



METRO COUNCIL RETREAT

Meeting Summary

Nov. 30, 2011

Portland Expo Center, D120

Councilors Present: Council President Tom Hughes and Councilors Carl Hosticka, Carlotta Collette, Kathryn Harrington, Barbara Roberts, Shirley Craddick and Rex Burkholder

Councilors Excused: None

Staff/Guests Present: Martha Bennett, Dan Cooper, Alison Kean Campbell, Andy Shaw, Ina Zucker, Scott Robinson, Margo Norton, Kelsey Newell, Annierose Vonburg, Nikolai Ursin, Kathryn Sofich, Sheena VanLeuven, and Colin Deverell

Deputy Council President Hosticka called the meeting to order at 1:12 p.m.

1. BUDGET PHILOSOPHY & DESIRED OUTCOMES

Ms. Martha Bennett of Metro briefly outlined the expectations and goals for the retreat and emphasized that the retreat would serve as the first of several meetings to set the council's strategic work program. After speaking with councilors individually, she noted that while individual councilors' 3 to 5 top priorities overlapped, they were not necessarily consistent or shared among the full council.

She asked the councilors to share their goals for the retreat. Goals and general discussion included:

- Some councilors wanted a sense of the agency's direction for the upcoming year, council priorities, and to discuss the resources needed including councilors' time.
- There was some concern about taking on additional projects before completing the current work program.
- Some members requested more data on the budget, specifically in regards to Metro's current standing.
- Councilors expressed the need for Metro to be more coordinated, integrated and creative on existing and potential initiatives.
- There was agreement that Metro and partners had accomplished a lot in the past year. Members asked for an update on the outstanding initiatives and how they relate to one another. Some councilors felt a flowchart, similar to the Making a Great Place chart, would be helpful.
- Councilors noted that many of Metro's initiatives are now shared regionally such as The Intertwine or Community Investment Initiative.

Other general discussion included upcoming 2012 elections, shifts in the region's focus such as around job creation, and importance of retaining the legacy of outgoing councilors.

2. UPDATE OF 5-YEAR OUTLOOK

Ms. Margo Norton of Metro provided a presentation on Metro's financial forecast for FY 2012-13 to FY 2015-16. Her presentation included information on:

- The solid waste revenue fund gap analysis for current revenue versus current expenditures beginning in FY 2012-13 forecasted through FY 2014-15;
- The MERC fund gap analysis for current resources versus requirements beginning in FY 2012-13 forecasted through FY 2014-15;
- General fund gap analysis for current resources versus requirements beginning in FY 2012-13 forecasted through FY 2014-15; and
- The five-year forecast for charter limitations for expenditures for FY 2012-13 through FY 2015-16.

Ms. Norton overviewed the analyses' assumptions and forecasted results for each of the above. Highlighted assumptions included, but were not limited to, limited duration positions, employee compact, food and beverage margins, elements of the venues' renewal and replacement needs, solid waste rates, federal transportation funding, and the increased cost of utilities. Ms. Norton highlighted that the projected general fund gap does not include a majority of the council's current initiatives as many of the staffing positions are scheduled to sunset by FY 2015-16.

3. COUNCILOR Q&A AND TAKEAWAYS

Mr. Scott Robinson of Metro asked councilors to highlight a few takeaways from Ms. Norton's financial forecast presentation. Responses included:

- Metro has lots of choices and opportunities to help close the funding gap.
- Council discussed the importance of developing a strategic work program. Members emphasized that a decision to delay projects should not be viewed as negative and that delaying a project does not imply a permanent decision to discontinue a project or program.
- While it is important to set and lock in goals, some councilors emphasized the need to maintain flexibility to take on new challenges.
- Comparatively, the agency is in good standing. Members emphasized the importance of maintaining sensitivity around other jurisdictions and agencies; specifically with regards to potential impacts to their staff as a result of Metro's work program and/or unfunded mandates.
- Councilors highlighted the importance of reviewing Metro's full portfolio, specifically day-to-day operations in addition to council initiatives or projects.
- The federal transportation funding assumption used in the general gap forecast assumes federal funding will not increase, but stay at current levels. Council recommended the assumption be updated to reflect a decline in federal funding from current levels.
- Councilors requested an overview and discussion of current revenue sources – specifically where and how revenues are being spent. Also a discussion of additional revenue sources was requested; members noted that the deficit cannot be cut.
- Some councilors viewed not hitting the spending cap as a positive.
- Councilors questioned if Metro has the staff capacity to accomplish its work program.

4. BREAK

Council recessed for a short 10-minute break.

5. FRAMING THE ICEBERG

Ms. Bennett led the Council in an activity to determine their short and long-term priorities. She used the analogy of an iceberg, stating that the majority of Metro’s activities reside “below the waterline,” with their council initiatives resting “above.” She emphasized the importance of understanding and being aware of the relationship between both sets of activities and their affect on one another.

