



## Metro | Agenda

Meeting: Metro Council Work Session  
Date: Tuesday, August 7, 2012  
Time: 1 p.m.  
Place: Council Chamber

---

### CALL TO ORDER AND ROLL CALL

- |         |    |  |                             |
|---------|----|--|-----------------------------|
| 1 PM    | 1. | ADMINISTRATIVE/ COUNCIL AGENDA FOR AUGUST 9, 2012/<br>CHIEF OPERATING OFFICER COMMUNICATIONS                             |                             |
| 1:15 PM | 2. | CLIMATE SMART COMMUNITIES SCENARIOS: SHAPING<br>LOCAL AND REGIONAL CHOICES IN 2012 - <u>INFORMATION /<br/>DISCUSSION</u> | McArthur<br>Ellis<br>Unfred |
| 2 PM    | 3. | PLANNING AND DEVELOPMENT GRANTS: PROPOSED WORK<br>PLAN FOR CYCLES 2 AND 3 - <u>INFORMATION / DISCUSSION</u>              | McArthur<br>Uba             |
| 2:20 PM | 4. | BREAK  |                             |
| 2:25 PM | 5. | ESTABLISHMENT OF A CEMETERY ADVISORY COMMITTEE -<br><u>INFORMATION / DISCUSSION</u>                                      | Slyman<br>Fox               |
| 2:40 PM | 6. | COUNCIL LIAISON UPDATES - <u>INFORMATION / DISCUSSION</u>  |                             |
| 3:10 PM | 7. | COUNCIL BRIEFINGS/COMMUNICATION  |                             |

ADJOURN

Agenda Item No. 2.0

**CLIMATE SMART COMMUNITIES  
SCENARIOS: SHAPING LOCAL AND  
REGIONAL CHOICES IN 2012**

Metro Council Work Session  
Tuesday, August 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: August 7, 2012 Time: 1:15 p.m. Length: 45 minutes

Presentation Title: Climate Smart Communities Scenarios project: Shaping local and regional choices in 2012

Service, Office, or Center: Planning and Development, Communications

Presenters (include phone number/extension and alternative contact information):  
Robin McArthur, Kim Ellis (x1617), Patty Unfred (x1685)

### **ISSUE & BACKGROUND**

Working together with city, county, state, business and community leaders, Metro is researching the most effective combinations of policies and strategies to help us create great communities and meet Oregon's targets for reducing greenhouse gas emissions. Through 2014, Metro and local partners will study scenarios that represent what the area could look like in 2035, if various transportation and land use strategies are pursued. The community goals of cities and counties across the region are the building blocks of a region-wide scenario that reflect those various aims, creating a diverse yet shared vision of how we can keep this a great place for years to come – for everyone.

Since the last Council update in May, project staff have worked with Councilors and local government staff to continue providing project presentations to city councils and county commissions and coordinating committees, updated print and web materials, conducted Envision software informational training for Metro staff and local partners, and conducted two scorecard workshops with community leaders – one focused on environmental outcomes and one focused on equity and environmental justice outcomes. Focus groups with the business community will be conducted in September.

In response to timeline concerns raised at the May work session, and in anticipation of the time needed to effectively engage local communities in work sessions this fall as well as developing case studies, staff has updated the project work plan and timeline to allow for more time to complete these activities before engaging decision makers and community and business leaders in a regional summit. Staff is seeking input from the Council on the updated work plan, timeline and corresponding engagement and outreach plan. Staff will also provide a preliminary summary of more recent feedback received during local government engagement and the scorecard workshops held to date. Feedback provided at the equity and environmental justice workshop has implications for engagement of community leaders and organizations working to address existing disparities in the region. Staff is working to develop recommendations to respond.

### **OPTIONS AVAILABLE**

Staff has been meeting regularly with local government staff who make up the technical working group. The work group provides technical advice and direction and also assistance with engaging local government elected officials. They will be asked to assist with a presentation bureau to expand information sharing with planning commissions and other community resources.

The following engagement strategies make up the plan for the remainder of 2012 and into 2013:

- **Scorecard workshops and focus groups** (three workshops, focusing on public health, equity/environmental justice, and environment - completed, and focus groups on

business/economy – to be held beginning in September) to understand priorities and develop evaluation measures.

