

How will we know we're doing the right things to create a sustainable and prosperous region?

In 2008 the Metro Council passed a resolution to create an outcome-based approach to growth management that defines a successful region and to work with local partners to identify targets and common measurement tools. We have agreed on the region's desired outcomes and now we need to develop ways to measure our performance against these outcomes and hold ourselves accountable for achieving those outcomes.

A draft resolution to be considered by Metro Council in 2009 identifies indicators that can be measured – like travel safety and clean air – and used to inform policy decisions. The targets to be reached will be determined collaboratively in 2010 by Metro Council and regional partners.

Desired regional outcomes

Vibrant communities People live and work in vibrant communities where they can choose to walk for pleasure and to meet their everyday needs.

Economic prosperity Current and future residents benefit from the region's sustained economic competitiveness and prosperity.

Safe and reliable transportation People have safe and reliable transportation choices that enhance their quality of life.

Leadership on climate change The region is a leader in minimizing contributions to global warming.

Clean air and water Current and future generations enjoy clean air, clean water, and healthy ecosystems.

Equity The benefits and burdens of growth and change are distributed equitably.

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Executive summary

The preamble to Metro's Charter states that Metro shall undertake "...as its most important service, planning and policy making to preserve and enhance the quality of life and the environment for ourselves and future generations..." The 2040 Growth Concept and the Regional Framework Plan further clarify quality of life. The Urban Growth Management Functional Plan states that the Metro Council shall adopt and periodically revise performance measures to be used in evaluating and adjusting, as necessary, Metro's functional plans, the urban growth boundary and other regional plans.

An outcomes-based approach

As part of Making the Greatest Place effort, the Metro Council recognized the need to refine the definition of successful communities, to define measures of success and the importance of leveraging local and regional actions to achieve desired outcomes. Making the Greatest Place is based on an outcomes-based approach, including the Regional Transportation Plan, the urban growth report and the urban and rural reserves.

To support an outcomes-based approach to regional growth management, the Metro Council approved Resolution No. 08-3940, in which Metro resolves to:

- Affirm a definition of a successful region and its constituent communities, which have since become known as the "six desired outcomes."
- Work with regional partners to identify the performance indicators, targets actions and decision-making process necessary to create successful communities.

Metro's policy advisory committees, MPAC and JPACT, have begun to consider performance indicators as an approach to gauge progress in achieving the desired outcomes.

A common set of measures

An outcomes-based approach necessitates a common set of measures. Multiple different decisions on transportation investments, urban growth boundary locations, the size and location of urban and rural reserves and other local and regional investments all contribute toward the performance of the region in meeting its desired outcomes.

This draft resolution seeks support for a performance framework that allows broad regional growth management indicators to be considered alongside other quality of life measures in the region. It identifies indicators for which data would be collected, measured and presented to MPAC, JPACT and the Metro Council for their consideration in making investment and policy actions.

The draft resolution is designed to allow time to reach agreement on appropriate targets for the indicators and are intentionally left blank. In 2010 additional research will be completed through the Regional Transportation Plan and analysis of urban growth capacity options that will inform the target-setting process. In 2010, MPAC and JPACT will have the opportunity to advise the Metro Council on the need for targets and how aspirational the targets should be.

The indicators are intended to reflect a larger picture than an individual measure and not substitute for the various measurements currently underway by Metro and others agencies for environmental monitoring, traffic and air quality analysis, redevelopment rates and requirements for other land use, environmental and transportation measures. To be consistent with other decision-making timelines, the horizon year

may vary between indicators. In the refinement and analysis of the data, different geographic scales can be considered, depending on the scale of the relevant actions and investments.

Approval of the resolution by MPAC and JPACT reflects support for the performance framework and indicators as well as a recognition that local and regional actions will be needed to make progress toward the desired outcomes. Performance results are intended to inform regional and local investment and policy actions. The resolution does not propose new requirements for local jurisdiction or Metro action although such requirements may be desired by MPAC, JPACT and the Metro Council after review of performance and establishment of targets.

Part of a broader measurement and decision-making process

Other agencies and jurisdictions are currently considering or have adopted similar performance measure systems for use in informing the decision-making process. As the region increasingly shares similar desired outcomes, the need to use similar performance measures increases. To take advantage of this, Metro is embarking on an effort with PSU's Institute of Metropolitan Studies to develop a coordinated regional approach to develop and utilize performance measures. As this new regional approach is developed, the performance indicators identified in this resolution can be included into a broader, even more wholistic performance measure system.

