Council retreat material

Councilors,

About this time last year, Council reviewed a five year general fund forecast and provided strategic guidance to staff on nine major projects. At this time, staff is preparing for your November 30, 2011 retreat, and we hope to accomplish some similar tasks.

First, I would like to revisit the five year revenue and expenditure forecasts for the General Fund, as well as the Solid Waste and MERC funds and provide you with targeted questions that will assist staff when preparing their budgets. The goal of these questions is to assess how our work aligns with the Metro Compass, and council priorities.

Second, I would like your strategic guidance on which major projects the Council would like to use to frame the budget for FY 2012-2013 and your work plan for the coming year.

Attached for your preparation for the retreat are the project summaries, which include some proposed policy questions for discussion. I realize that this is a lot of work and we will not get through it all at the retreat. I would propose that we continue the discussion at the December 13 work session.

Included in this packet:

1. Policy questions
2. Project Summaries
 - Community Investment Strategy – prepared by John Williams
 - Community Investment Initiative –prepared by Randy Tucker
 - Corridor Planning – prepared by John Williams
 - Concept Planning – prepared by John Williams
 - Climate Smart Communities – prepared by John Williams/Mike Hogle
 - Intertwine/Regional Parks Funding – prepared by Jim Desmond
 - SW Roadmap – prepared by Paul Slyman
 - Greater Portland Pulse – prepared by Mike Hogle
 - Sustainable Communities project – prepared by Andy Cotugno
 - Visitor Venue Strategic Direction – prepared by Teri Dresler
 - Enhance national convention market bookings at Oregon Convention Center

Have a wonderful holiday and I look forward to seeing you all next week.

Martha Bennett

Council Budget Retreat

Strategic Questions

Community Investment Strategy

1. Does the Council want to continue to budget for agency-wide engagement activities under the CIS umbrella or would it prefer a different approach?
2. Does the Council want to decrease, increase or maintain the current level of investment in communications and engagement work related to planning and placemaking?

Community Investment Initiative

1. Does the Council want to increase, decrease or maintain Metro's current effort to create private sector leadership through the CII?
2. What outcomes would Council expect to see by the end of this fiscal year to warrant extending the work effort beyond 2012/13?
3. Should Metro continue its current policy of minimizing support for the CII Leadership Council's work on human capital?

Corridor Planning

1. Should corridors be a major focus of Council time or should staff prioritize this work based upon the ability to leverage federal and state funding, following the existing high capacity transit (HCT) plan?
2. Relative to the six desired outcomes, what is the relative priority of planning investments along existing corridors compared with planning investments in urban reserves?
3. What level of engagement does the Council believe is needed for corridor plans to be successful?

Concept Planning

1. What role does the Council want Metro to play in ensuring that plans for developing urban reserves are tied to the six desired outcomes?
2. Does Council support expending Councilor and planning staff time on supporting local aspirations for development or something else?

Climate Smart Communities

1. Should Metro play a niche role based on what we're good at (HB 2001) or a leadership role, or should Metro act as more of a best practices convener? What level of commitment is Council ready to engage once HB 2001 funding no longer exists?

The Intertwine

1. What should Metro's long term role be in regional park operations?
2. Should Metro open new parks without operational funds identified?

3. Should Metro pursue regional parks system funding alone, addressing our immediate needs?

Solid Waste Roadmap

1. How much political capital does Council want to expend reshaping the playing field e.g. solid waste rates, policy, disposal approaches, etc.?, Would Council prefer to engage more limited changes in advance of decisions that must be made in 2013?

Greater Portland Pulse

1. What level of commitment is Council prepared to give in moving this effort out of the agency over the five year time frame?
2. Does the current course meet Council's desire to track the six desired outcomes?

Sustainable Communities Grant

1. What is Council willing to commit to with or without the grant on the equity/housing issue?
2. Should Metro formally take on a role as regional convener for equity/housing issues?
3. Does the Council want to maintain, reduce or increase its investment in engaging diverse and underrepresented communities?

Visitor Venues Strategic Direction

1. What level of Council commitment, in partnership with the MERC Commission, is desired in strategic prioritization of capital needs of the venues?
 - Expo master planning and strategic direction
 - PCPA capital needs and "One Main Street" and the ownership relationship with the City of Portland
 - OCC (Roof enhancements and Headquarters Hotel alternatives)
2. What is the Council's willingness to engage in changing the revenue structure for the MERC venues (specifically: excise tax, debt service or TLT revisions?)

Enhance national convention market bookings at Oregon Convention Center

1. Is Council ready to re-engage attracting more/better conventions by pursuing alternative HQH concepts (public versus private and other choices that differ from the past approach)?

Project Overview

Project Title: **Community Investment Strategy**

Project background:

The Community Investment Strategy (CIS) is a coordinated set of policies and investments designed to achieve the six desired regional outcomes. The strategy calls for better leveraging of public and private resources, increasing regional collaboration and focus and spurring innovative practices to realize the goals of the 2040 Growth Concept. Community Investment Strategy work recognizes that our region is failing to maintain the public structures that support our quality of life, and that we do not have the resources to make the investments we need to protect our livability as we grow. The Community Investment Initiative, one component of the CIS, is targeted at these challenges and is addressed under a separate project overview document.

Describe major components of this project:

The Community Investment Strategy can be thought of as the umbrella covering a wide variety of programs and projects, not all of which are led by Metro. These efforts address all six of the region's desired outcomes: safe and reliable transportation; jobs and economic prosperity; parks, trails and natural areas; housing equity and affordability; climate and the green economy; and the creation of vibrant, walkable communities by kick-starting development and redevelopment of local downtowns and main streets. Metro staff working on CIS projects are working to develop policy and financial tools, political support, and strategies for integrating these various efforts to better achieve the region's desired outcomes.

The FY 2011-2012 budget contains a CIS program budget; this covers both the Community Investment Initiative and communications support for uniting various program and project work under the CIS name. The bulk of CIS work is found in specific program and project elements throughout the budget document.

Current status of the project:

CIS resources support Opt In, expansion of Metro's newsfeed coverage and support for diverse community engagement. Opt In stands at nearly 8,000 members. Work continues to increase participation among suburban, conservative and minority populations in the region. Newsfeed readership reached record levels in October, continuing a trend in readership growth that began with implementation of more objective-style reporting. Capacity investments in community organizations are improving Metro's relationships and increasing engagement in Metro's work.

Summary of Metro's involvement for next fiscal year:

CIS programs and projects are central to much of Metro staff and Council work – ranging from Climate Smart Communities to the large-site industrial inventory to natural areas acquisition and operations. CIS or other resources will be needed to continue Opt In and direct support for community organizations. Staff hope to improve two-way communication and create new opportunities for community dialogues using Opt In next fiscal year.

Should the Council or the CII leadership committee move towards regional funding measures use of Opt In will increase. Ongoing supplemented coverage of CIS-related activities through Metro's newsfeed will improve awareness of and engagement in CIS projects, increasing trust.

Summary of Metro's involvement over the next five years:

Much of the direct involvement will be focused on the individual projects under the CIS umbrella. Communications investments will continue to be used to help build public and stakeholder support for investments that implement local aspirations and the region's six desired outcomes. Finally, by supporting the CIS projects, Council will increase existing housing and employment capacity within the existing UGB and help ensure that new urban reserves are planning in a way that supports local aspirations and the six desired outcomes.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5 – Because the CIS is the umbrella for all of Metro's placemaking and community development projects, it reflects a 5 on the political capital scale but it's important to note that most of this is expended in particular project and program elements, such as the Community Investment Initiative, corridor projects, Climate Smart Communities, Intertwine and so on. The CIS will require more significant political capital in some areas of the region than others. For example, Stafford, Damascus, South Hillsboro, Milwaukie and other areas that are primed for new development will require more capital whereas more established areas of the region may require less. Effectively linking and coordinating the individual projects that make up the CIS could reduce the overall level of capital needed and improve the efficiency of the political engagements needed for success.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

5 – A number of the CIS initiatives require local changes that create regional benefits. Local interests therefore are likely to object – similar to Glendoveer or other projects that require local land use or investment changes that benefit a regional audience. Again, because CIS is an umbrella for many separate projects, the level of public and stakeholder engagement will be in part addressed through individual projects. Finally, different parts of the region will require different levels of public and stakeholder engagement depending on which individual Metro programs are involved. It is important to note that a smaller geographic area does not necessarily equal a correspondingly smaller investment in public and stakeholder engagement. Creating print, email and web materials and hosting public meetings require similar investments regardless of the size of the area in question.

How would success or outcomes change if we reduced our commitment:

If we reduced communications support for CIS, opportunities for coordinated outreach, engagement and communications support for regionally desired outcomes would be substantially reduced. Reducing our commitment to the project could allow this progress and momentum to dissipate and squander the trust we have built with our partners. Alternatively Council could shift CIS resources back to individual projects instead of centralizing them under the CIS umbrella.

Project Summary

Project Title: Community Investment Initiative

Project background:

Why: With the completion of several major planning processes, Metro has undertaken a significant effort to shift our focus toward implementing the plans we have developed and helping the communities of the region grow in ways that achieve their local aspirations. At the same time, our region – like other regions – is failing to maintain the public structures that support our quality of life, and we do not have the resources to make the investments we need to support local and regional economic prosperity and protect our livability as we grow. Without the ability to invest in our communities, we will be unable to achieve the outcomes the region has agreed to pursue in order to realize the vision of the 2040 Growth Concept.

How: Metro's efforts to address this problem include (not a complete list): identifying the need to invest in centers, corridors and employment areas as a key element of the New Look/Making the Greatest Place effort; conducting the "Get Centered" project; completing a Regional Infrastructure Analysis; convening the Expert Advisory Group on Center and Corridor Development; conducting various investment scenarios in the development of the Regional Transportation Plan; conducting public opinion research on the public's understanding of the region's investment needs; issuing two recommendations from the COO that frame major decisions in the context of investment and emphasize the need for the region to adopt an investment strategy; and convening partners from the private and non-profit sectors to build awareness of the need for, and support for the eventual execution of, a regional investment strategy. Starting in FY2011, the Metro Council has supported the Community Investment Initiative through a three-year budget commitment. The Council also has developed guiding principles for the CII, which officially launched in February 2011 when the Leadership Council convened to begin the process of developing a regional investment strategy.

Describe major components of this project:

Substance: The CII Leadership Council is working toward recommending policy and financial tools to better achieve the region's desired outcomes. They are developing high-level recommendations related to the project's three main questions for the region: what investments are most important, what combination of existing resources, new resources, efficiencies and innovations in service delivery should be employed; and who should make the decisions to guide this strategy.

Outreach: CII Leadership Council members are beginning to meet with key stakeholders to better understand the region's challenges and to identify transformative solutions that will have a lasting impact. Recommendations coming from the Leadership Council will likely require additional outreach and political support from the Metro Council to ensure successful implementation.

Current status of the project:

Substance: The Leadership Council is guided by their vision, mission and guiding principles focused on building a strong economic foundation for the region. They are developing strategies that would maintain existing public structures and community assets, seek efficiencies that come with a regional approach, and target new investments to accommodate long-term population growth, spur innovation and generate jobs. They have identified three focus areas as the core of an integrated strategy – development-ready land, transportation funding, and human capital investment – and have established work groups concentrating on each of these topics. An additional work group on finance is developing the outlines of an infrastructure bank or related investment entity for the region. An equity framework has been created to help the Leadership Council address

challenging questions regarding their proposed strategies and outcomes. An action plan to implement the strategies will be delivered in the Spring of 2012.