- **Case studies** of four different types of community developments to illustrate community visions and the strategies needed to achieve them. Case study results will be shared with community leaders at the summit. A second round of case studies will commence in 2013 to continue to provide analysis of strategies and community success stories.
- **Coordination with the Southwest Corridor** Project, sharing information and building on land use vision work sessions with stakeholders in project jurisdictions (e.g., Tigard, Tualatin, Portland, Sherwood, Beaverton, Durham, King City and Lake Oswego).
- **Community partner work sessions** using the Envision tool to assess and affirm community visions for future development. The workshops will be held with interested local jurisdictions not covered by the case studies or Southwest Corridor project outreach. Pending interest, this could include Gladstone, Fairview, Wood Village, Troutdale, Cornelius, Forest Grove, Happy Valley, Milwaukie, Oregon City, Johnson City, West Linn and Wilsonville.
- **On-line engagement** to gather input on the range of scenario options and evaluation measures being considered.
- **Summit** in February 2013 to share and discuss case studies, additional analysis findings, evaluation criteria and scenario options and to define three scenarios to test in Phase 3. *(Proposed summit participants include Metro Council, JPACT, MPAC, elected officials, scorecard workshop participants, and other key business and community leaders and stakeholders)*

### **IMPLICATIONS AND SUGGESTIONS**

The scenarios project is complex. It requires multiple engagements with key stakeholders to first provide a base level of understanding and then to engage in discussion about the intent and opportunities of the project for local communities and other stakeholders. As Councilors and staff have engaged with stakeholders, we have been able to refine how we talk about the project in ways that make sense and respond to stakeholder concerns. This fall provides an opportunity to continue building on that base – reporting back what we heard from presentations and scorecard workshops – and moving forward with more specific work sessions with local communities. That, coupled with ongoing technical work and analysis, will provide both the information and the level of stakeholder engagement that we need to move into a decision-making phase early in 2013.

The tentative work plan presented to Council in May showed a regional summit and narrowing decision in December 2012, which would allow for current decision-makers to engage and close out this phase of the project. Although the November elections will bring new elected officials to the table in 2013, staff asserts that it is worth delaying the summit and the conclusion of Phase 2 in order to ensure that we fully understand local aspirations and how those can provide the foundation for the scenario development. We will work with newly elected officials to bring them up to speed on the project prior to the summit. The revised schedule now calls for MPAC, JPACT and the Metro Council to direct staff on 3 scenarios to test in April 2013.

### **QUESTION(S) PRESENTED FOR CONSIDERATION**

- 1) Does Council support the revised project work plan and timeline?
- 2) Does Council have additional suggestions on the proposed engagement strategy and your role?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION \_\_Yes X\_No**

#### **Attachments:**

- Climate Smart Communities Scenarios Project Revised Work Plan and Timeline (proposed July 27, 2012)
- Climate Smart Communities - 2012 Engagement Summary (updated July 31, 2012)



Climate Smart Communities Scenarios Project  
ENGAGEMENT ACCOMPLISHMENTS

January-July 2012

**LOCAL GOVERNMENT MEETINGS**

**Brief discussions:** Usually 10 minutes or less as part of a broader discussion on Metro topics

- West Linn City Council (Collette), Jan. 23
- Hillsboro City Council (Harrington), Feb. 7
- Gladstone City Council (Collette), Feb. 14
- Beaverton City Council (Harrington), Feb. 28
- Wilsonville City Council (Hosticka), March 5
- Forest Grove City Council (Harrington), March 26
- Cornelius City Council (Harrington), April 2
- Beaverton City Council (Harrington) July 17

**Longer discussions:** More involved discussions (at least 30 minutes or longer) of the project's findings and recommendations and including each community's aspirations

- Durham City Council (Hosticka), Jan. 24
- Washington County Coordinating Committee (Harrington), Feb. 6
- Tualatin City Council (Hosticka) Feb. 13
- Tigard City Council (Hosticka), Feb. 14
- Sherwood City Council (Hosticka), Feb. 21
- East Multnomah County Transportation Coordinating Committee (Craddick), Feb. 27
- Lake Oswego City Council (Collette), Feb. 28
- Hillsboro Chamber of Commerce Policy Group (Harrington), March 7
- Oregon City City Council (Collette), March 21
- LCDC Local Officials Advisory Committee (Harrington), April 9
- Beaverton and Tigard City Councils and Planning Commissions joint session (Harrington and Hosticka), April 10
- Cornelius City Council (Harrington), April 16
- Citizen Participation Organization 1 (Harrington), May 1
- Hillsboro (Harrington), May 1
- Clackamas County Coordinating Committee C4 Subcommittee (Collette), May 3
- Washington County Committee for Citizen Involvement (Harrington), May 15
- Oregon Metropolitan Planning Organization Consortium (Collette), June 1
- Happy Valley City Council (Craddick), June 5
- Washington County Board (Harrington), Hughes), June 12
- Forest Grove City Council (Harrington) July 9
- Troutdale City Council (Craddick) July 10
- Gresham City Council (Craddick) July 10
- Portland Planning and Sustainability Commission (Burkholder) July 24

## SCORECARD WORKSHOPS and RELATED PRESENTATION

*The four to six-hour workshops engaged community leaders from specific issue areas in identifying evaluation criteria and outcomes to measure in scenario analysis.*

