 **Metro** | *Agenda*

Meeting: Metro Council
Date: Thursday, Nov. 1, 2012
Time: **2:30 p.m. *Note late start time**
Place: Metro, Council Chamber

CALL TO ORDER AND ROLL CALL

- 1. INTRODUCTIONS**
- 2. CITIZEN COMMUNICATION**
- 3. ASSOCIATION OF ZOOS & AQUARIUMS AWARD PRESENTATION**
- 4. OFFICE OF THE AUDITOR: FY11-12 ANNUAL REPORT** **Flynn**
- 5. CONSIDERATION OF THE MINUTES FOR OCT. 18, 2012**
- 6. ORDINANCES – SECOND READ**
- 6.1 Ordinance No. 12-1293, For the Purpose of Amending the FY 2012-13 Budget and Appropriations Schedule for Creation of an Agency Equity Strategy.** **Harrington**

Public Hearing

- 7. CHIEF OPERATING OFFICER COMMUNICATION**
- 8. COUNCILOR COMMUNICATION**

ADJOURN

Television schedule for Nov. 1, 2012 Metro Council meeting

<p>Clackamas, Multnomah and Washington counties, and Vancouver, WA Channel 30 – Community Access Network <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Thursday, Nov. 1</p>	<p>Portland Channel 30 – Portland Community Media <i>Web site:</i> www.pcmtv.org <i>Ph:</i> 503-288-1515 <i>Date:</i> Sunday, Nov. 4, 7:30 p.m. <i>Date:</i> Monday, Nov. 5, 9 a.m.</p>
<p>Gresham Channel 30 - MCTV <i>Web site:</i> www.metroeast.org <i>Ph:</i> 503-491-7636 <i>Date:</i> Monday, Nov. 5, 2 p.m.</p>	<p>Washington County Channel 30– TVC TV <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 <i>Date:</i> Saturday, Nov. 3, 11 p.m. <i>Date:</i> Sunday, Nov. 4, 11 p.m. <i>Date:</i> Tuesday, Nov. 6, 6 a.m. <i>Date:</i> Wednesday, Nov. 7, 4 p.m.</p>
<p>Oregon City, Gladstone Channel 28 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>	<p>West Linn Channel 30 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>

PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement Coordinator to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site www.oregonmetro.gov and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).

Agenda Item No. 3.0

Association of Zoos & Aquariums Award Presentation

Metro Council Meeting
Thursday, Nov. 1, 2012
Metro, Council Chamber

Agenda Item No. 4.0

Office of the Auditor: FY11-12 Annual Report

Metro Council Meeting
Thursday, Nov. 1, 2012
Metro, Council Chamber



Office of the Auditor
Annual Report
FY 2011-2012

Suzanne Flynn, Auditor

November 2012

Office responsibilities and staff

The purpose of the Metro Auditor’s Office is to ensure that Metro operations are in compliance with laws and regulations, assets are safeguarded and services are delivered effectively and efficiently. The Office achieves this purpose by conducting performance audits. Performance audits provide objective analysis so that management and the Metro Council can use the information to improve program performance and operations, reduce costs, facilitate decision-making and contribute to public accountability.

The Office also provides transparency in government. Audit reports provide the Council and public with a better understanding of Metro operations. Audit findings and recommendations are presented publicly before the Council and are intended to assist the Council and Chief Operating Officer in making improvements that will better serve the public.

The Office includes the elected Auditor, four staff auditors and an administrative assistant:

- Suzanne Flynn, *Metro Auditor*
- Michael Anderson, *Senior Management Auditor*
- Brian Evans, *Senior Management Auditor*
- Mary Hull Caballero, *Senior Management Auditor*
- Kristin Lieber, *Principal Management Auditor*
- Lisa Braun, *Administrative Assistant*