Outreach: Leadership Council members are beginning to reach out to elected officials, community leaders and business leaders to seek feedback and generate buy in of the draft policy and financial strategies. They are identifying partners for implementation and building a stronger sense of regionalism in the process. Leadership Council members met with Metro Councilors in the fall of 2011 and will return in the winter of 2012 to get additional feedback on the proposed strategies.

Summary of Metro's involvement for next fiscal year:

While this project will not succeed if it is not deeply collaborative, Metro has been its catalyst to date; the agency has staff dedicated full-time to the project and is playing a central role both in supporting the Leadership Council and in building regional support for specific action (including legislative action if necessary). Depending on the scope of the Leadership Council's recommendations for action, additional staffing and partners may be needed to implement the strategies. Metro has 2.0 full-time limited duration positions supporting the project; one of those positions is scheduled to end in December 2012. However, successful implementation of the Leadership Council's recommendations may require more staff time than currently budgeted.

Council has allocated approximately \$1 million/year over three fiscal years specifically to this project, in addition to existing staff in the budgets of individual departments.

Summary of Metro's involvement over the next five years:

This project is a work in progress; it is attempting something that neither Metro nor anyone else in the region has attempted before. For this reason, beyond the resources that have already been budgeted to the project, it is difficult to anticipate precisely what will be needed. While we currently foresee Metro continuing to play a key leadership and coordination role on this project (with obvious budget and staffing implications), we can also imagine several other possible scenarios, including (a) the development of a collaborative model of decision-making analogous to the reserves model, or (b) a scenario where the Leadership Council steps up and creates a free-standing organization that takes the ball and carries it forward without the need for significant financial or staff support from Metro.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5. Significant and ongoing investments of political capital are needed in the Leadership Council and in local government officials. As CII recommendations take shape, significant work will be required to keep Metro's local partners apprised, involved and supportive. Individual meetings with electeds and multiple presentations to MPAC, JPACT and city councils and county commissions likely will be required. Moreover, CII recommendations may require changes to state laws. Multiple hours of councilor and staff time would be needed for planning and successful implementation of a legislative strategy.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

5. Achieving meaningful changes to existing public investment mechanisms and permitting processes will require a significant level of public and stakeholder engagement, possibly including a regional ballot measure. Scope will likely include ensuring adequate local (neighborhood scale) participation in identifying local investment needs and significant work with stakeholders, including face-to-face meetings, forums, hearings and other tools. Opinion research, Opt In surveys, newsfeeds, social media, advertising, bulk email, web updates, regular mail and earned media all will be required. Consultant services and/or additional staff will be needed to successfully implement the

project. Ongoing, consistent engagement by Council will be needed throughout the remainder of the current fiscal year and throughout the next fiscal year to build on Metro's current and past investments in the project.

How would success or outcomes change if we reduced our commitment:

The CII effort has highlighted the inadequacy of the region's current resources and the need for greater efficiency and innovation as well as new revenues in order to meet the needs of the future. The CII project is currently the only game in town focused directly on building the substantive case and political support needed to solve this problem. Recent efforts have successfully nurtured the development of several champions for the project outside Metro and outside government, with potential to develop greater numbers of such champions in the near future. Reducing our commitment to the project could allow this progress and momentum to dissipate and squander the trust we have built with our partners.



Project Summary

Project Title: Corridor Planning

Project background:

As the region's Metropolitan Planning Organization, Metro has statutory authority to develop and implement the Regional Transportation Plan, which has contained high capacity transit and multimodal corridor planning activities since 1979. Multimodal Corridor Planning and High Capacity Transit Project Development have been part of Metro's work program since the early days of the Banfield Light Rail Project (1979), which was a joint transit/highway project led by TriMet and ODOT.

Metro's role was and still is critical to create consensus among project partners regarding mode, alignment, stations and termini for rail projects. We are uniquely positioned to foster a regional perspective among the multiple stakeholders and partners involved in such endeavors.

The new Regional Transportation Plan (RTP) ushered in a new outcomes-based mobility corridor approach to corridor planning. We'll examine land use, infrastructure, housing, parks, development, and place-making opportunities before transportation facility solutions are developed. Metro is the central player in evolving this program to better fit the needs of the region by developing solutions that are tailored to specific communities consistent with local and regional aspirations. This new approach will result in focused community investment strategies that describe the public and private sector roles and responsibilities associated with creating viable downtowns, main streets and employment areas.

We're applying this approach to the two new corridors selected by JPACT and the Metro Council: the East Metro and Southwest corridors, and are considering the Powell/Division corridor for the next corridor planning project in an upcoming fiscal year.

Describe major components of this project:

Mobility Corridor Planning. The focus on mobility relates as much to land use as it does to improving traffic and transit operations, and planning for capital investments in roads, transit, bike and pedestrian systems. Each corridor planning effort will result in a plan for investments that acknowledges local aspirations and leverages public infrastructure investments to create great places. Each corridor investment strategy will be a transactional partnership between Metro and local jurisdictions.

High Capacity Transit System Planning: This effort was completed in 2009 as part of the RTP which identified, ranked and selected priority corridors for the development of high capacity transit. The Southwest Corridor was selected as the top priority by a rigorous process using land use, environmental, economic, cost effectiveness and other criteria. The System Expansion Policy guides the land use, development and other improvements that jurisdictions can use to improve their ranking relative to the other 15 corridors in the region.

High Capacity Transit Project Development: This is a more focused effort to develop transit projects through the federal process of system planning, alternatives analysis, Draft and Final Environmental Impact Statements. Metro has been the lead agency on these efforts because they are large, complex projects that require integration and coordination among multiple jurisdictions. Metro also performs key analyses to ensure that projects can compete favorably for limited FTA New Starts dollars at the national level.

Current Status of the project:

Southwest Corridor Plan

- Winter 2011: Define challenges, opportunities & constraints
- Spring 2012: Identify wide range of solutions and integrated strategies
- Summer/Fall 2012: Narrow solutions and draft Southwest Corridor Plan and Implementation Strategy
- Winter 2012/Spring 2013: Agree on action plan to implement the Southwest Corridor Plan and Implementation Strategy

East Metro Connections Plan

- August 2011: Steering Committee approved problem statement
- December 2011: Steering Committee confirms candidate strategies to address barriers and support achieving local and regional goals
- March 2012: Steering Committee approves draft East Metro Community Investment Strategy, potentially including transition to Oregon Solutions program
- April-June 2012: Metro Council and local partners adopt East Metro Community Investment Strategy and begin implementation (modification of plans, funding priority projects, etc.)

Summary of Metro's involvement for next fiscal year:

Southwest Corridor Plan: The Southwest Corridor Plan is intended to collaboratively integrate land use and transportation planning efforts to create an implementation strategy that includes investments, policy changes and partnerships. Six major planning efforts are coordinated with this effort, and in some (Barbur Concept Plan, Sherwood Town Center Plan, Tigard HCT Land Use Plan, Linking Tualatin Plan) the local jurisdictions are leading the work. The Southwest Transportation Plan and the HCT Transit Alternatives Analysis work will be led by Metro. Financial resources from Metro's Planning Department for FY 2012-13 are estimated to be \$2,625,000 from funding sources including the FTA AA grant, some PL/STP funds, ODOT and TriMet match. This primarily will fund staff in the Corridors section, portions of Land Use staff, and some consulting services. As noted above, Metro's lead role is focused on the transportation elements of the integrated planning process, as well as providing the overall coordination and convening for the Southwest Corridor Plan as a whole.

East Metro Connections Plan: EMCP is expected to be completed by the end of FY 2011-12, so no resources are being committed to its implementation in the upcoming FY 2012-13 fiscal year. The expectation is that local jurisdictions and community partners will adopt the final Corridor Plan and Investment Strategy and take the lead in implantation of the recommended policy, funding, and development actions in the Plan. One key recommendation will be further consideration of Bus Rapid Transit (BRT) in the Powell/Division Corridor which would again require Metro to take the lead in implementing this corridor study. Resources for that project have been preliminarily identified (MTIP, TriMet, FTA, local partners) and are likely to be included in next fiscal year's budget.

Summary of Metro's involvement over the next five years:

Southwest Corridor Plan: According to current schedule, the Alternatives Analysis will be completed in the Winter/Spring of 2013. If all partners agree to proceed to the next step, an Environmental Impact Analysis process would commence in FY 2013-14. The primary funding source is already identified through an MTIP allocation of \$6 million. This is expected to carry Metro staff through two or three fiscal years worth of work. Match and leverage from jurisdictional partners will be necessary as well. Ultimately, this will be part of the High Capacity

Transit Project Development program in the Corridors group, where we will lead the federal processes required to develop the next light rail line in the regional system.

East Metro Connections Plan: EMCP is expected to be completed by the end of FY 2011-12, so no resources are reflected in the five year plan. As Corridor Plans continue to have an Investment Strategy component attached, a five-year plan might contemplate ongoing programmatic resources to support local implementation. A five-year look at future Corridor Planning efforts would forecast the next likely projects as described in the High Capacity Transit Plan (HCT Plan) and supported with local and regional funding resources. For this reason, the Powell/Division BRT line is currently being considered for FY 2012-13 and beyond as a future corridor plan.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5. Corridor planning requires a significant amount of political capital within the jurisdictions where it is underway. Southwest has required a lot of direct engagement with local government partners, the state and the feds. Staff is working to focus more on a community development model and less on a work plan established to create an FEIS. Making this shift is requiring more direct engagement with electeds and community leaders who have the capacity to help implement community development projects and less emphasis on the more traditional advisory committee structures. This shift increases the early need for political capital compared with past corridor projects.

For East Metro, the level of capital will depend on ongoing revenue for the project. Currently, the project is expected to ramp down next year. If Oregon Solutions or other approaches result in additional resources for implementation then more capital will be needed. For this reason, East Metro is in the 2 or 3 range.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

East Metro, as described above, is likely a **2** or a **3**. Southwest is a **5**. The Southwest corridor represents a large number of very diverse communities and stakeholder groups. The implementation focus being used will require a significant level of ongoing communication with the broader community. Web, print, newsfeed, earned media, social media and direct engagement tools will be required for success. Because this project will address both land use and transportation it is strongly linked to both the Climate Smart Communities project and the CII. Keeping the projects' processes and messaging coordinated and consistent with other overlapping projects will require a significant effort.

How would success or outcomes change if we reduced our commitment:

Metro is uniquely positioned to foster regional thinking and consensus about how to expand and improve the region's transit system. We can link together not only regional policies with local jurisdictional aspirations and efforts for larger results, but can also foster constructive dialogue regarding transportation challenges and opportunities that link together local land use and development efforts. Because Metro, unlike TriMet or ODOT, has no operational responsibilities, we can ensure decisions and processes provide the widest distribution of benefits and burdens of these major public and corresponding private investments.