Date	Topic/format	Audience	Partners
March 14	Health Impact Assessment workshop	Community leaders on public health issues	Oregon Health Authority Office of Environmental Public Health
July 17	Environmental workshop	Community leaders on environmental issues	1000 Friends of Oregon Oregon Environmental Council
July 30 5-6:30 p.m.	Dr. Manuel Pastor presentation - Business case for equity	MPAC, JPACT, community leaders, business community	Chambers of Commerce Coalition of Communities of Color Coalition for a Livable Future
July 31 8 a.m.–noon	Equity and environmental justice workshop  <i>Opening presentation “Measuring and Promoting Regional Equity” by Dr. Manuel Pastor</i>	Community leaders on equity and environmental justice issues	Coalition of Communities of Color Coalition for a Livable Future

## ENVISION TOMORROW INFORMATIONAL TRAINING

*Envision Tomorrow is a software tool developed by Fregonese and Associates to assist local government planners in performing analysis on land use, transportation and related topics. It will be used on the Scenarios Project to help confirm local community goals and develop case studies for Phase 2 as well as to further analyze and refine scenario options in Phase 3.*

**Public presentation** – Metro Council chamber, June 12

**Local government informational trainings** – June 12 and June 20, 21 – Planning staff from Beaverton, Gresham, Hillsboro, Oregon City, Portland, West Linn, Clackamas County, Washington County, Metro and TriMet received more detailed training on how to use the tool.



Climate Smart Communities Scenarios Project  
FUTURE ENGAGEMENT PLANS  
**August 2012 – Winter 2013**

#### LOCAL GOVERNMENT MEETINGS

- Fairview City Council (Craddick), Aug. 1
- Oregon Metropolitan Planning Organization Consortium (Kloster), Aug. 17
- Wood Village City Council (Craddick), Sept. 11
- Oregon Planners Institute (Staff TBD), Sept. 12
- League of Oregon Cities (Hoglund, Panel discussion), Sept. 28
- Association of Oregon Counties (Staff TBD) Nov. 13-15
- Oregon Metropolitan Planning Organization Consortium (Kloster), Nov. 30

#### SCORECARD FOCUS GROUPS

*In place of a scorecard workshop, business leaders will be engaged in a series of industry-specific focus groups to identify economic evaluation criteria and outcomes to measure in scenario analysis.*

Date	Topic/format	Audience	Partners
September (dates TBD)	Business focus groups (Series of 4)	<ul style="list-style-type: none"><li>• Finance, insurance real estate, developers</li><li>• Manufacturers and retailers</li><li>• Distributors and freight carriers</li><li>• Small businesses</li></ul>	Business leaders and organizations (TBD)

## Other engagements

Time frame	Topic	Description	Audience
Summer – Fall 2012	SW Corridor land use vision work sessions	Use Envision Tomorrow to assess and affirm community visions for future development	Planning staff from SW Corridor partners
Fall 2012	Presentation bureau	Technical work group members will assist in leading presentations and discussions with planning commissions, county coordinating committees, etc.	Key community stakeholders engaged in local community planning
Fall 2012	Community work sessions	Use Envision Tomorrow to assess and affirm community visions for future development	Elected officials and planning staff from communities around the region
Fall 2012	Case studies	Analysis of different types of community developments to illustrate community visions and the strategies needed to achieve them	Planning staff from case study jurisdictions
Fall 2012	Online engagement	Opt In online panel questionnaire	Community members
Winter 2013	Summit	Community leaders showcase local actions that are already reducing emissions and provide input on the three scenarios to test in 2013	MPAC, JPACT, Metro Council, elected officials, scorecard workshop participants, community and business leaders