Councilors were asked to categorize initiatives based on how fast they could be developed; and whether the initiatives would add or take away from Metro and/or partner jurisdictions’ resources. Below are the council’s collated responses:

	Quick: 14 to 30 months	Slow
Adds resources	<ul style="list-style-type: none"> • Parks portfolio • HQ Hotel Scoping 	<ul style="list-style-type: none"> • Community Investment Initiative • Corridors
Takes resources	<ul style="list-style-type: none"> • Glendoveer • Visitor venues • Climate preparedness 	<ul style="list-style-type: none"> • Solid Waste Roadmap • Long-term parks strategy • Willamette Falls opportunity • Concept planning • Greater Portland Pulse • Intertwine Alliance • Sustainable Communities/HUD/Housing/Equity • Community Investment Strategy: Planning • Community Investment Strategy: Outreach • Climate Smart Communities Scenarios: HB 2001 • Climate prosperity • Regional job growth • Metro’s role in regional water resources • How to keep pace with other regions, not leading

For the purpose of the exercise, 2040 regional planning, transportation planning, and long-term planning activities were considered “below the water” and therefore excluded from the exercise. Discussion on these activities was reserved for the Dec. 13 follow-up retreat. Additionally, during discussion, councilors requested the following projects/initiatives also be moved to Dec. 13 for further discussion:

- Concept planning
- Community Investment Strategy: Planning tools
- Corridor planning
- Sustainable Communities/HUD/Housing/Equity /Opportunity mapping
- Climate Smart Communities Scenarios: HB 2001
- Conservation education

- Cemeteries.

General discussion focused on Metro and partner jurisdictions’ resources, and specifically the importance of being strategic in how Metro Councilors and regional partners’ time is invested. Councilors discussed the value of time as it relates to Metro initiatives and Metro-facilitated meetings (e.g. MPAC). Some councilors recommended a handout be created that provides a financial outline of Metro’s value added to local jurisdictions.

Ms. Bennett then asked councilors to prioritize the remaining initiatives as either short or long-term priorities. The below reflects the council’s discussion. Note, initiatives listed under both the short or the long-term categories reflect four or more councilors’ support:

Short-term Priorities: 14 to 30 months	Long-term Priorities
<ul style="list-style-type: none"> • Headquarters Hotel scoping • Willamette Falls opportunity • Community Investment Initiative • Community Investment Strategy: Outreach • Parks Funding Measure/Portfolio Strategy/Glendoveer • Visitor Venues, input on the strategic planning process 	<ul style="list-style-type: none"> • Greater Portland Pulse • Solid Waste Roadmap • Climate preparedness • The Intertwine Alliance • Metro’s role in regional water resources

Council discussion included:

- There was general discussion on Metro’s reputation and a shared desire to serve as a leader in the community.
- Councilors acknowledged that while the many of the projects are interrelated and have an integrated strategy, there is still a need to prioritize which projects should move forward first. Members highlighted the importance of developing a clear work program prior to moving forward.
- There was general consensus that equity issues need to be addressed. Councilors discussed the importance of addressing the various meanings of equity (e.g. racial and geographic equity), and importance of ensuring that residents are being treated equally. Council requested a future discussion on this issue.
- Some councilors expressed concern that Metro and the Council’s relationship with The Intertwine Alliance was still unclear and needed to be addressed.
- Some councilors believe the new solid waste models could impact Metro’s revenue stream and requested an update on the solid waste work.
- Some councilors expressed concern that the Greater Portland Pulse project had not yet addressed the council’s six desired outcomes, and requested the council be briefed on the project.
- Council emphasized the importance of the agency’s outreach efforts. Some members expressed the need for an outcomes-oriented communication strategy; in particular a “bulk-movement” around the Community Investment Strategy and 2040. Some councilors recommended a future discussion be scheduled around potential revenue sources that do not require voter approval.
- Council discussed issues related to regional water sources and supply and Metro’s role within this issue. Councilors recommended this issue be discussed at a later date.

6. IDENTIFYING COUNCILOR WORK PRIORITIES

Due to limited time, this agenda item was postponed until a later date.

7. SUMMARY, Q&A, & TAKEWAYS

Due to limited time, this agenda item was postponed until a later date.

8. ADJOURN

Seeing no further discussion, President Hughes adjourned the retreat at 5:04 p.m.

Prepared by,

A handwritten signature in black ink, appearing to read "K. Newell".

Kelsey Newell, Regional Engagement Coordinator

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF NOV. 30, 2011

Agenda Item	Topic	Doc. Date	Document Description	Doc. Number
	Agenda	11/30/11	Revised Nov. 30 Council retreat agenda	113011c-01
	Memo & Attachments	11/22/11	To: Council From: Martha Bennett RE: Council retreat material	113011c-02
	Timeline	N/A	2011-12 Timeline – Major information and action items for the Metro Council	113011c-03
1.	Handout	11/29/11	Summary of 5-year forecast – Base case revised: General fund with interfund transfers	113011c-04
5.	Handout	N/A	Councilor and community capacity gaps	113011c-05