While the success of Corridor Planning depends on healthy relationships with a wide range of partners, there is really no other entity in the region who can provide the benefit of convening and collaborating, a foundation of objective and thorough analysis of options, and a clear participation and decision making process that allows for maximum involvement and engagement of diverse stakeholders. In this current political environment, the reduction of Metro commitment to expanding a regional transportation system would send a strong message that local jurisdictions are on their own, and that an equitable and balanced transportation system that leverages land use and development investments, is not a high priority.

Project Summary

Project Title: **Concept Planning of Urban Reserve Areas**

Project background:

Concept planning is a tool used to define governance, land use, transportation, infrastructure, natural resource, and development plans for specific areas. Until 2010, Metro required that communities produce concept plans after areas were brought into the urban growth boundary in preparation for zoning, comprehensive plan, infrastructure, and development work.

In December 2010 the Council changed Title 11 of the Urban Growth Management Functional Plan to require concept planning in advance of adding an area to the UGB. The changes also required increased attention in concept planning to governance, finance, annexation and urban service provision. These changes were made in order to better understand how areas could meet the region's six desired outcomes and develop into successful urban communities before making a decision as to whether they should be added to the UGB. Concept planning will provide the region with more information about tradeoffs associated with development inside and outside the UGB as well as differentiate among potential UGB additions. Concept plans will guide (but not bind) the Metro Council's UGB decision for areas, as well as subsequent local government planning work.

In 2011 Metro and the counties defined regional Urban and Rural Reserves, and gained approval of those reserves from the Land Conservation and Development Commission. Future concept planning efforts will be within the defined Urban Reserves. Metro has adopted Intergovernmental Planning Agreements with the counties that in some cases provide more detail on how concept planning will be undertaken in specific areas.

Metro has provided significant staffing and funding assistance for concept planning in recent years. Construction Excise Tax (CET) grants totaling almost \$6.3 million for 24 planning efforts have been awarded, and we have expended over \$4.8 million to date.

Describe major components of this project:

- **Policy Framework:** The process changes made to Title 11 have raised questions internally and externally about when and where concept plans should be initiated, and what level of effort should be expended. The next Urban Growth Report is due by December 2014, and a major question will be how many resources should be directed to concept planning in advance of the regional need determination. Metro will need to work with stakeholders to develop a framework, protocol, phasing plan, and work program to guide locally initiated concept planning.
- **Plan Development:** Local governments will take the lead in developing concept plans, but Metro will be very involved with staffing, political and financial resources to support their development as integrated land use, transportation, natural resources, economic development, infrastructure, finance, governance and service provision plans. Still, we believe Metro's overall effort on concept planning will be reduced from service levels over the past 5-10 years.
- **Plan Adoption and Implementation:** Adoption and implementation is a partnership with the local governments since Metro is responsible for amending the UGB as a first step to plan implementation. Following that, the local government would adopt comprehensive plan changes, zoning ordinances and any other changes needed to implement the plan.

Current status of the project:

The Council's recent adoption of the growth management ordinance (including UGB amendments) is a major pivot point allowing Metro to focus its full attention on implementing the region's 2040 Growth Concept within existing communities. Staff is preparing budgets and directing resources accordingly following our belief that this work will be the most effective way to advance the 2040 Growth Concept and the regional desired outcomes. However as noted above, questions have arisen as to how and when concept plans will be completed in advance of the Council's next periodic review of the UGB, which could come as early as 2014. All interested parties would benefit from some certainty on next steps regarding this topic.

Summary of Metro's involvement for next fiscal year:

Conversations about the overall policy framework for concept planning are beginning now and will likely continue into FY 12-13. These conversations will require political and strategic guidance from the Metro Council, working with local partners and supported by Metro staff. Metro staff support will be led by the Planning and Development Department, working closely with the Council Office, COO, Communications, and Office of Metro Attorney.

It's important to remember that we are still staffing and supporting concept plan development for areas previously added to the UGB. In fact, two projects (Washington County's Cooper Mountain and Oregon City's South End Road) are just beginning work.

Summary of Metro's involvement over the next five years:

Once a policy framework has been developed, Metro staff will need to be work with our local partners on concept planning to make sure they are integrated plans that address land use, transportation, natural resources, economic development, infrastructure, finance, governance and service provision. We have a good sense for the level of effort required for individual plans – it's significant – so the key question is how many plans will we have to support and when.

As noted above, Metro has previously provided financial support for concept planning via Construction Excise Tax funds. When the excise tax was renewed in 2009, the first phase of funds were allocated to projects to support development in existing centers, corridors and employment areas within the UGB. A second phase of funding was to be split between continuing those efforts and concept planning. A continued lawsuit regarding the renewed CET and decreased revenues due to the down economy have complicated the funding picture.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

4. The Council's active participation will be needed to forge a strategic direction and regional support for that direction. If such a framework can be developed, the Council can focus less on concept planning until closer to the next growth management decision.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

2. Public and stakeholder engagement will be relatively targeted in the beginning of the region's concept planning work. During the development of plans, engagement efforts will continue to be targeted at specific geographic areas and stakeholder affiliations.

How would success or outcomes change if we reduced our commitment:

The key question is how to focus Metro's work to best achieve the six desired outcomes. UGB expansion will continue to be one of many tools in the region's toolbox and as such we should support planning work in these areas to some degree. The Council has made it clear to the region that areas will only be added to the UGB following thorough analysis and discussion of how those areas support regional and local goals, and Metro staff support is needed for that work. Therefore, staff expects to continue this work but at levels reduced from our commitment over the past decade. Similarly, we expect local government and stakeholder work to be more targeted.

Project Summary

Project Title: **Climate Smart Communities**

Project background:

Council resolution 08-3971 established Metro's Climate Initiatives Coordination work, which for the past three years has focused on developing technical information and tools, capacity-building internally and for our regional partners and integrating climate impact analysis and actions into Metro's work. Major completed tasks include the regional greenhouse gas inventory, the greenhouse gas toolkit, a Metro facility greenhouse gas inventory, the Climate Prosperity Greenprint, a catalog of Metro activities related to climate preparation, better coordination of climate-related work across the agency, and the initiation of scenario planning to address requirements of HB 2001.

The program has been organized under a single program area that crosses a number of Metro departments including Planning & Development, Research Center, Communications, and the Sustainability Center. In 2009, the Metro Council adopted Climate change leadership as one of the six desired outcomes for our region.

Describe major components of this project:

Research, tools and reporting:

- Climate Scenarios (Land use and Transportation Scenario Planning): Develop and adopt a land use and transportation scenario that meets greenhouse gas emissions reduction targets as required in HB 2001. This includes development of new data and tools to support the analysis.
- Greenhouse Gas Emissions Analysis (inventory and toolkit): Establish and periodically update a baseline greenhouse gas inventory and an evaluation toolkit to assess the greenhouse gas emission impacts of Metro program, project, and policy decisions.
- Materials management toolkit: Support federal, state and local government collaboration and strategic actions to reduce GHG emission through a materials management approach and improvement in waste prevention, recovery and disposal.

Policy framework:

- Climate Preparedness: In 2011-12, a Council budget amendment established the major components of this project:
 - develop a climate preparation guidance document for Metro
 - build regional capacity to mitigate and prepare for climate change through sharing of information and training opportunities
 - coordinate Metro's climate-related work
 - assess our progress toward the regional desired outcome of leadership on climate change.
- Climate Prosperity Partnership: Identify specific actions and strategies that foster regional economic development and mitigate climate change.
- State Framework (Global Warming Commission Roadmap): Develop transportation, land use, and materials management policy recommendations to the Oregon Global Warming Commission.

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- Materials management planning (Resource Conservation and Recycling Strategy): Reduce GHG emissions associated with the region's consumption of goods and food.
 - Capacity Building: Equip regional elected officials and staff with the understanding, skills, and access to information, knowledge, and training that enables them to effectively address climate change risks and opportunities.
 - Climate Change Communications: Develop key messages, goals, and tactics to effectively communicate regional climate change risks and opportunities to select audiences.

Current Status of the project:

Research, tools and reporting:

- Climate Scenarios - IGA with ODOT included \$1.53 million ODOT funds with \$.675 million from Metro budget to continue the climate scenario work this year. Project is on schedule to meet first legislative reporting requirement.
- Greenhouse Gas Emissions Analysis
 - Inventory – continue to monitor best practices in FY 11-12; coordinate with regional partners.
 - Toolkit – modest update FY 11-12 to incorporate advancements in analytical tools.

Policy Framework:

- Climate Prosperity: regional Greenprint finished late 2010; implementation and leadership strategy underway.
- Preparedness Framework: The work described is being carried out primarily by a full-time employee whose limited-term position ends June 30, 2012. Metro's science and stewardship programs work to account for climate opportunities and impacts.
- State Framework: OSTI developing statewide scenarios to address passenger travel outside MPOs and statewide freight movement. Oregon Global Warming Commission completed Interim 2020 Roadmap Report identifying strategic policy actions for all sectors of the economy.
- Materials Management: Resource Conservation and Recycling Strategy complete; implementation ongoing.
- Climate Change Communications: communication efforts focused on Climate Scenarios.

Summary of Metro's involvement for next fiscal year:

a. Is Metro the lead or are other partners in the lead? Resources required?

Research, tools and reporting

- Climate Scenarios: Metro will continue to lead development, analysis, engagement and adoption in partnership with ODOT and DLCD, and in collaboration with regional partners. Metro to participate in statewide policy and technical advisory committees led by ODOT and DLCD and coordinate with efforts described under the State Framework. Additional state and Metro resources will be needed post June 30, 2012 to complete this work.¹

¹ A Metro/ODOT IGA calls out support levels for both agencies for this project. ODOT has provided a majority of resources during the first phase of this effort that concludes June 30, 2012. The project transitions from scenario planning to the next RTP update in FY 12-13, with resource demands shifting from ODOT to Metro.

-
- Greenhouse Gas Emissions Analysis:
 - Inventory (lead) – the 2006 inventory is scheduled to be updated FY 12-13 to ensure current/relevant information, to better guide policy discussion, and to assist local governments with inventory information. Resources would need to be included in a budget add package of up to \$125,000.
 - Toolkit (lead) - Toolkit recommends a number of refinements. For FY 12-13, refinements should be limited to project-related improvements or through dedicated outside (grant) funding or modest improvements that are occurring through other projects (e.g., Climate Smart Communities and the Metropolitan GreenSTEP model).
 - Science and Stewardship (Sustainability Center) - Metro's Science and Stewardship team is actively engaged in preparing our natural area holdings to adapt to climate change. In the first half of 2012, two scientists are tasked with outlining an action plan to guide future adaptation efforts. In the second half of 2012, science staff will begin to plan and implement the actions identified in the plan. These may include:
 1. Assess existing holdings
 2. Assess vulnerability to climate change
 3. Identify key Metro holdings and gaps
 4. Determine key known stressors
 5. Develop actions to reduce stressors not related to climate change
 6. Develop flexible, anticipatory adaptive management plan

The Regional Conservation Strategy will be complete in spring 2012 and the Science and Stewardship group will also work with regional partners to advance the adaptation discussion in FY 12-13.