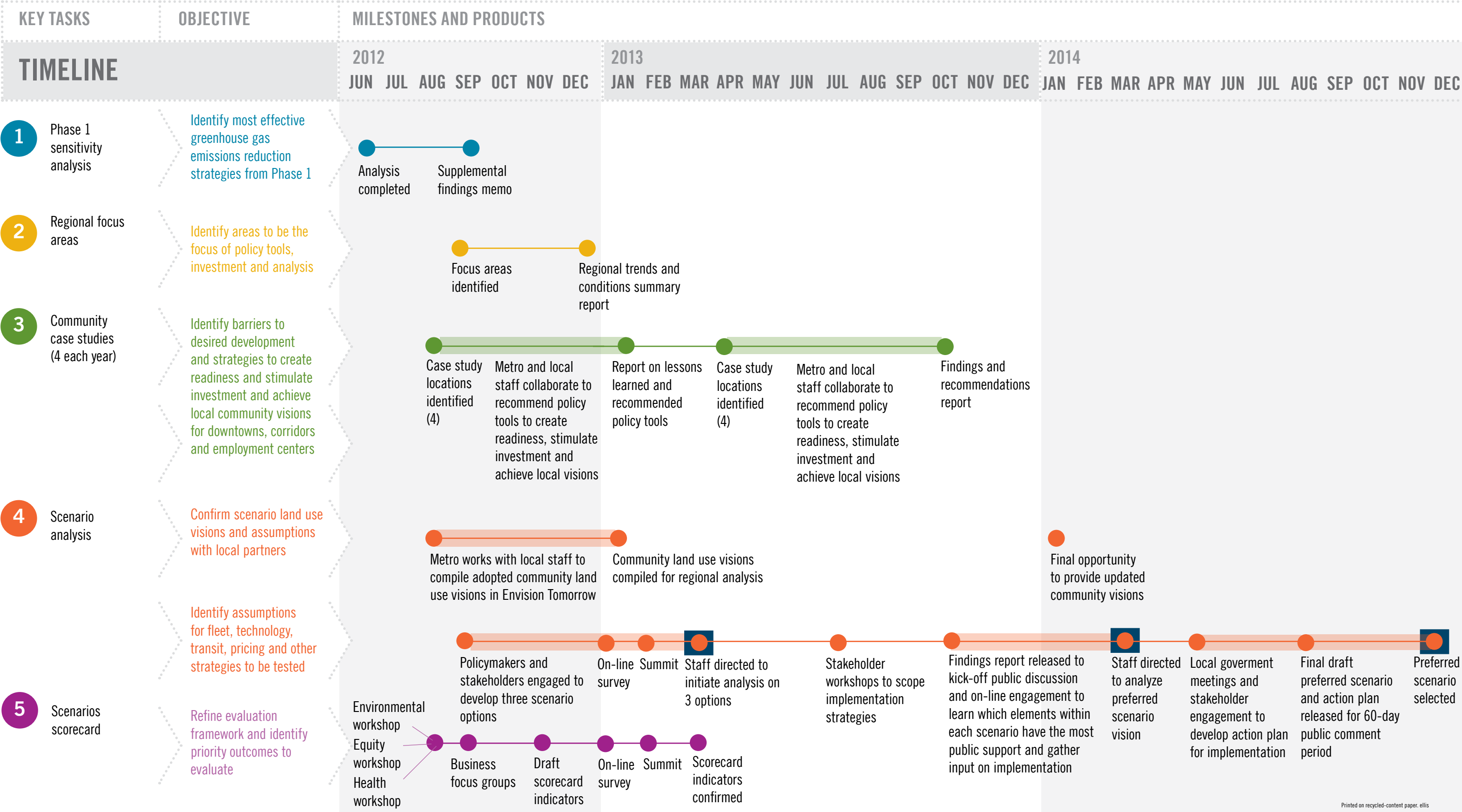


# Climate Smart Communities Scenarios

## REVISED WORK PLAN AND TIMELINE

**DRAFT**

PROPOSED - July 27, 2012



Agenda Item No. 3.0

**PLANNING AND DEVELOPMENT  
GRANTS: PROPOSED WORK PLAN FOR  
CYCLES 2 AND 3**

Metro Council Work Session  
Tuesday, August 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: August 7, 2012 Time: 2:00 pm Length: 20 minutes

Presentation Title: Planning and Development Grants: Proposed Work Plan for Cycles 2 and 3

Service, Office, or Center: Planning and Development Department

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

Robin McArthur, Director; Gerry Uba, planning and development grant project manager

---

### **SUMMARY**

Staff will provide an update on the Planning and Development Grants, including an overview of the recommended process for awarding the next cycle of grants. Council direction is requested on that process.

### **ISSUE & BACKGROUND**

Metro Ordinance No. 06-1115 created the construction excise tax (CET) to provide grants for regional and local planning in expansion areas added to the urban growth boundary (UGB) in 2002 and 2004, and 25 grants were awarded. In 2009, Metro Council extended the CET to September 2014 (Ordinance No. 09-1220) to provide funding for regional and local planning to make land ready for development. Pursuant to the CET Ordinance, the Chief Operating Officer (COO) approved Administrative Rules that set a competitive grant application process to distribute the funds in two cycles.

On June 10, 2010, the Metro Council awarded grants to 17 projects in ten jurisdictions totaling \$3.7 million. Due to a lawsuit filed regarding the excise tax (since resolved in Metro's favor), Metro signed intergovernmental agreements (IGA) with local governments for 10 projects based on a 50/50 risk-sharing plan. The third grant cycle was delayed pending the outcome of the lawsuit. The table below summarizes the grant cycle awards and expended funds to date.

<b>Grant Cycles</b>	<b>Project Type</b>	<b>Start</b>	<b>Total Grant Award / Projects</b>	<b>Expended as of May 2012</b>
Cycle 1	Focused on concept planning for areas recently brought into UGB	FY 2006-2007	\$6.2 million / ?	\$5.0 million
Cycle 2	Focused on community and economic development inside the UGB	FY 2009-2010	\$3.7 million / 17 projects	\$754,000
Cycle 3	Intended for community and economic development inside the UGB and up to 50% for new urban areas and urban reserves.	Proposed FY 2012-2013	To be awarded (\$3.7million anticipated funding)	NA

Metro is now ready to:

- Process amendments for existing IGA (10) to change the grant to 100% funding
- Invite grantees of the remaining seven projects to discuss needed scope of work or milestones changes, if necessary, and complete new IGAs.
- Initiate Cycle 3 grant application process, including defining criteria for use in awarding grants for planning and development of new urban areas and urban reserves.