Performance measures

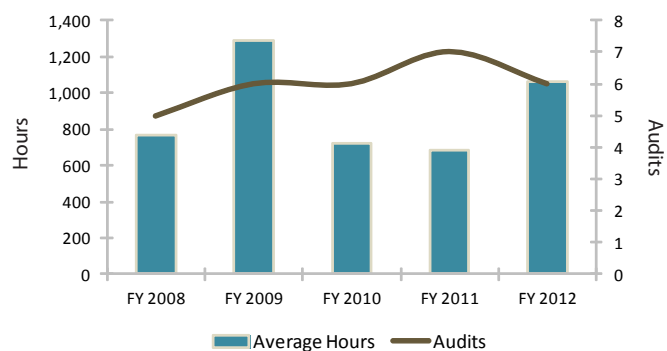
The Audit Office’s performance is measured by reviewing results in the following areas:

- Average hours to complete an audit and number of audits completed each fiscal year.
- Total staff audit hours per department.
- Audits completed per full time equivalent (FTE) employee.
- Audit recommendation implementation rate within five years after completion of an audit.

Average hours per audit and number of audits

Audits vary in length, depending on their scope and complexity. In FY 2011-2012, six audits were completed. The hours required to complete those audits ranged from 166 to 2,797 hours and averaged 1,065 hours.

The average time to complete an audit in FY 2008-09 was higher than other years because of the complexity of the audits conducted during that period.

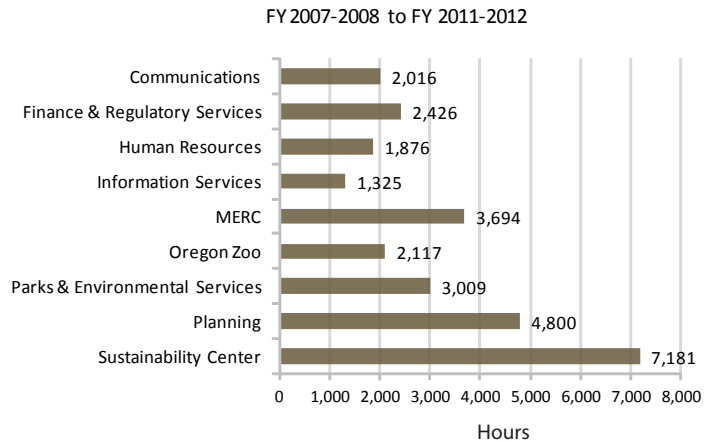


Audit hours by department

When selecting audits to place on the audit schedule, one consideration is the frequency of audits performed in each department of Metro. Some other criteria are:

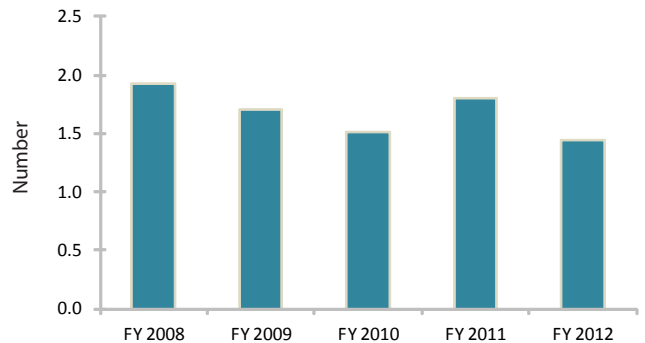
- Potential for savings or improvement.
- Interest of Council or public.
- Potential for loss.

Some programs are more complicated and require more hours to audit. The office also spends more audit hours in larger departments, as there are more programs to audit.



Audits per FTE

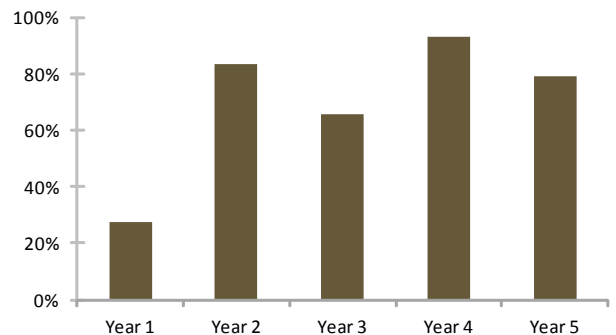
Staff hours available and the audit focus determine the number of audits that can be completed each year. The length of time to complete an audit is affected by the complexity of the subject and size of the program. In FY 2011-12, 1.5 audits per FTE were completed, down from 1.8 the prior year.