Policy Framework

- Climate Prosperity (partner) – Metro will participate on implementation actions related to the Regional GreenPrint, as appropriate.
- Preparedness Framework (lead and partner) – implementation of recommendations in FY 12-13.
- State Framework (partner) – Metro will continue to provide policy and technical assistance to the Oregon Sustainable Transportation Initiative (OSTI) and the Oregon Global Warming Commission, and incorporate policy recommendations from the Statewide Transportation Strategy and 2020 Roadmap report in the Climate Scenarios work. LCDC will adopt rules by January 2013 to will direct how the Metro region should “cooperatively select” a preferred strategy. A Rulemaking Advisory Committee (RAC) of Metro area officials and other stakeholders is anticipated to be established in early 2012.
- Materials Management (lead) – implementation in FY 12-13.
- Climate Change Communications – Public outreach and communications for FY 12-13 will focus on targeted project- or activity-related actions. No broad-based, “tail” level outreach are anticipated. Focus will be on Climate Scenarios and integration with other key initiatives (e.g., Corridor Planning, CII).

Resource Needs

Climate Smart Communities is a cross-departmental, collaborative effort. Resource needs for FY 12-13 for the base budget are essentially the same. Activities represent either a continuation of existing service levels or a redeployment to identified new efforts. The program and its projects are essentially funded from four main sources:

-
- Metro General Fund: Requirements from the General Fund may need to increase in FY 12-13.
 - Planning and STP (federal planning) funds: Requirements from federal Planning and STP fund will increase in FY 12-13, and provide most of Metro's share of the Land Use and Transportation Scenario Planning effort.
 - HB 2001 Grant funds. Requirements from these funds represent ODOT's share of the Scenario Planning effort. The current IGA with ODOT ramps down their share of funding for Scenario Planning to about a quarter to a third of previous years, depending upon carryover.
 - Solid Waste Revenues: No resources have been committed to this work for the 12-13 fiscal year, so there will be nothing included in the Sustainability Center's base budget proposal. Staff expects that Council will wish to discuss whether funding should continue next year.

Research, tools, and reporting –

- Climate Scenarios – Metro is lead through mid-June 2014, at which time local implementation begins. Additional state and Metro resources will be needed to provide technical assistance to support local implementation of the adopted strategy.
- Greenhouse Gas Emissions Analysis
 - Inventory (lead) - update is recommended (\$125,000) in FY 12-13 and FY 15-16. Low resource needs.
 - Toolkit (lead) - Metro will need to update the Toolkit periodically, as new tools or methods are developed and/or mandated. The Toolkit —gap analysis” has identified a number of recommended refinements. Updates to the various tools have low to medium resource needs.

Policy Framework –

- Climate Prosperity (partner) – ongoing implementation; limited Metro resources.
- Preparedness Framework (lead and partner) – No plan has been established for the next five years; nor have resources been committed.
- State Framework (partner) – the Oregon Global Warming Commission roadmap will direct the State through 2020. Unknown legislative implications for Metro. Low to medium resource needs.
- Materials Management (lead) – the Resource Conservation and Recycling Strategic Plan to reduce emissions associated with materials is a 5-year plan (2010-2015). High resource needs.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5. The changes required to meet state greenhouse gas reduction goals will be challenging under any scenario. The political capital necessary to maintain local and legislative official's engagement in this very complex and technically driven project will be significant. Multiple group and individual meetings with local partners will be required to ensure understanding and preempt fear-driven reactions. In addition, because the scenarios being developed will by necessity need to incorporate local aspirations, future growth patterns and transportation changes the overlap with other Metro projects is extensive. Keeping the various projects straight and connected in local officials' and legislators' minds will require a significant investment by Councilors. Finally, Metro also is required to coordinate with other MPOs across the state. Political capital will be required for MPO work as well.

For climate change preparedness, as defined for the current fiscal year, the rank would be **1**.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

3 to 4. During FY 12-13, much of the Climate Smart Communities work will be driven by the Climate Scenarios project. The scenarios work will be mostly technically driven and the focus will largely be on stakeholders and local electeds, thereby reducing the amount of public engagement required. Targeted local workshops are planned to test how well scenarios integrate with local plans and aspirations. Also, business, environmental and equity stakeholders will require significant engagement to ensure local elected officials and legislators support the effort.

For climate preparedness, the rank would be **2** (related only to regional capacity-building task).

How would success or outcomes change if we reduced our commitment:

Addressing climate change will require a broad complement of coordinated and leveraged actions by individuals, institutions, and all levels of government, including Metro. This project provides an opportunity to provide leadership, comprehensively address climate change and achieve other desired outcomes for a strong economy, vibrant communities, and regional equity.

A reduction in commitment would reduce innovation and collaboration around the program-related education & outreach, technology transfer, information, and strategies.

For climate preparedness, the work being done this year may point to a stronger regional role for Metro, e.g., technical work, convening, coordination. If that were the case, it would be difficult for Metro to fulfill that role without a staff person dedicated to this work.

Project Summary

Project Title: **The Intertwine**

Project background:

Metro needs to determine a stable and sustainable way to take care of the ±17,000 acres that the agency will be responsible for once all acquisition is complete. The idea behind The Intertwine is that by collaborating with local park providers, NGOs and businesses that share an interest in this and a total of 5 related topic areas, the visibility of the challenges we face will be raised and political momentum will increase. Metro has a deep and long-standing commitment to work in all five of the substantive —ptal” areas.

Describe major components of this project:

The Intertwine comprises five —ptal” topic areas:

- Acquisition
- Conservation
- Conservation Education
- Active Transportation
- Regional System

In addition, there is a separate non-profit entity, The Intertwine Alliance, that focuses on branding, marketing and communications work. Metro is a key contributing partner and a member of the Board.

Current Status of the project:

- Acquisition: Metro has purchased over 3100 acres since November 2006 (in addition to the 8200 acres+ from the 1995 measure). Most local jurisdictions make acquisitions with local share funds from the Metro bond measure.
- Conservation: A major bi-state project is underway to create the region’s first conservation strategy. Development of the Regional Conservation Strategy will be completed by late Spring 2012. The Alliance is working with other conservation coalitions nationally to increase investment in urban conservation from federal agencies and national foundations. Work is also exploring preparation for climate change.
- Conservation/Education: The Task Force of early 2011 has culminated in demand for a standing, independent body which can draw attention to environmental literacy and stewardship needs of the region’s residents. The Intertwine Conservation Education Leadership Council of 17 volunteer members has been nominated, selected and set its priorities, vision and mission and will define metrics, support educational program improvement and serve providers on an ongoing basis.
- Active Transportation: Metro is beginning work on the region’s first Active Transportation Plan (ATP) to be completed by June 2013. The ATP will be amended to the RTP and prioritize projects, provide a funding strategy and help implement the preferred Climate Smart Communities scenario. Metro is a leading

partner in the creation of a Statewide Trails Coalition that will have its second annual meeting in April 2013.

- Regional System: Metro is working with the local park providers to establish shared guiding principles for potential regional system funding. Metro staff presented the Metro Portfolio Report to Council in November, documenting the status of the current Metro land portfolio. Also in the works is the first implementation of a signage program and a trail signage program.
- The Alliance: It was launched as an independent non-profit this year. The phase two web site will be launched in January.

Summary of Metro's involvement for next fiscal year:

There are no resources included in the FY 2012-13 base budget for the Intertwine/regional system funding effort. To continue the effort will require extending the limited duration planner position and materials and services of approximately \$100,000. Resources needed could be more depending on next steps identified by Council.

The base budget includes a \$75,000 contribution to the Intertwine Alliance, but that expense is not included in the Sustainability Center budget and is not directly related to the regional system funding effort.

- Acquisition: Efforts have been decentralized but coordinated. No new Metro resources needed for next FY.
- Conservation: A broad coalition of public and private organizations, including Metro, are leading the effort to develop the Regional Conservation Strategy. The Columbia Land Trust is acting as project manager. Metro staff are actively involved in developing and drafting the plan. At this point there is no specific plan for next steps following release of the Regional Conservation Strategy.
- Conservation Education: Metro will continue to participate in this effort; a summit is planned to achieve important leadership development for conservation, environmental and sustainability education providers.
- Active Transportation: Metro is leading this effort; the dedicated Program Analyst IV position runs through 1/31/12. Metro applied for and received a \$280,000 TGM grant to complete the ATP with Metro contributing a \$56,000 match. The Metro Council is considering approval of a budget amendment to create a new limited duration FTE to manage the ATP project through June 2013. In addition to the 1.0 FTE in Transportation Planning, the grant will provide funding for approximately .5 FTE in other departments.
- Regional System: Metro is leading this effort. The important question of identifying future operational funding is housed here. Depending on how "next steps" are defined, additional resources may be needed for next FY.
- The Alliance: In launching this as an independent organization, there was an informal commitment to provide \$75,000 this next FY, continuing to be reduced over the next 2 years.

Summary of Metro's involvement over the next five years:

The five year forecast does not include any resources for Intertwine/regional system funding. The limited duration position included for FY 2011-12 was removed in all subsequent fiscal years.

- Acquisition: Efforts will continue to be decentralized, but will be better guided by the conservation strategy. No new resources are required.
- Conservation: Metro will continue to play a regional leadership role in on the ground restoration and natural areas initiatives.
- Conservation Education: Metro will continue to participate in this effort in concert with development of the Zoo improvements to conservation education facilities. The 17 partners have dedicated staff time for

meetings on an ongoing basis, up to 3-year terms with the expectation of replacement recruits creating a standing group of engaged stakeholders. Metro Council funding in FY 2011-12 would cover staffing of the Con Ed Council and make a promised contribution to a coming regional summit. Long term viability depends on future funding.

- Active Transportation: Metro will be expected to continue leading this effort; an important part of the transportation planning that is central to Metro's mission. Additional regional funding could leverage additional state and federal funding. Funding is provided through June 2013. The project manager position (or some reassignment to cover this work) will need to be extended past FY 2013-14 if the increased focus on active transportation is going to continue.
- Regional System: Metro needs to continue leading this effort. The Metropolitan Greenspaces Master Plan, adopted by Metro Council in 1992, frames an integral role for Metro in providing leadership and resources to a regional parks, trails and natural areas system.
- The Alliance: Metro needs to continue a strong presence on the Board, as well as continue being a core partner to the organization (including the contribution of dues to help sustain staffing for The Alliance).

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5. By the beginning of the new fiscal year it is likely that Metro will have clarity about a regional vs. Metro-only measure. In either case, significant work will be required to win consensus from local electeds and parks officials. If a regional or service district approach is selected, the level of capital required will be particularly significant (legislative action, etc.). Even if a Metro-only approach is selected work will be needed to ensure support and cooperation from other jurisdictions and to select criteria and priorities.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

5. Ensuring stakeholder and public support for additional investments in Metro's parks and natural areas will require a region-wide public and stakeholder engagement effort. Past measures provide a reasonable comparison for budgeting and time allocation planning.

How would success or outcomes change if we reduced our commitment:

Depending on how drastically our commitment was reduced, it is possible that The Intertwine brand would either languish or disappear completely. Even without The Intertwine brand, it is possible that Metro would be able to figure out how to pay for responsible stewardship for Metro's natural areas through a separate funding source that is dedicated to Metro's regional parks exclusively, either through an excise tax or a new property tax. Without our local partners, Metro cannot take advantage of the larger brand recognition, or the closer-to-home benefits that a local share would provide, the benefits of being part of a broader public-private coalition; nor could Metro provide a more coherent regional system that is based not on the entity that happens to own something today but instead on how it serves the public. Further, the ability to harness the collective energy generated by The Intertwine Alliance to address climate change would be compromised. The business model would revert to the one practiced over the last several decades, with each park jurisdiction going its own way and focusing exclusively on whatever is within their boundaries or ownership portfolios, and 26% of the region with no local park provider at all. Four of the six Council goals would be, to some degree compromised. These include:

- Goal 2: Provide great cultural and recreational opportunities
- Goal 3: Protect and enhance the region's natural assets
- Goal 5: Provide efficient access to jobs, services, centers and industrial areas.
- Goal 6: Support the development of a sustainable economy.