Staff recommends:

- Reconvening the CET Advisory Committee that recommended extension of the CET in 2009 to propose Administrative Rules changes to the Metro COO. In advance of this, Council will have an opportunity to provide policy direction in September on Administrative Rules and how to implement the new concept planning requirements in Title 11 of Metro's Urban Growth Management Functional Plan.
- Following this, reconvening the Grant Screening Committee will be convened to review Cycle 3 applications and recommend to the COO which projects to fund. In turn the COO will send recommendations to the Council for discussion and awarding of grants.

Staff has identified four main roles for the Metro Council in the work plan under development:

- a) Policy direction on application selection criteria
- b) Liaison to participate in committee developing recommendations to the COO on Administrative Rule changes per new urban areas and urban reserves
- c) Liaison to participate in Grant Screening Committee
- d) Award Cycle 3 grants

Attachment A contains the grant selection criteria used for screening Cycle 2 applications and the preliminary schedule of the major tasks to award Cycle 3 grants.

### **OPTIONS AVAILABLE**

The Metro Council will be meeting in September to discuss the recent growth management decision including what worked and what didn't. This discussion may inform how we move forward with the next cycle of grants, particularly when considering planning for new urban areas and urban reserves. The Council may also provide direction on the other criteria listed in attachment A.

### **IMPLICATIONS AND SUGGESTIONS**

Moving forward now with the IGAs for the grants awarded in Cycle 2 and and soliciting grants for Cycle 3 will help communities put the plans in place to increase development in mixed use areas and industrial land readiness and demonstrate significant progress in meeting the region's capacity needs prior to the next urban growth management cycle. The current authority to collect CET expires in September 2014 and Council has the opportunity to approve future extensions, and progress in the current cycle will help demonstrate the value of these grants. Staff suggest that Council support moving forward quickly on the application solicitation process for Cycle 3 grants.

### **QUESTION(S) PRESENTED FOR CONSIDERATION**

Following are questions staff has identified for the Council to consider now:

- Do you support the overall process for Cycles 2 and 3 grants described in this memo, including the proposed Council role?
- Do you have direction at this stage regarding the criteria for awarding grants for community and economic development within the UGB?

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION** \_\_x\_\_ Yes \_\_No

**DRAFT IS ATTACHED** \_\_Yes \_\_x\_\_No

**ATTACHENT A**

### Grant selection criteria

- Expected development outcomes – leading to on-the-ground development with permits issued in two or five years and level of community readiness and local commitment to predicted development outcomes
- Supports regional development goals and outcomes expressed in the 2040 Growth Concept and six desired outcomes
- Location in center, corridor/main street, station center or employment and industrial area
- Model that can be replicated and demonstrate best practice
- Ability to match or leverage outcomes or create opportunities for additional private/public investment
- Further equitable distribution of funds, based on collections of revenues, past funding and planning resource needs
- New for Cycle 3: criteria to evaluate new urban areas and urban reserves

## Preliminary: Major tasks and schedule to award Cycle 3 Planning and Development Grants 2012-2013

[illegible]

Agenda Item No. 5.0

**ESTABLISHMENT OF A CEMETERY  
ADVISORY COMMITTEE**

Metro Council Work Session  
Tuesday, August 9, 2012  
Metro, Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: August 7, 2012 Time: 2:25pm Length: 10 Minutes

Presentation Title: Establishment of a Cemetery Advisory Committee

Service, Office, or Center: Parks and Environmental Services

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

Rachel Fox, Cemetery Program Manager Ext 1856

Paul Slyman, Parks and Environmental Services Director Ext 1710

### **ISSUE & BACKGROUND**

Following an August 2010 Council work session which clarified the economic condition, deferred maintenance, and operational challenges that threatened the long-term stewardship of the pioneer cemeteries, Metro's Cemetery Program solicited a professional cemetery planning consultant to create a cemetery business operations plan and financial pro forma (Plan). Staff presented this Plan to Council on September 13, 2011. The Plan provides future operation alternatives with examples from around the U.S. It provides options for improved program management and identifies marketing and investments that will enhance the life of the program and generate future revenues.

Staff has been successful in implementing Plan elements such as increasing interment fees, raising contributions to the Perpetual Care Fund, increasing staff for improved records management, and creating cemetery interment and soil management protocol that exceeds industry standards. Staff is also implementing other elements, such as procuring cemetery specific records management software, installing signage at each cemetery, installing a cremation garden at Lone Fir Cemetery, and improving marketing and outreach opportunities to accelerate sales.

One important recommendation is for Metro to establish a Cemetery Advisory Committee to build and sustain a support network to enhance communication between Metro and the public, specifically cemetery patrons, funeral homes, arts organizations, historical resource experts, environmental organizations and neighborhood or interest groups.