Recommendation implementation rate

Our office surveys program managers annually to report on the status of recommendations. We track the percent of recommendations reported as implemented from one to five years after the audit was issued. Implementation rates are adjusted after completing a follow-up audit.

A positive trend would show the percentage increasing as time from audit completion increases. According to the most recent survey, 79% of recommendations from audits completed five years earlier were implemented.



Audits released

The office issued six audit reports in FY 2011-2012, which included four full audits and two follow-up audits. There were a total of 22 recommendations made. The audit reports released were:

- Large Contract Administration (July 2011) Audit team: Lieber, Anderson
- Oregon Zoo Construction follow-up (Oct. 2011) Auditor: Lieber
- Recruitment and Selection Process (Nov. 2011) Auditor: Flynn
- Natural Areas Maintenance (April 2012) Audit team: Evans, Anderson
- Financial Condition of Metro FY 2002-2011 (June 2012) Auditor: Flynn
- Sustainability Management follow-up (June 2012) Auditor: Evans

Audit schedule, FY 2012-2013

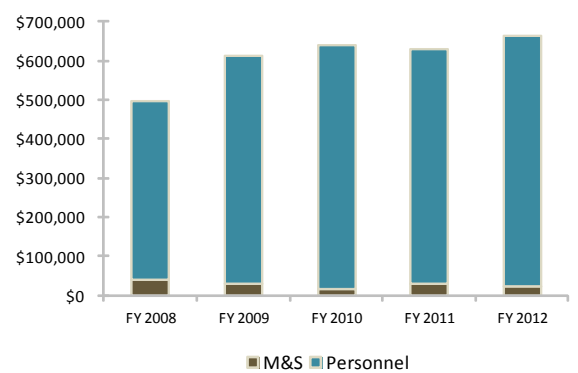
Each year, the Metro Auditor schedules audits for the upcoming year.

Audit Title	Start Date	Actual/Estimated Completion Date
Span of Control	Underway	Nov. 2012
Risk Management	Underway	Dec. 2012
Transportation Project Outcomes	Underway	May 2013
Organics Waste System	Underway	TBD
IT Software Controls Follow-up	TBD	TBD
Visitor Experience - Parks	TBD	TBD
Procurement	TBD	TBD

Expenditure (adjusted for inflation)

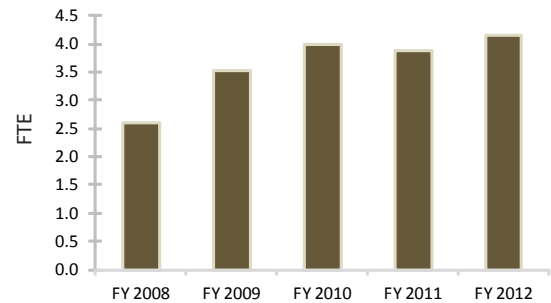
Expenditure for personnel and materials and services (M & S) in FY 2011-2012 increased over the previous fiscal year by 7%. This was primarily due to the office being fully staffed in FY 2011-2012. Spending on M & S accounted for 3.7% of the total, down from 4.8% in FY 2011-2012.

The addition of a new staff auditor in FY 2008-2009 caused the increase in personnel expenditure that year.



Staffing available

This graph represents actual staff hours available. The Metro Council approved the addition of a staff auditor in FY 2008-2009, bringing the number of auditor positions to four. In FY 2011-2012, there was a total of 8,031 staff hours available, the equivalent of 4.15 FTE. This was because of a temporary employee hired to assist us on our audit of Transportation Project Outcomes.



Mission and values

Our mission is to:

- Ensure that Metro is accountable to the public;
- Ensure that Metro activities are transparent; and
- Improve the efficiency, effectiveness and quality of Metro services and activities.

We do this by:

- Conducting independent and objective assessments, and
- Reporting our findings and recommendations.

It is our vision to be relevant and efficient, choosing the right areas to audit and completing audits quickly so that Metro can continually improve its services and be accountable to the public.