That being said, Metro staff would continue to monitor the health of the region's parks, trails and natural areas, restoring it where possible, encouraging new parks within the funding available.

Project Summary

Project Title: **Solid Waste Roadmap**

Project background:

Metro has responsibility for the region’s solid waste disposal, and broad authority to see the waste disposed of responsibly, while supporting “upstream” waste reduction efforts. The Metro region has a very complex public-private waste management system that has functioned well for over 20 years. But market conditions have changed dramatically since Metro developed the current system: there is competition among multiple landfills; industry has consolidated; energy prices have risen dramatically; recycling rates exceed 50%. With Metro’s waste disposal contracts set to expire in 2019, now is the time to begin transitioning to a regional solid waste system that better serves the modern market. The solid waste roadmap program will help determine what that system should look like.

Describe major components of this project:

Projects to be completed in achieving program goal:

1. Long-term Disposal: What should the region do with its non-recovered discards? (The Vision)
2. Metro South Station: What service alternative should Metro pursue to provide the full suite of services in the vicinity of the existing Metro South site? (One important piece of the regional system)
3. Waste Flow Model: What are the direct costs and indirect costs (e.g., of externalities), of handling the region’s waste under various system configurations? Explore potential changes to the Metro transfer system to inform Metro South and other strategic roadmap questions. (An analytical tool to support the other Roadmap questions)
4. Organics Transfer: What actions should Metro take, if any, to ensure organics reload capacity is available as organics are removed from disposal throughout the region? (A practical and potentially imminent problem)
5. Transfer System Structure: What model of the public-private transfer system (e.g., service levels, tonnage allocations, rate regulation, etc.) optimizes roadmap objectives? (Like the #2 question on Metro South, but for the public and private facilities both)
6. Cost Recovery: How should Metro recover the cost of solid waste services and programs, and general government? (A revenue base more stable than landfill tons)

Current Status of the project:

From information acquired through interviews with Councilors, staff, and stakeholders, the Roadmap program has articulated the six key strategic questions for Metro to pursue, shown above. Discrete (but interrelated) projects have been proposed—and scopes of work outlined—to help answer each of these key strategic questions. Because the questions are so diverse, separate community engagement plans for each project currently are being developed with an eye to taking advantage of overlap for efficiency and consistency in messaging.

Currently, overall program coordination is being handled with dedicated staffing, but each of the six projects seeks a project manager to more fully elaborate project plans, procure technical assistance and execute. Ongoing is a related education program that introduces Metro Councilors and staff to best practices, disposal technologies, and other innovations, such as through site tours and invited speakers.

Summary of Metro’s involvement for next fiscal year:

- a. By Statute, Metro has lead responsibility for this and other regional disposal system planning efforts.

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- b. Resources committed for next year include the majority of one FTE for overall program coordination. Work plans call for up to six additional FTE and \$500,000 M&S for technical assistance to fully execute work over the next year; however, these additional resource needs have not yet been committed.

Summary of Metro's involvement over the next five years:

Whereas execution of this multi-year program calls for several dedicated project managers and considerable technical assistance, the five year forecast assumes no change in FTE (1 for program coordination), and zero M&S, a reduction of \$250,000 compared to the current year. If a portion of *this* year's \$250,000 in M&S remains unspent, then a carryover may be possible into FY 12-13. Roadmap program costs—solid waste planning—are paid from the Solid Waste Fund and recovered through disposal charges.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

1 to hold open, frank discussions. Initial phases of this program will entail some analysis, and open, frank discussions about options available, and the performance of those options against system objectives. Even discussion of certain options will engender push back; however, it should be minimal.

3 to make a decision. With completed analysis will come the need to make decisions. Decisions to stick with the status quo would probably require little political capital, but any change to status quo will generate controversy. Solid waste controversy has a tendency to be place-based; so, whoever's district is most impacted from a decision will feel the most heat.

4 to implement. If Metro wants to think big and make significant changes to the disposal system, it could take a great deal of political capital. For example, the siting of any new solid waste facility, especially a waste-to-energy facility, could require a champion to risk his/her political future. Even altering our contracted landfill will draw political scrutiny from both the landfill operator and the hosting community.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

1 to develop and evaluate alternatives. Describing the options available may require some consultation with stakeholders, but public and stakeholder views will be more important once an initial winnowing of options has occurred. Metro staff can, for the most part, with some technical assistance, develop high-level alternatives.

3 to help Metro make informed decisions. Once preferred alternatives begin to emerge, Metro will need to consider the views of a broad spectrum of those who provide and use disposal services. Large corporations, small businesses, environmental interest groups, households, and others will all have important points of view to consider.

4 to 5 to implement big changes. Proportional to the political capital required, if big changes are sought, impacts are likely to have a significant place-based component. Those stakeholders in a strongly impacted part of the region will probably need special focus and attention.

How would success or outcomes change if we reduced our commitment?

Metro is the only practical agency to lead the road map project, an important element of regional solid waste planning, for which Metro is responsible. It is unlikely that another body would coordinate such a planning effort.

In the event that Metro were to reduce its commitment, garbage would continue to be efficiently collected, transferred, and landfilled; recyclables would continue to be recycled. Over time, the solid waste system would

increasingly be shaped by private interests, whose motivation would be more strongly tied to maximizing profits than to protecting the public health, safety and welfare. Landfill disposal—perhaps the most profitable solid waste service—would be emphasized at the expense of ongoing improvements in waste reduction and diversion of recyclables. Metro’s ongoing waste reduction programs and disposal system management might become siloed and, as a result, inter-departmental project coordination could suffer. Metro would likely operate in a more reactive mode toward solid waste issues than in a forward-looking strategic mode. These are not certain outcomes, but risks that would need to be managed if Metro reduced its commitment to the project.



Project Summary

Project Title: Greater Portland Pulse

Project background:

Metro became involved in the Greater Portland Pulse (GPP) in late 2009 through a partnership with PSU's Institute of Metropolitan Studies. The effort was in response to requests from MPAC and others that the region/Metro investigate opportunities for a consistent, comprehensive set of performance indicators that could help monitor accomplishment and direct resources towards the goal of Making a Great Place. It was also hoped that a consistent, independent data-base could be tied to uniform indicators and assist and refine decision-making.

The project started in earnest in mid-2010 and included an Advisory Team comprised of public, private, and non-profit leaders, and Work Teams staffed by over 100 area experts from throughout the region. The first set of indicators, a first report, and the website were launched summer of 2011.

Describe major components of this project:

The GPP has two phases: Development and On-going operations. Metro and PSU lead the first-phase which is scheduled to wrap-up in winter 2012, with the identification of a host agency as a permanent home for the effort and a targeted fundraising plan. The GPP itself is divided into two components: 1) Data – which represents a shared home for indicator-level data at PSU. The data sources would vary, but PSU's Data Commons would be the storage center for GPP data; and 2) Dialogue – The new permanent home (TBD) would be responsible for regular reporting, convening, and dialogue around indicator results.

Current Status of the project:

As noted above, the first set of indicators, the first report, and the web page portlandpulse.org are all complete. Project staff is working to solicit a permanent home for the GPP and RFQs were due late November. In addition, a fundraising effort is underway to raise just over \$500,000 in annual funding starting July 1, 2012. Existing resources and interim contributions are currently funding GPP through June 30.

Summary of Metro's involvement for next fiscal year:

a. Is Metro the lead or are other partners in the lead? Metro is currently anticipated to be a partner. However, if host agency applications are insufficient or otherwise inadequate through the RFQ process, Metro may choose to host and/or partner the hosting of the effort. Note, the GPP is four-county, including Clark, and would require Metro to partner with a Clark County agency, organization, or institution.

b. What resources (staff and other expense) have been committed for next year? No resources have been committed, but Metro staff is committed to utilizing the GPP framework for reporting on regional indicators (Metro or any user has the choice of adding to or deleting from, the indicators identified in the GPP).

In addition, Metro Council is being asked to contribute \$62,500 as our share toward the full funding number of over \$500,000. If Metro is asked to lead the effort, additional costs would be negligible as the program estimate of \$500,000 includes satisfactory overhead and fringe costs.

Summary of Metro’s involvement over the next five years:

The ongoing support for this effort would be general fund resources.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

4. Success of a regional indicator set such as the GPP will require full support of the Metro Council. This includes understanding, using, and referencing the GPP and the indicator sets in business practices and in regional partnerships. If Metro does not understand and use the indicators, the effort will likely fade.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

4. Same as above. For stakeholders to understand and use the indicators, the Metro Council will need to provide leadership and allow for training and outreach around the indicators.

How would success or outcomes change if we reduced our commitment:

The Metro Council is a key partner in this effort, particularly as the GPP is aligned to better support Metro’s Six Desired Outcomes. The fundraising plan does identify a lesser-effort funding level that primarily reduces updates to data and to reporting; and minimizes outreach. While not desirable, the lesser level will keep the GPP alive, but less viable, and most likely less adaptable for broader use (e.g., at the local level).

Project Summary

Project Title: **Building sustainable communities through opportunity, equity and access to housing**

Project background:

The US Department of Housing and Urban Development (HUD) released a Notice of Funding Availability (NOFA) for a regional planning grant program to be applied for on behalf of a Consortium to develop or refine a regional plan for sustainable development. One of the minimum membership requirements for the Consortium is inclusion of the metropolitan planning organization. Serving as the lead applicant, Metro submitted an application on behalf of 31 Consortium members, including:

- 16 public sector members covering 100% of the Metro population, 100% of the region's housing authorities, 100% of the region's CDBG direct recipients, higher ed, the state, TriMet and four Clark County jurisdictions on an ex-officio basis.
- 15 non-government members representing communities of color, social equity advocates, affordable housing providers, philanthropic organizations, workforce training and the private housing associations.

For the grant, Metro would have been the organization with accountability to HUD and with responsibility to manage agreements/contracts for the conduct of the work. However, the application is on behalf of the Consortium that has signed on to the grant with Metro serving as the convener. In addition, the key position of overall project director was left open as a Consortium decision. The scope of work for the application focused on housing needs, equity and access to opportunity.

Describe major components of this project:

The key work program elements were as follows:

1. Opportunity Mapping
 - a. Development of regional policy to establish and institutionalize opportunity mapping and its application to guide investment decisions.
 - b. East Portland/Rockwood Target area
 - c. McLoughlin South Target area
 - d. Aloha Reedville Target area
2. Housing Needs methodology and analysis
 - a. Development of a consistent approach to defining housing needs to integrate Metro's review of the UGB, local comprehensive plans and community development investment plans.
 - b. Regional Fair Housing Analysis
 - c. Housing Authority/Workforce Training rent assistance program
3. Regional Housing and Opportunity Strategy
4. Community Capacity Building
 - a. Leadership training
 - b. Committee stipends
 - c. Grants to community based organizations representing or serving disadvantaged populations.