In December 2011 an internal work group consisting of Metro staff and Councilors Craddick and Roberts, agreed that a cemetery advisory committee is necessary to help promote the Program's future, and resolve outreach, planning, programming, and operational challenges. The group created the mission and governance structure of the committee along with a preferred list of community members, and has secured membership for their service on the committee.

Verne Duncan, former State of Oregon Superintendent of Education has agreed to serve as the Chair of this committee and along with eight other members, the Cemetery Program is prepared for this committee to be established as outlined in Resolution No. 12-4354 that will be heard on Thursday, August 9, 2012.

### **OPTIONS AVAILABLE**

None

### **IMPLICATIONS AND SUGGESTIONS**

Advice provided by this Committee will have a sustaining and significant impact on improved services to the community. The Committee will consider enhanced uses of the properties that provide cultural awareness through art, passive recreation and historic interpretation and will provide guidance on maintenance and investments for the long term care of the cemeteries.

### **QUESTION(S) PRESENTED FOR CONSIDERATION**

Staff recommends the Metro Council vote in favor for the establishment of the committee and the Chief Operating Officer approve Resolution No. 12-4354

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION**  
**DRAFT IS ATTACHED**

**X Yes**  
**X Yes**

BEFORE THE METRO COUNCIL

RESOLUTION OF METRO COUNCIL FOR THE	)	RESOLUTION NO. 12-4354
PURPOSE OF ESTABLISHING THE PIONEER	)	
CEMETERIES ADVISORY COMMITTEE	)	Introduced by Chief Operating Officer Martha
	)	Bennett, with the concurrence of Council
	)	President Tom Hughes
	)	

WHEREAS, Metro operates 14 historic pioneer cemeteries in the Portland metropolitan region, established from as early as 1837 through the early homesteading period (circa 1850-1870) (the "Pioneer Cemeteries"); and

WHEREAS, in 1994, Multnomah County transferred responsibility to operate the Pioneer Cemeteries to Metro, and later, in 1996, conveyed ownership of the Pioneer Cemeteries to Metro, together with a covenant to care for them in perpetuity; and

WHEREAS, Metro, under the governance of the Metro Council, manages the Pioneer Cemeteries to provide burial and remembrance options to the citizens of the region; and

WHEREAS, the Pioneer Cemeteries are strongly supported by the community through various community groups, the Lone Fir Cemetery Foundation, and historic societies; and

WHEREAS, in 2010 the Metro Council directed staff to create a cemetery business operations plan and financial pro forma; and

WHEREAS, in April 2011 Metro entered into a personal services agreement with a consultant to conduct the following work: assess Metro's cemetery operations and market conditions, craft business plan recommendations providing options for improved management of the program, propose operations alternatives using examples from around the United States, identify marketing and investments that will extend the life of the program and generate future revenue, recommend future development options, and provide financial pro forma projections for future operations, investments, and risks; and

WHEREAS, among other recommendations, the consultant proposed that Metro pursue additional partnership opportunities and alliances to build and sustain a comprehensive network of support, including the creation of a cemetery advisory committee to help improve and enhance communication between Metro and the public, specifically cemetery patrons, funeral homes, arts organizations, historical resource experts, environmental organizations and neighborhood or interest groups; and

WHEREAS, Metro Code Section 2.10.060 provides for the creation of limited duration advisory committees lasting no more than one (1) year after creation, unless renewed annually for no more than three (3) years by subsequent Council resolution or permanently codified by an ordinance of the Metro Council; and

WHEREAS, Metro staff has been conducting outreach to the community and industry professionals to seek their expertise and assistance in serving on Metro's Cemetery Advisory Committee;

NOW, THEREFORE, BE IT RESOLVED BY THE METRO COUNCIL THAT:

1. The Metro Council hereby establishes the Cemetery Advisory Committee to advise the Metro Chief Operating Officer and program staff on strategies to protect, preserve and promote Metro's Pioneer Cemeteries Program;



2. The Metro Council hereby confirms Council President's appointment of the committee Chair and committee members, as set forth in Exhibit A attached hereto and incorporated herein. The Chair shall appoint a member of the Committee to serve as Vice-Chair; members shall be appointed to serve a one-year term;
3. The Cemetery Advisory Committee shall initially meet quarterly to review the Cemeteries Program and provide advice to the Chief Operating Officer and program staff. After the first year, the Metro Council may adopt a resolution to review and reauthorize the Committee for up to three (3) years. If so renewed, the Committee shall meet no fewer than two times per year.
4. The Committee's charge as set forth in Exhibit B attached hereto and incorporated herein, will be fulfilled with administrative, technical and research support from Metro staff, Metro Council Office, Office of Metro Attorney, Office of the Chief Operating Officer and Finance and Regulatory Services, as needed;
5. The Committee shall submit a semi-annual (twice yearly) report to the Metro Chief Operating Officer for the first year, and for a subsequent year for up to three (3) years by Council resolution for additional committee renewal.