The region has evaluated performance on a wide-ranging number of measures in the past. This proposed approach builds on this past experience and strengthens it by relating the measurement process directly to the decision-making process. Agreeing on shared, desired outcomes was the first step toward a greater commitment toward an outcomes-based approach to decision-making. Establishing a broader performance measure framework with indicators and targets that apply to all of the region's growth management decisions and other sustainability oriented policy decisions is the next logical step.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING A) RESOLUTION NO. 09-XXXX
FRAMEWORK FOR MEASURING THE)
PERFORMANCE OF THE REGION'S) INTRODUCED BY CHIEF OPERATING
"MAKING THE GREATEST PLACE") OFFICER MICHAEL JORDAN WITH THE
INITIATIVE AND IMPROVING ITS) CONCURRENCE OF COUNCIL PRESIDENT
PERFORMANCE OVER TIME) DAVID BRAGDON

WHEREAS, Metro initiated the Making the Greatest Place effort to refine policy and develop a program of investments to implement the 2040 Growth Concept; and

WHEREAS, Metro's Urban Growth Management Functional Plan provides that Metro Council will adopt and revise performance measures periodically for use in evaluating and adjusting, as necessary, Metro's functional plans, the urban growth boundary and other regional plans; and

WHEREAS, Metro Council approved Resolution No. 08-3940 ("For the Purpose of Affirming a Definition of a 'Successful Region' and Committing Metro to Work With Regional Partners to Identify Performance Indicators and Targets and to Develop a Decision-Making Process to Create Successful Communities.") to express the intent of Metro and its regional partners to use a performance-based approach to implementation of the 2040 Growth Concept through the Making the Greatest Place effort; and

WHEREAS, Resolution No. 08-3940 affirmed a set of characteristics of a successful region and successful communities and committed Metro to work with regional partners to identify the performance indicators, targets and decision-making process necessary to measure the performance of regional efforts to achieve those characteristics; and

WHEREAS, monitoring of performance indicators can inform policy and investment decisions and help define appropriate targets that reflect desired outcomes, aspirations and feasibility; and

WHEREAS, Metro's actions, alone, have a limited effect on achieving the desired outcomes for the region and a combination of local and regional public and private actions is needed; and

WHEREAS, a performance framework with indicators that are relevant to public and private sector decisions and reflect a "triple bottom line" is more likely to be useful in the decision-making process;

WHEREAS, the proposed performance indicators, targets and decision-making process were reviewed by the Metro Policy Advisory Committee and the Joint Policy Advisory Committee on Transportation, both of which voted to endorse them; now, therefore

BE IT RESOLVED that the Metro Council:

1. Approves the performance framework and indicators, set forth in Exhibit A to this resolution, for use in measuring progress toward achieving the region's desired outcomes.

2. Commits to working with our regional partners to determine appropriate targets for the indicators in Exhibit A by December, 2010, as part of Performance Measure Framework and Indicators, Exhibit B to this resolution.

3. Commits to working with local governments on strategies and actions to achieve the region's desired outcomes as measured by the performance indicators and targets.

ADOPTED by the Metro Council this 10th day of December, 2009.

David Bragdon, Council President

Approved as to form:

Daniel B. Cooper, Metro Attorney

Exhibit A

Regional Performance Indicators

Wealth Creation – By 2035, increase the percentage of employees with living-wage jobs in the Metro area by xx percent compared to 2010.

Compact urban form – By 2035, increase the share of residents and employees who live and work in centers and corridors by XX percent compared to 2010.

Traveler safety – By 2035, reduce crashes, injuries and fatalities by XX percent compared to 2005.

Congestion – By 2035, reduce the vehicle hours of delay per person by XX percent compared to 2005.

Infrastructure resilience – By 2035, reduce the share of the region's infrastructure systems, including sewer, water, wastewater, utility, schools and other civic buildings that are in poor condition by XX percent compared to 2010.

Climate change – By 2035, reduce greenhouse gas emissions in the region by XX percent compared to 1990.

Active transportation – By 2035, increase walking, biking and transit trips by XX percent compared to 2005.

Energy efficiency – By 2035, reduce the amount of energy used per person by XX percent compared to 2010.

Water efficiency – By 2035, increase the share of the region's wastewater and stormwater that is recycled or beneficially reused by XX percent compared to 2010.

Clean air – By 2035, reduce the share of region's population that is exposed to at-risk levels of air pollution by XX percent compared to 2005.

Clean water – By 2035, increase the share of the region's streams and rivers meet fishable¹ and swimmable standards by xx percent compared to 2010.

Healthy ecosystems – By 2035, increase the share of the region with tree and other vegetative cover by XX percent compared to 2010.

Affordability – By 2035, decrease the share of the region's households that are cost-burdened by XX percent compared to 2010.

Poverty - By 2035, reduce the share of the region's elementary school students that qualify for free and reduced lunch programs by XX percent compared to 2010.

Access to daily needs – By 2035, increase the share of region's low-income, minority, senior and disabled populations that live within 30 minutes of essential destinations by bicycle and public transit by XX percent compared to 2005.

Access to nature – By 2035, increase the share of the region's residents live within ½-mile of a park, open space or regional trail by XX percent.

¹ Rivers and streams that have historically been fish-bearing.