Current Status of the project:

The grant was not successful. However, there is a strong sense in the community of the need to address the issues and appreciation for the development of new working relationships. There will need to be an alternate approach to advancing the issues, some of which are within Metro's purview, others of which are more the responsibility of others but would benefit from someone (Metro?) providing a convening role.

Summary of Metro's involvement for next fiscal year:

The grant was intended as a two year grant with a small amount of start-up cost in the current fiscal year and the remaining split roughly equally between the next two fiscal years. The description below is for the two year period.

In the grant, Metro served as convener of the Consortium and its Executive Committee and had responsibility to carry out the tasks dealing with opportunity mapping and housing needs. In addition, it provided pass-through funds to three target areas for which Metro would have coordination responsibilities. The overall project director and community capacity building program manager were left as open positions for the Consortium to select.

The grant application is written based upon applying existing Metro staff and cash resources for activities already underway and within Metro's area of responsibility as in-kind match and funding tasks new or expanded for Metro as grant funded staff and contractual expenses. As such, there are resources that could be used to begin addressing the housing needs and opportunity mapping issues but not the pass-through activities, the community capacity building and the more extensive engagement process. Key elements of the Metro related budget are as follows:

In-Kind staff commitment:

Senior Policy Advisor	.25 FTE
Planning Mgmt.	.50 FTE across 4 people
Planning staff	.45 FTE across 2 people
Research Center staff	.55 FTE across 5 people
Public Affairs staff	.25 FTE across 3 people
Diversity Manager	.125 FTE

Intended as Grant Funded staff commitment
(in addition to Project Director, Community
Capacity Building Program Manager and Facilitator):

Research Center	.165 FTE across 3 people
Planning staff	.4 FTE across 2 people
Admin support	.5 FTE across 2 people

Cash match on contractual:

Planning support (consistent with past budgets)	\$122,040 for consultant support across two years
Public Affairs (consistent with past budgets)	\$50,000 for Opt-in grants
Research Center (not budgeted)	\$316,000 for household preference survey

Summary of Metro's involvement over the next five years:

As defined in the grant, carrying out the intended scope of work would fundamentally impact how Metro does business and therefore have implications beyond the 2-year period of the grant. Development of regional housing and opportunity policy is a new policy-making initiative which would need to be integrated into Metro's framework and functional plans. In addition, the community capacity building program would establish new policy and

practice on scoping major planning programs and their outreach methods. Without the grant, there remains an outstanding need and interest but without the supplemental resources.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

5. This project will require Councilors to work directly with traditionally underserved and underrepresented communities. Building trust and learning how to work together will require significant political capital investments with these communities. The limited geographic scope and focused nature of the stakeholder work will mean that some Councilors will need to invest more than others. Ultimately, this effort will lead to prioritizing public investments which is always a challenge.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

5. The level of effort for successful engagement with a diverse set of new stakeholders will be very high. The lack of trust and capacity in the equity community in particular means that Metro will need to invest more resources than it typically would to achieve success. Engagement with the housing authorities and philanthropic foundations is also relatively new.

How would success or outcomes change if we reduced our commitment:

There are fundamentally four levels of effort that the grant initiated which raises questions about what role Metro will undertake in the face of limited resources:

- First, equity in implementing Metro's direct service functions (UGB, parks, zoo, MERC, allocation of transportation funds)
- Second, equity in the development and implementation of regional policy that requires the collaboration of other organizations, especially cities and counties (land use, housing needs, transportation and environmental policy and planning).
- Third, convener of organizations to better leverage and coordinate the individual efforts of other organizations (schools, workforce training, foundations, housing authorities).
- Finally, changes in methods of engagement to more effectively involve diverse community organizations in policy and decision-making, at a minimum in Metro decision-making but possibly in decision-making by others

Questions to Council

- What is Council willing to commit to without the grant on the equity/housing issue in light of such an engaged community?
- Should Metro formally take on a role as regional convener for equity/housing issues?
- What is Council's level of commitment in including the equity lens in other core Metro work areas?



Project Summary

Project Title: Visitor Venues Strategic Direction

Project background:

The visitor venues have remained relatively viable and competitive throughout the economic recession. Their business success is due to disciplined reductions of expenditures and targeted pursuit of revenue-generating strategies.

In FY 2013 and beyond, strategic business and policy decisions will be required to sustain the long-term financial health and stewardship of these facilities. Direction and leadership by the Metro Council and support throughout the agency will be essential to meeting the needs of each.

Describe major components of this project:

All four visitor venues face increasingly sharp and volatile economic conditions and, in order to thrive and remain competitive, must set priorities and establish strategies to be developed and implemented holistically, given their connection and relationship to one another.

1. The Oregon Convention Center (OCC) continues to lose market share to inter/national convention competitors without a solid, enhanced marketing strategy in place. Without such a strategy, the OCC will devolve into a state/regional meeting and banquet facility, incur increased operational costs, and, over time, generate less in revenue. As such, the OCC will also continue to compete with the Portland Expo Center for public, consumer and tradeshow.
Capital investments are necessary to sufficiently maintain the OCC, operate sustainably and attract new and return clients. A major capital project for FY 2013 is the complete replacement of the original-side roof, which encompasses the northern half of the facility and the Oregon Ballroom. Key long-range decisions are necessary to facilitate adequate planning and funding of this project, such as whether to pursue installation of solar panels and/or reinforce the new structure to allow for future development and new revenue-generating endeavors.
2. The Portland Expo Center faces a diminishing consumer show market overall and, at times, competes with the OCC to attract these clients. It is also severely constrained in its ability to adapt and pursue new markets by the high fixed overhead costs and lack of revenue support (i.e., transient lodging tax or general fund) afforded the other venues. Somewhat successful in its ability to attract new business, as evidenced by securing the first ever multi-week run of Cirque du Soleil's OVO in 2012, Expo is still not financially stable in the long-term without being granted some type of relief from its debt service and/or excise tax commitments, use of MERC reserve/stabilization funds; and/or being provided enhanced support for its minimal staff resources. Finally, Expo's future viability is placed at risk by adjacent, external projects, including the Columbia River Crossing (CRC).
3. The Portland Center for the Performing Arts (PCPA) enjoys a unique market position in that its buildings house the only theatres of their size across the region. While it is sought after by commercial booking agents, it is also home to seven resident art companies, which puts the PCPA in a tenuous position of, at times, forgoing market-rate revenues in order to provide rent-subsidized space to its tenants. Given that its mission is dual-purpose – sound facility stewardship and supporter of the local arts community – the organization seeks a delicate balance between generating profits and providing subsidies.

Integral to its ability to accomplish this complicated mission is the maintenance and repair of its historic theatres, two of which are near or over a century old (Arlene Schnitzer Concert Hall and Keller Auditorium). The City of Portland owns the PCPA buildings and provides annual support payments but has yet to participate fully in the effort to address future large-scale capital needs. The PCPA's nonprofit fundraising arm is the PCPA Foundation (formerly Friends of PCPA) which has historically raised private funds to cover the costs of key capital projects. Over the last year, the Foundation has raised few funds and lacked a clear purpose and direction. Discussions and clear, renewed agreements with both entities is necessary in FY 2013 to shore up fair, equitable and adequate funding to address the long-term replacement and repair needs of PCPA buildings.

4. The Oregon Zoo recently completed its 20-year master planning process which includes the implementation of a series of capital improvement and guest experience enhancement projects covered by the 2008 zoo bond. Some projects are near completion and others are in preliminary planning stages. Sound stewardship of zoo bond funds is a top priority at the zoo. Ensuring the long-term financial viability, as the state's most popular family attraction, is another top priority that will involve thorough analysis of external economic forces, industry trends and internal operations in FY 2013, all with the purpose of identifying strategies to remain competitive in the market and increase efficiency in venue operations. From resolving issues that impact visitor access, to capitalizing on innovative revenue generation opportunities, the zoo will bring key proposals to the Council over the next year to help accomplish these goals.

Current Status of the project:

The issues described above are currently under discussion as the venues prepare to develop FY 2013 budgets. With respect to the Oregon Convention Center, Portland Expo Center and Portland Center for the Performing Arts, the Metro Exposition Recreation Commission (MERC) will consider alternatives and propose recommendations for the Council's consideration and approval.

Summary of Metro's involvement for next fiscal year:

Metro is in the lead of this project. Staff resources carried forward from FY 2012 will be proposed for FY 2013. Capital projects are included in the venues' 5-year capital and renewal and replacement plans and are linked to funding sources including reserve accounts and Metro Tourism Opportunity Competitiveness Account (MTOCA).

Summary of Metro's involvement over the next five years:

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

OCC – enhanced marketing: **5**; roof replacement: **2**

Expo – **3**

PCPA – **4**

Zoo - **3**

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

OCC – enhanced marketing: **4**; roof replacement: **2**

Expo – **3**

PCPA – **3**

Zoo - **2**

How would success or outcomes change if we reduced our commitment?

The venues would lose market share and experience decreased revenues, making building maintenance and repair impossible.



Project Summary

Project Title: Enhance national convention market bookings at Oregon Convention Center

Project background:

In 1986, voters approved regional general obligation bonds to fund the Oregon Convention Center's (OCC) first phase which opened in 1990. In 2003, the OCC was expanded to include an additional ballroom and meeting rooms, for a new total square footage of more than 1 million square feet. It remains one of the highest quality convention centers in the US and was the first to achieve an environmental designation as an existing building by the US Green Building Council. To deliver its full economic potential for the region/state and remain competitive inter/nationally, the OCC requires, at minimum, a directly adjacent, 500-room hotel block to support recruiting inter/national and regional conventions to Portland.

Securing an adequate nearby hotel room block near the OCC has long been anticipated by Metro and the City of Portland, and, in fact, was the primary impetus for creation of the OCC urban renewal area in 1990. Since opening its doors, the OCC has delivered significant economic impact to the region, averaging \$500 million in direct/indirect spending and \$200 million in personal earnings; generating \$15-20 million in state and local taxes; and supporting 5,000 jobs each year. Despite the significance OCC business has on the state and region, the facility struggles to realize the full booking potential of the national convention market.

In 2007, the Metro Council approved Resolution No. 07-3772 which designated the headquarter hotel as a Council project and assigned Council liaisons to the project. With this action, Metro assumed leadership for the project from the Portland Development Commission and the city, though the three entities continued to work closely. That work continued in earnest until September 2009, at which point the Metro Council, Multnomah County and the City of Portland jointly agreed to terminate the project due to unfeasible economic conditions.

Describe major components of this project:

Under direction of the Metro Council and with the support of the Metropolitan Exposition Recreation Commission (MERC), a project team would be formed to evaluate the feasibility of stimulating the addition of a significant number of new hotel rooms adjacent to the OCC that would be tied to a mandatory room block agreement, with the purpose of expanding regional/state economic impact and sustaining the long-term financial viability of the OCC, and to a lesser extent, the Portland Expo Center.

Current Status of the project:

In spring 2011, staff was directed by the Metro Council to conduct preliminary analysis to answer the question "What has changed since 2009 that could support the pursuit of adjacent hotel room blocks as a strategy to sustain the long-term financial viability of the OCC?"