ADOPTED by the Metro Council this \_\_\_\_ day of August, 2012

---

Tom Hughes, Council President

Approved as to Form:

---

Alison Kean Campbell, Metro Attorney

EXHIBIT A  
RESOLUTION 12-4354

The Cemetery Advisory Committee is asked to serve beginning September 2012, meeting quarterly to advise Metro on strategies to protect, preserve, and promote Metro's Pioneer Cemeteries Program. Verne Duncan, Former State of Oregon Superintendent Public Instruction shall serve as Chair and appoint a member of the committee as Vice Chair.

Cemetery Advisory Committee Members:

Hannah Allan, Oregon Historical Society

Merlene Drapela, Location Manager of Portland Funeral Service

Michelle Gregory, Director, Community Development & Board Relations of Mt. Hood Community College

Terry McCall, former Chief Financial Officer, City of Gresham

Meg McCauley, Resource Development Director, Oregon Hospice

Bo Nevue, Principal of Nevue-Ngan Landscape Architects

David Noble, Executive Director of River View Cemetery

Larry Potter, Manager, City of Oregon City Parks

Laurel Smith, President of the Genealogical Forum of Oregon

**EXHIBIT B**  
**RESOLUTION 12-4354**

**MISSION**

The Metro Cemetery Advisory Committee is to advise Metro on strategies to protect, preserve, and promote Metro's Pioneer Cemeteries Program.

**DUTIES**

The Committee's responsibilities associated with the operation of the Metro Pioneer Cemeteries Program are to advocate for the preservation and improvement of the cemeteries. The Committee will make recommendations to improve:

- The services being offered by Metro
- The cultural awareness of Metro's customers
- Maintenance to enhance the cemeteries as both community burial grounds and natural, park-like settings
- The activities on the properties as they are used as community gathering places for appreciation of art, culture and wildlife
- Diverse outreach to the community

Service on the Committee may also include:

- Advocating for Metro's Pioneer Cemeteries in the community
- Advising on matters that may improve the financial success of cemetery operations through marketing activities, and/or services that are deemed appropriate for operation of a municipal cemetery
- Providing general guidance to the Cemeteries Program Manager

**AUTHORITY**

The Committee shall review the goals and objectives of Metro's Pioneer Cemeteries Program as established in the 2011 Cemetery Business and Operations Plan (Plan), and advise the Chief Operating Officer and staff as needed. The Committee shall submit a semi-annual (twice yearly) report for the first year, after the first year the Metro Council shall determine by resolution for continuation of the committee for a subsequent year for up to three (3) years after which they shall submit a report annually to the Metro Chief Operating Officer. This report shall provide the Committee's recommendations and guidance for improvements to the Plan and Metro's cemetery operations, if any.

The Committee's review of the Plan and program guidance shall be reported to the Chief Operating Officer, and will consist of:

1. An assessment of the strategies, goals and objectives in the Plan; and
2. May include recommendations for improving community outreach, efficiency, administration and performance.

**FORMATION**

The Metro Council shall approve the formation of the Cemetery Advisory Committee by a majority vote.

**MEMBERSHIP**

This volunteer committee shall be composed of no fewer than eight, and no more than 12 members. Members will be selected to balance the expertise and viewpoints necessary to effectively address the issues to be considered by the Committee. Members will be recognized experts in their fields, including but not limited to hospice, finance, cemetery operations, park operations, funeral homes, education, history, preservation, geriatrics, social work, landscape architecture, journalism, cultural organizations, and may also include current or former elected officials.

Members shall be appointed to serve a one-year term, and upon reauthorization of the committee may be reappointed to serve up to two additional two-year terms.

#### **CHAIR and VICE-CHAIR**

The Metro Chief Operating Officer shall designate one member to serve as Chair of the Cemetery Advisory Committee. The Chair shall preside over meetings of the Committee and will work with Cemeteries Program staff to develop agendas and help manage meeting sequence, Committee discussion and deliberation. The Chair shall appoint a member of the Committee to serve as Vice-Chair. The Vice-Chair shall assist the Chair and perform the Chair's duties in the Chair's absence.

#### **FREQUENCY of MEETINGS**

Initially, the Committee shall meet quarterly to review the program and provide advice to program staff. After the first two years, the Committee shall meet no fewer than two times per year. The Committee is authorized to facilitate its work through informal subgroups, which shall report their activities and recommendations to the Committee as a whole. It is anticipated that the work of subgroups will be conducted primarily through telephone calls, e-mail correspondence, and e-mail discussion lists. Recommendations from subgroups must be reported to the Committee as a whole. Such recommendations shall be included in the official record of the Committee only as modified or ratified by the Committee as a whole, and reported to the Chief Operating Officer.