Values:

- Professionalism
- Wise and equitable use of resources
- Support findings with fact
- Balanced perspectives
- Ethical behavior
- Being open minded
- Respectful of others
- Credibility

Award-winning audits

Annually, the Association of Local Government Auditors gives awards for audit excellence. Most recently, the Office of the Metro Auditor won the 2011 Gold Knighton Award for best audit in the Small Shop category for its audit "Administration of Large Contracts." Since 2000, the office has won a total of ten awards.

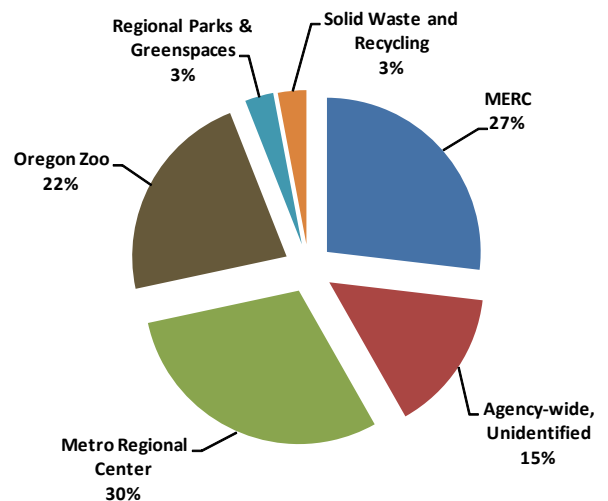
Ethics Line summary

The Metro Auditor administers the Ethics Line in consultation with a Steering Committee that includes the Chief Operating Officer, Metro Attorney, Deputy Chief Operating Officer, MERC General Manager, Human Resources Director and Finance and Regulatory Services Director. The Ethics Line gives employees and citizens an avenue to report misconduct, waste or misuse of resources.

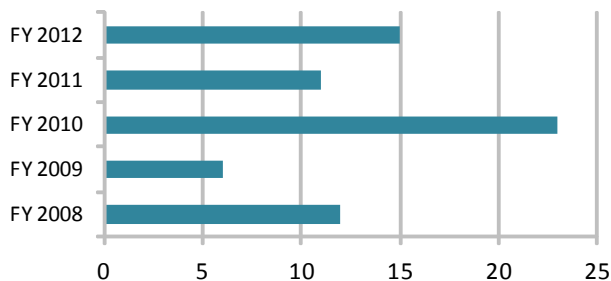
When new cases are received, they are usually assigned to Metro management to investigate. At any time, the Auditor can also initiate an independent audit. The Auditor posts the results of the investigation on the Ethics Line system for the complainant to access. Audits are posted to the Auditor's web site. Since its inception, 67 reports have been received. Of the 58 cases successfully investigated, 31 were unfounded.

Results FY 2007-2008 to FY 2011-2012	Total
Not investigated - Frivolous	1
Not investigated - Inadequate information	3
Not investigated - Out of jurisdiction	4
Successfully investigated	58
Withdrawn by reporter	1
Total	67

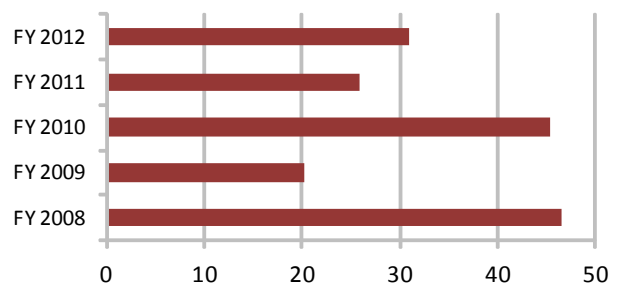
Location of reports received



Number of reports received



Average days to close case



Agenda Item No. 5.0

Consideration of the Minutes for Oct. 18, 2012

Metro Council Meeting
Thursday, Nov. 1, 2012
Metro, Council Chamber

Agenda Item No. 6.1

Ordinance No. 12-1293, For the Purpose of Amending the FY
2012-13 Budget and Appropriations Schedule for Creation of an
Agency Equity Strategy.