Staff concluded that four primary shifts have occurred between 2009 and 2011, described below:

1. Hotel market – the local hotel market has rebounded from the recession. Currently, hotel occupancy and room rates are nearing pre-recession (2008) levels, and by mid 2012, are expected to fully recover. Portland's hotel occupancy is now among the highest on the West Coast.

In addition, Portland's competitive set of convention cities has improved their product offerings and customer amenities, enhancing their competitive position in relation to Portland. For example:

-
- Seattle, Washington – a new Hyatt hotel opened in 2009, increasing the downtown supply of hotel rooms, near the convention center, to approximately 12,000 rooms
 - Phoenix, Arizona – since 2008, 1,242 new hotel rooms have been built in two hotels and an additional hotel with 240 rooms is scheduled to open in the 2nd quarter of 2012, representing 1,500 new rooms adjacent to the convention center
 - Denver, Colorado – since 2007, three new hotels have opened near the convention center
 - Austin, Texas – a 290-room hotel recently opened near the convention center and more than 2,000 new rooms are due to start construction in early 2012
2. Financing markets – current financing rates for quality investments are very attractive and reflect levels lower than experienced over the past 50 years. In addition, the hotel industry overall is aggressively pursuing expansion projects and new inventory, which could potentially provide more capital to an OCC project's financing structure than what was previously available in 2007-2009.
 3. Construction costs – total project costs are estimated to total approximately 10% less than in 2009 due to the recessionary impacts on labor, materials, overhead and profit. In 2013, costs are projected to return to 2009 levels.
 4. Political climate – initial discussions among elected officials from Multnomah County, the City of Portland and Metro Council leadership indicate an openness to explore financial structures with some level of public involvement. This project would serve as a significant jobs creator for both construction and permanent new jobs and an increased revenue generator for state/regional spending.

At their October 2011 budget retreat, the MERC Commission directed staff to prepare a project proposal for consideration by the Metro Council to initiate a hotel project work plan. In March 2011, the OCC Advisory Committee formally requested that the MERC Commission consider pursuit of a hotel project.

Summary of Metro's involvement for next fiscal year:

Metro would lead this project.

The project is estimated to cost approximately \$1.5 – 2 million through FY 2014 and would be funded by OCC's strategic reserve fund.

Summary of Metro's involvement over the next five years:

See previous response.

On a scale from 1-5, 1 being the lowest, rank the level of political capital necessary for the success of this project.

4-5.

On a scale from 1-5, 1 being the lowest, rank the level of public and stakeholder engagement necessary for the success of this project.

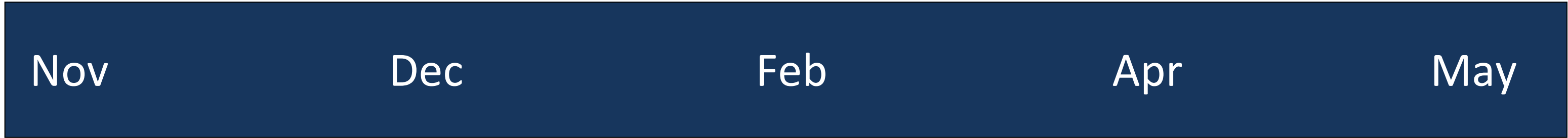
3 for Public engagement, **4** for Stakeholder engagement (hotel/tourism/convention industry and partners).

How would success or outcomes change if we reduced our commitment?

This project requires the involvement and commitment by the Metro Council and Metro/OCC staff in order to be successful. Lacking this, the OCC is at risk of continuing to lose market share to its competitors for inter/national conventions and generating decreased economic impact to the state and region over time.

2011-2012 Timeline

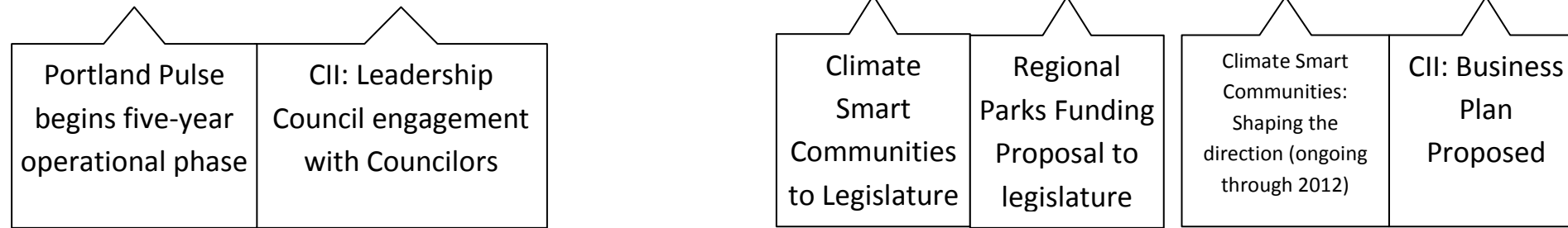
Major Information and Action Items for the Metro Council



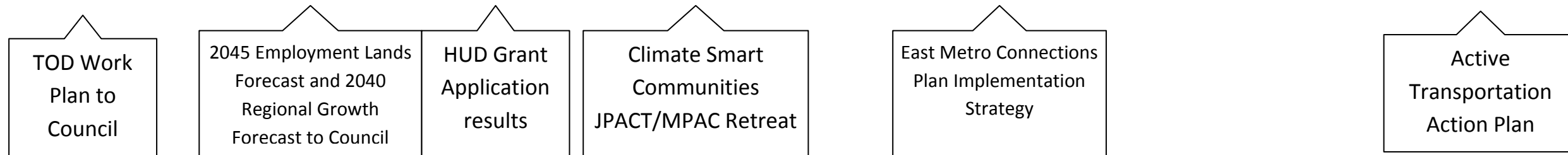
ZOO, SUSTAINABILITY CENTER & PARKS AND ENVIRONMENTAL SERVICES



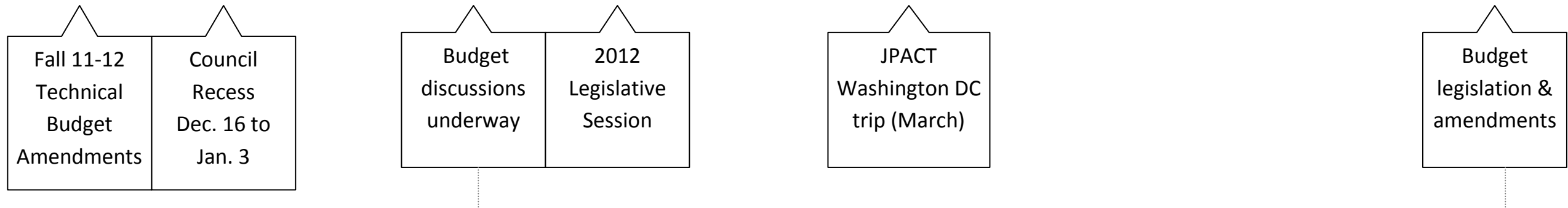
MAJOR INITIATIVES



PLANNING & DEVELOPMENT



BUDGET & EVENTS



SUMMARY OF 5-YEAR FORECAST - Base Case Revised
GENERAL FUND With Intrafund transfers

	FY 2011-12 Revised	FY 2012-13 Forecast	FY 2013-14 Forecast	FY 2014-15 Forecast	FY 2015-16 Forecast
Oregon Zoo					
Current Revenue / Designated Reserves	20,694,247	20,459,347	20,772,504	21,536,559	21,896,716
Current Expenditures / Designated Reserves	31,697,078	32,254,606	33,875,241	35,223,376	36,684,294
<i>Revenues over expenses</i>	<i>(\$11,002,831)</i>	<i>(\$11,795,259)</i>	<i>(\$13,102,737)</i>	<i>(\$13,686,817)</i>	<i>(\$14,787,578)</i>
Parks & Environmental Services					
Current Revenue / Designated Reserves	10,722,320	10,478,432	8,497,014	8,995,353	9,552,308
Current Expenditures / Designated Reserves	11,633,784	11,664,777	10,398,628	10,909,300	11,284,102
<i>Revenues over expenses</i>	<i>(\$911,464)</i>	<i>(\$1,186,344)</i>	<i>(\$1,901,614)</i>	<i>(\$1,913,948)</i>	<i>(\$1,731,794)</i>
Sustainability Center					
Current Revenue / Designated Reserves	1,075,724	526,717	529,008	530,547	532,228
Current Expenditures / Designated Reserves	5,977,279	5,556,012	5,868,300	6,093,423	6,333,447
<i>Revenues over expenses</i>	<i>(\$4,901,555)</i>	<i>(\$5,029,295)</i>	<i>(\$5,339,291)</i>	<i>(\$5,562,875)</i>	<i>(\$5,801,219)</i>
Planning & Development / Research Center					
Current Revenue / Designated Reserves	14,025,283	11,725,317	11,770,407	11,355,955	11,390,559
Current Expenditures / Designated Reserves	18,788,387	17,953,973	18,730,036	19,420,425	20,149,696
<i>Revenues over expenses</i>	<i>(\$4,763,104)</i>	<i>(\$6,228,656)</i>	<i>(\$6,959,629)</i>	<i>(\$8,064,470)</i>	<i>(\$8,759,137)</i>
General Government & Central Services					
Current Revenue / Designated Reserves	34,442,725	32,708,756	32,180,864	33,132,380	33,835,205
Current Expenditures / Designated Reserves					
Communications	2,405,859	2,378,826	2,536,861	2,644,498	2,757,292
Council/COO	3,646,749	3,435,625	2,999,419	3,113,965	3,221,120
Finance & Regulatory Services	3,879,970	3,982,959	4,220,824	4,383,023	4,558,091
Human Resources	2,269,818	2,208,023	2,332,676	2,421,494	2,520,924
Information services	3,653,339	3,652,817	3,865,164	4,017,081	4,175,566
Metro Attorney	2,046,766	2,095,734	2,223,682	2,309,098	2,406,309
Metro Auditor	680,281	703,276	738,994	769,929	794,663
Special Appropriations	5,616,254	5,211,686	3,902,682	4,317,263	4,933,234
General Expenses	5,009,040	4,036,215	4,247,563	4,414,156	4,579,727
Designated Reserves	19,300,335	17,688,618	17,385,581	16,684,849	15,221,917
<i>Revenues over expenses</i>	<i>(\$14,065,685)</i>	<i>(\$12,685,023)</i>	<i>(\$12,272,582)</i>	<i>(\$11,942,976)</i>	<i>(\$11,333,638)</i>
General Fund Summary					
Current Revenue / Designated Reserves	80,960,299	75,898,570	73,749,797	75,550,794	77,207,015
Current Expenditures / Designated Reserves	116,604,938	112,823,147	113,325,651	116,721,880	119,620,382
<i>Revenues over expenses</i>	<i>(35,644,638)</i>	<i>(36,924,578)</i>	<i>(39,575,854)</i>	<i>(41,171,086)</i>	<i>(42,413,366)</i>
DISCR General Revs (Excise/Property tax)	27,010,650	27,793,455	28,224,333	28,235,565	28,452,102
Uncommitted Beginning Fund Balance	8,829,873	5,538,502	5,307,000	5,433,000	5,663,000
Estimated Underspending factor	1,542,038	1,516,005	1,548,690	1,614,351	1,687,831
NET Annual Surplus / (Deficit)	\$1,737,923	(\$2,076,616)	(\$4,495,831)	(\$5,888,170)	(\$6,610,433)