#### **METRO SUPPORT**

Metro will provide the facilities and support staff necessary to conduct meetings and support the activities of the Committee. Committee members will not be compensated for their services. Metro will pay costs associated with the provision of reasonable accommodations for members when such costs are directly associated with Committee meetings and reporting activities. In addition, Metro will provide funds annually to support the development and publishing of the Committee's annual report.

## **STAFF REPORT**

### **IN CONSIDERATION OF RESOLUTION NO. 12-4354, FOR THE PURPOSE OF ESTABLISHING A CEMETERY ADVISORY COMMITTEE**

Date: August 7, 2012

Prepared by: Rachel Fox  
503-797-1856

## **BACKGROUND**

Metro's Pioneer Cemeteries Program staff has worked diligently over the past three years to improve the operations of Metro's cemeteries and elevate the position of the cemeteries in the community and industry.

The cemetery industry has changed significantly over the past twenty years; however recent operations of Metro's cemeteries have proven to be out-dated and unsustainable for the future of the cemeteries. There is a recognized need for the Program to operate in a businesslike, entrepreneurial and innovative manner while maintaining the rigorous standards required by the industry. Additionally, the Program requires a new operating model that incorporates technology, marketing concepts, and investments in cremation with consideration for operational needs, revenue and expenses. In August 2010 the Metro Council directed staff to hire the services of a cemetery business consultant. On September 13, 2011 Metro staff presented the Cemetery Business Operations Plan and Financial Pro Forma (Plan) to the Metro Council. Since that time the Cemetery Program has been incorporating recommendations from the Plan enabling Metro to chart a positive course for the cemeteries.

Staff has been implementing the recommendations of the Plan in a "measured" step-by-step approach with the following key goals:

- Lay foundation for and provide responsible Program growth not only fiscal growth but also with best management practices, staff education, increase offerings to the public and public awareness
- Increase revenues within the Program
- Increase the contributions to the perpetual care fund
- Engage in continued dialogue with the Metro Council seeking input and guidance at every step

The Metro Pioneer Cemeteries Program can increase its core competencies as it relates to the Metro Compass. The following framework is assumed to be flexible, pending ongoing growth results, budgeted cash flow, and Program needs. The framework is as follows:

Step 1 – Increase prices as noted in the Financial Section of the Plan and begin to establish the criteria for tiered merchandise pricing that reflects low, medium, high, and premium offerings.

Step 2 – Increase Perpetual Care Fund contributions to 25%.

Step 3 – Finalize core Best Management Practices in policies and procedures, records management, soil management and employee code of conduct.

Step 4 – Increase staffing to stabilize records management and allow the Cemetery Coordinators to be more proactive in sales.

Step 5 – Create a Cemetery Advisory Committee to assist with the direction of this Program.

Step 6 – Continue to progress with signage improvements at each cemetery so that vital information can be communicated to the public with a consistent brand and message, as noted in the Renewal and Replacement schedule.

Step 7 - Increase Cremation offerings to provide both price and style diversity for the consumer. Recommendations include initial inventory be considered for Douglass, Multnomah Park, and Lone Fir cemeteries. Although the latter two are currently closed, there is a waiting list of families for these desirable properties.

Step 8 – Increase sales pace by growing the pre-purchased sales side of the business through increased public outreach and marketing methodologies.

Step 9 – Progress public engagement and research regarding natural and pet burial options within the pioneer cemeteries.

In recognition of these factors, Metro Councilors Craddick and Roberts, Parks Planning, Parks Operations, Cemetery staff and the Office of Metro Attorney held a meeting in December 2011 to discuss the condition of the Program and jointly agreed that a cemetery advisory committee is necessary to help promote the Program's future, and resolve outreach, planning, programming, and operations challenges. This internal work group created the mission and governance structure of the committee along with a targeted list of community members to serve on the committee and has worked to make connections with these community members and has secured membership for service on the committee. Parks and Environmental Services and the Cemetery Program are prepared for this committee to be established as outlined in Resolution No. 12-4354.

## **ANALYSIS/INFORMATION**

### **1. Known Opposition:**

There is no known opposition.

### **2. Legal Antecedents:**

Metro Code Chapter 2.19.060, governing advisory committees, limits the duration of advisory committees created by resolution to one year, subject to extension for a maximum three year term. Metro Code Chapter 2.19.030(b) requires that, except for MPAC and JPAC, members of advisory committees created by the Council must be appointed by the Council President subject to confirmation by the Council.

### **3. Anticipated Effects:**

The Committee will make recommendations to improve the services offered to the public, the cultural awareness of Metro's customers, maintenance to enhance the cemeteries as both community burial grounds and natural, park-like settings, the activities on the properties as they are used as community gathering places for appreciation of art, culture and wildlife, and the diverse outreach to the community.

### **4. Budget Impacts:**

It is anticipated that there will be some staff time spent on research and technical support in the Metro Council Office, the Office of the Chief Operating Officer, and Parks & Environmental Services.

## **RECOMMENDED ACTION**

Staff recommends the Chief Operating Officer approve Resolution No. 12-4354