Ordinances – Second Reading

Metro Council Meeting
Thursday, Nov. 1, 2012
Metro, Council Chamber

BEFORE THE METRO COUNCIL

AMENDING THE FY 2012-13 BUDGET AND) ORDINANCE NO. 12-1293
APPROPRIATIONS SCHEDULE FOR CREATION)
OF AN AGENCY EQUITY STRATEGY) Introduced by Martha Bennett, Chief
) Operating Officer, with the concurrence of
) Council President Tom Hughes

WHEREAS in 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that consistently incorporates equity into all Metro decisions; and

WHEREAS Metro's *Equity Inventory Report*, completed June 2012, documented the need for Metro to develop an agency-specific strategy; and

WHEREAS, Metro Code chapter 2.02.040 requires Metro Council approval to add any new position to the budget; and

WHEREAS, the Metro Council has reviewed and considered the need to increase appropriations within the FY 2012-13 Budget; and

WHEREAS, the need for the increase of appropriation has been justified; and

WHEREAS, adequate funds exist for other identified needs; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. That the FY 2012-13 Budget and Schedule of Appropriations are hereby amended as shown in the column entitled "Revision" of Exhibits A and B to this Ordinance for the purpose of implementing the first step of Phase 2 of Metro's Equity Framework process, to create an evidence-based engagement process for the articulation of Metro's equity strategy.
2. This Ordinance being necessary for the immediate preservation of the public health, safety or welfare of the Metro area in order to meet obligations and comply with Oregon Budget Law, an emergency is declared to exist, and this Ordinance takes effect upon passage.

ADOPTED by the Metro Council this _____ day of _____ 2012.

Tom Hughes, Council President

Attest:

Approved as to Form:

Kelsey Newell, Recording Secretary

Alison Kean Campbell, Metro Attorney

Exhibit A
Ordinance No. 12-1293

ACCT	DESCRIPTION	Current		Revision		Amended	
		FTE	Amount	FTE	Amount	FTE	Amount
General Fund							
Council Office							
<i>Personnel Services</i>							
<i>SALWGE Salaries & Wages</i>							
5000	Elected Official Salaries						
	Council President	1.00	114,468	-	0	1.00	114,468
	Councilor	6.00	228,936	-	0	6.00	228,936
5010	Reg Employees-Full Time-Exempt						
	Assistant to the Council President	1.00	96,742	-	0	1.00	96,742
	Associate Public Affairs Specialist	-	0	0.34	20,877	0.34	20,877
	Chief Operating Officer	1.00	180,250	-	0	1.00	180,250
	Council President Policy Coordinator	1.00	54,956	-	0	1.00	54,956
	Council Policy Analyst	3.00	166,047	-	0	3.00	166,047
	Deputy Chief Operating Officer	1.00	160,322	-	0	1.00	160,322
	Manager II	1.00	89,000	-	0	1.00	89,000
	Policy Analyst	1.00	57,154	-	0	1.00	57,154
	Policy Advisor I	2.00	183,462	-	0	2.00	183,462
	Policy Advisor II	2.38	335,819	-	0	2.38	335,819
	Program Analyst II	1.00	53,909	-	0	1.00	53,909
	Program Analyst III	1.00	60,383	-	0	1.00	60,383
	Program Analyst IV	2.00	134,599	-	0	2.00	134,599
	Program Analyst V	1.00	73,500	-	0	1.00	73,500
	Senior Regional Planner	-	0	0.67	50,714	0.67	50,714
5015	Reg Empl-Full Time-Non-Exempt						
5020	Reg Emp-Part Time-Exempt						
5030	Temporary Employees - Hourly		115,000		0		115,000
5031	Temporary Employees - Salaried		0		16,432		16,432
5080	Overtime		5,000		0		5,000
5086	Mobile Communication Allowance		11,650		0		11,650
5089	Salary Adjustments				0		0
	Merit/COLA Adjustment (non-rep)		32,291		0		32,291
	Other Adjustments (non-represented)		239,417		0		239,417
<i>FRINGE Fringe Benefits</i>							
5110	Fringe Benefits - Payroll Taxes		183,266		7,404		190,670
5120	Fringe Benefits - Retirement PERS		316,757		12,364		329,121
5130	Fringe Benefits - Health & Welfare		337,995		20,837		358,832
5140	Fringe Benefits - Unemployment		30,689		0		30,689
5150	Fringe Benefits - Other Benefits		10,367		274		10,641
Total Personnel Services		25.38	\$3,271,979	1.01	\$128,902	26.39	\$3,400,881
<i>Materials & Services</i>							
<i>GOODS Goods</i>							
	5201 Office Supplies		72,850		0		72,850
	5205 Operating Supplies		865		0		865
	5210 Subscriptions and Dues		2,275		0		2,275
<i>SVCS Services</i>							
	5240 Contracted Professional Svcs		469,000		104,071		573,071
	5246 Sponsorships		8,000		0		8,000
	5251 Utility Services		1,700		0		1,700
	5260 Maintenance & Repair Services		1,000		0		1,000
	5265 Rentals		900		0		900
	5280 Other Purchased Services		19,000		0		19,000
<i>OTHEXP Other Expenditures</i>							
	5450 Travel		49,300		0		49,300
	5455 Staff Development		38,700		0		38,700
	5470 Council Costs		24,500		0		24,500
	5490 Miscellaneous Expenditures		4,760		0		4,760
Total Materials & Services			\$692,850		\$104,071		\$796,921
TOTAL REQUIREMENTS		25.38	\$3,964,829	1.01	\$232,973	26.39	\$4,197,802