SUMMARY OF 5-YEAR FORECAST

Planning & Development Program Budget Breakdown

	FY 2011-12 Revised	FY 2012-13 Forecast	FY 2013-14 Forecast	FY 2014-15 Forecast	FY2015-16 Forecast
Total Department					
Current Revenue/Designated Reserves	\$14,025,283	\$11,725,317	\$11,770,407	\$11,355,955	\$11,390,559
Current Expenditures/Designated Reserves	\$18,788,387	\$17,953,973	\$18,730,036	\$19,420,425	\$20,149,696
<i>Revenues over expenses</i>	<u>(\$4,763,104)</u>	<u>(\$6,228,656)</u>	<u>(\$6,959,629)</u>	<u>(\$8,064,470)</u>	<u>(\$8,759,137)</u>
Transportation System Planning					
Current Revenue/Designated Reserves	\$6,086,180	\$4,053,846	\$4,178,585	\$4,278,604	\$4,190,316
Current Expenditures/Designated Reserves	\$6,797,499	\$6,495,615	\$6,776,389	\$7,026,166	\$7,290,011
<i>Revenues over expenses</i>	<u>(\$711,320)</u>	<u>(\$2,441,769)</u>	<u>(\$2,597,803)</u>	<u>(\$2,747,562)</u>	<u>(\$3,099,695)</u>
Long Range & Periodic Planning					
Current Revenue/Designated Reserves	\$0	\$0	\$0	\$0	\$0
Current Expenditures/Designated Reserves	\$2,605,035	\$2,489,342	\$2,596,944	\$2,692,668	\$2,793,782
<i>Revenues over expenses</i>	<u>(\$2,605,035)</u>	<u>(\$2,489,342)</u>	<u>(\$2,596,944)</u>	<u>(\$2,692,668)</u>	<u>(\$2,793,782)</u>
Development Center					
Current Revenue/Designated Reserves	\$0	\$0	\$0	\$0	\$0
Current Expenditures/Designated Reserves	\$716,046	\$684,246	\$713,822	\$740,134	\$767,927
<i>Revenues over expenses</i>	<u>(\$716,046)</u>	<u>(\$684,246)</u>	<u>(\$713,822)</u>	<u>(\$740,134)</u>	<u>(\$767,927)</u>
Corridor Planning & Development					
Current Revenue/Designated Reserves	\$4,789,614	\$4,684,179	\$4,499,390	\$3,878,042	\$3,889,859
Current Expenditures/Designated Reserves	\$4,940,799	\$4,721,372	\$4,925,454	\$5,107,006	\$5,298,783
<i>Revenues over expenses</i>	<u>(\$151,185)</u>	<u>(\$37,193)</u>	<u>(\$426,064)</u>	<u>(\$1,228,964)</u>	<u>(\$1,408,924)</u>
Research Center					
Current Revenue/Designated Reserves	\$3,149,489	\$2,987,292	\$3,092,432	\$3,199,309	\$3,310,384
Current Expenditures/Designated Reserves	\$3,729,008	\$3,563,398	\$3,717,427	\$3,854,451	\$3,999,192
<i>Revenues over expenses</i>	<u>(\$579,518)</u>	<u>(\$576,106)</u>	<u>(\$624,995)</u>	<u>(\$655,142)</u>	<u>(\$688,808)</u>
Revenue Reductions					
Household Survey fund expended		(\$350,000)			
TriMet OR Household Activity Survey Match		(\$40,000)			
HB2001 GHG Phase 2 funding complete		(\$784,600)			
HB2001 GHG Phase 3 funding complete				(\$446,400)	
Multnomah Co Health Equity Investment		(\$24,926)			
SW Corridor TriMet Funding			(\$426,064)	(\$1,228,964)	
5339 SW Corridor Alternatives Analysis		(\$1,358,000)	(\$642,000)		

Councilor capacity gap

Where do you want to spend political capital?

Where do Councilor hours go?

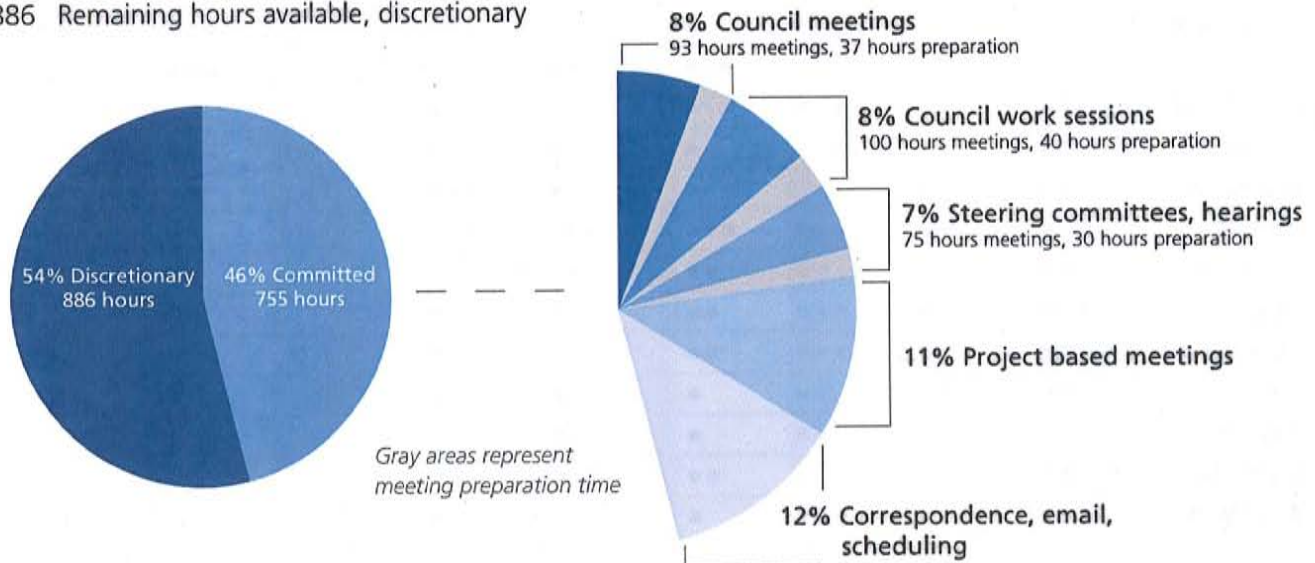
1,640 Total hours

based on .75 FTE, 49 hours per fiscal quarter, minus agency holidays

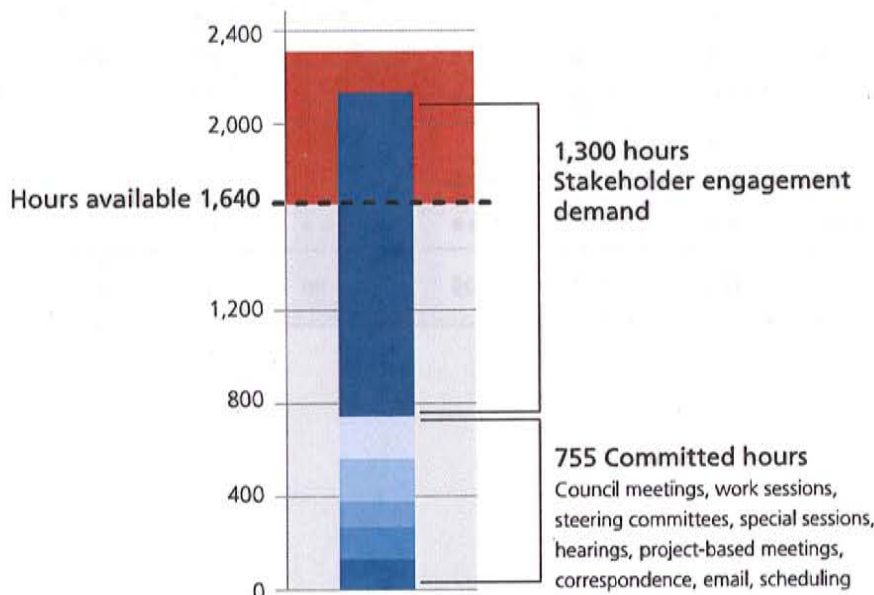
755 Committed hours

hours at Council meetings, Council work sessions, retreats, steering committees, special sessions and hearings and 6 hours project-based meetings with program staff. Based on average of actual Council work sessions each fiscal year from Metro events calendar, FY 2009-10, FY 2010-11.

886 Remaining hours available, discretionary



Where do you want to spend political capital?



How much time for a meeting?

While every meeting is different, there are consistent components: deciding to have the meeting; scheduling; preparing; traveling to and from; actually meeting; and, debriefing.

Conceptually, it's not unreasonable to assume you spend about 15 minutes scheduling or talking to your scheduler, 30 prep time, 30 minutes traveling, 60 minutes meeting, 30 minutes traveling back, and 30 minutes debriefing. Total time per meeting: three hours, 15 minutes.

Community capacity gap

How much time can we realistically expect our partners to give up for Metro?

	CII	CIS	Corridors	Climate Smart	Intertwine	SW Roadmap	HUD Grant	Concept Planning	Venues
Beaverton	●●●	●●●	●●●	●●	●●	●	●●●	●●●	
Cornelius	●●	●●		●●	●●	●		●●●	
Damascus	●●	●●		●	●	●		●●●	
Fairview	●●	●●●	●●●	●	●	●			●
Forest Grove	●●●	●●●		●●	●●	●		●●●	
Gresham	●●●	●●●	●●●	●●	●	●	●		●
Happy Valley	●	●●		●	●●	●		●●●	●
Hillsboro	●●●	●●●		●●●	●●	●		●●●	
Lake Oswego	●●	●●	●●●	●	●	●			
Milwaukie	●●●	●●●		●	●	●	●●●	●	
Oregon City	●●	●●		●	●	●●●		●●	
Portland	●●●	●●●	●●●	●●●	●●●	●●●	●●●	●	●●●
Sherwood	●●	●●	●●	●●	●●	●		●●	
Tigard	●●●	●●●	●●●	●●	●●	●		●●	
Troutdale	●●	●	●●●	●●	●	●		●	
Tualatin	●●	●●	●●	●	●●	●		●	
West Linn	●	●●	●	●	●	●●		●	
Wilsonville	●●	●●	●	●●	●	●		●	
Wood Village	●	●	●●●	●	●	●			●
Clackamas	●●●	●●●	●●	●●●	●●●	●●	●●	●●●	●●
Multnomah	●●●	●	●●	●●●	●●	●	●●●	●	●●●
Washington	●●●	●●●	●●●	●●●	●●●	●●	●●	●●●	●●
Housing	●●●	●	●●	●			●●●	●●●	
Agricultural	●●●	●●●	●●●	●●●	●	●●		●●●	●●
Solid Waste	●	●●	●	●●●	●●●	●●	●	●●●	
Environmental	●	●●		●●	●●			●●●	
Business	●		●	●●		●●●		●	
Diversity	●●●	●●●	●●●	●●●	●	●●●	●●●	●●●	●●
TOTAL hours 1,300	205	200	140	170	140	125	90	170	60

- One meeting
- Two meetings
- Three meetings