Exhibit A
Ordinance No. 12-1293

ACCT	DESCRIPTION	Current Budget		Revision		Amended Budget	
		FTE	Amount	FTE	Amount	FTE	Amount
General Fund							
General Expenses							
Total Interfund Transfers			\$7,721,525		\$0		\$7,721,525
<u>Contingency & Unappropriated Balance</u>							
<i>CONT</i>	<i>Contingency</i>						
5999	Contingency						
	* Contingency		3,159,375		(300,000)		2,859,375
	* Opportunity Account		266,100		0		266,100
<i>UNAPP</i>	<i>Unappropriated Fund Balance</i>						
5990	Unappropriated Fund Balance						
	* Stabilization Reserve		2,430,861		0		2,430,861
	* PERS Reserve		4,613,474		0		4,613,474
	* Reserve for Future One-Time Expenditures		1,758,931		0		1,758,931
	* Reserved for Community Invest. Initiative		393,000		0		393,000
	* Reserved for Local Gov't Grants (CET)		2,128,369		0		2,128,369
	* Reserved for Cost Allocation Adjustments		382,035		0		382,035
	* Reserved for Future Planning Needs		60,372		0		60,372
	* Reserved for Equity Project		0		67,027		67,027
	* Reserved for Metro Export Initiative		50,000		0		50,000
	* Reserved for Capital		26,000		0		26,000
	* Reserved for Web Project		225,005		0		225,005
	* Reserve for Future Debt Service		639,414		0		639,414
Total Contingency & Unappropriated Balance			\$16,132,936		(\$232,973)		\$15,899,963
TOTAL REQUIREMENTS		450.63	\$109,974,959	1.01	\$0	451.64	\$109,974,959

Exhibit B
Ordinance 12-1293
Schedule of Appropriations

	<u>Current</u>	<u>Revision</u>	<u>Revised</u>
	<u>Appropriation</u>		<u>Appropriation</u>
GENERAL FUND			
Communications	2,632,943	0	2,632,943
Council Office	3,964,829	232,973	4,197,802
Finance & Regulatory Services	4,218,275	0	4,218,275
Human Resources	2,167,032	0	2,167,032
Information Services	3,640,353	0	3,640,353
Metro Auditor	708,748	0	708,748
Office of Metro Attorney	1,927,172	0	1,927,172
Oregon Zoo	30,862,025	0	30,862,025
Parks & Environmental Services	6,761,825	0	6,761,825
Planning and Development	14,477,196	0	14,477,196
Research Center	3,948,961	0	3,948,961
Sustainability Center	4,260,662	0	4,260,662
Former ORS 197.352 Claims & Judgments	0	0	0
Special Appropriations	4,896,187	0	4,896,187
Non-Departmental			
Debt Service	1,654,290	0	1,654,290
Interfund Transfers	7,721,525	0	7,721,525
Contingency	3,425,475	(300,000)	3,125,475
<i>Total Appropriations</i>	97,267,498	(67,027)	97,200,471
Unappropriated Balance	12,707,461	67,027	12,774,488
Total Fund Requirements	\$109,974,959	\$0	\$109,974,959

STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 12-1293, FOR THE PURPOSE OF AMENDING THE FY 2012-13 BUDGET AND APPROPRIATIONS SCHEDULE FOR CREATION OF AN AGENCY EQUITY STRATEGY

Date: Oct. 11, 2012

Prepared by: Nuin-Tara Key, 797-1917

BACKGROUND

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that consistently incorporates equity into all Metro decisions. Given the scale of effort needed to strategically move Metro's equity work forward, project staff designed a three-phase approach to developing an Equity Framework for Metro. This approach provides the strategic guidance and support needed to advance equity as one of the region's six desired outcomes.

Metro's *Equity Inventory Report* (Phase 1 of Metro's Equity Framework process, completed June 2012) identified four areas for improvement:

- Lack of strategic guidance to support intentional efforts to advance equity
- Duplication of effort in the area of equity
- Inconsistency of approach to equity considerations
- Lack of capacity to advance this regional outcome throughout the agency

In response, the purpose of Phase 2 (*Defining a Strategy*) is to launch an engagement process that will articulate an agency-specific strategy for advancing equity within the context of Metro's roles and responsibilities.

The strategy should align with the original intent of the regional outcome and provide additional detail and clarity on what it means to ensure that the benefits and burdens of growth are distributed equitably across the region.

Phase 2 (*Defining a Strategy*) is designed to take place over the course of three distinct steps. This request funds a full-year work program to initiate Step 1 of the *Equity Strategy* proposal. Should the Metro Council consider moving forward with this effort additional requests will be made as part of the regular budget cycle.

STEP 1 CONCEPT DETAILS

The **purpose** of Step 1 of the *Equity Strategy* process is to create an evidence-based engagement process that will serve as the foundation of Metro's continuing equity work.

The **objective** is to answer Research Question 1: Within the region's six desired outcomes, what are the regional inequities and where are there disparities?

The **deliverable** of Step 1 is an Equity Baseline for each of the region's five outcomes, aside from equity (18 month deliverable). This Equity Baseline will provide:

- ✓ An organizing framework that defines how to evaluate progress at advancing equity across the region and across issues over time
- ✓ An agency definition of "Equity" as it relates to the region's six desired outcomes

- ✓ A series of community supported equity indicators that can inform regional decision-making (12 month deliverable)

In addition, Step 1 seeks to provide the following **interim deliverables or process outputs**:

1. *Strengthen new partnerships*

Community partners have provided Metro staff and leadership feedback that the agency's current engagement strategy has taken a one-off approach in regard to equity issues. Community partners have also indicated the desire to work with Metro on developing an organizing framework for how to evaluate equity as a regional outcome. Step 1 of the *Equity Strategy* process responds to this feedback and provides an opportunity to develop a collaborative partnership to advance equity.

2. *Build on existing strengths and efforts*

Step 1 will also build upon Metro's existing strengths and efforts to advance equity and will support a number of the agency's existing and planned activities. These include, but are not limited to the following:

Existing efforts

- Title VI Compliance: Collaboration on data collection and analysis needs; enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice. Development of longitudinal data sets that can be used to track progress over time.
- Metro's Diversity Program: Enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice.
- Climate Smart Communities Scenarios and Southwest Corridors projects: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *regional decision making*.
- Natural Areas Levy: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *service provision and investment decisions*.
- Community Investment Initiative: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *infrastructure investment decisions*.

Planned efforts

- Urban Growth Report: Provide an equity benchmark upon which to evaluate future land use and growth management decisions.
- Regional Transportation Plan updates: Provide an equity benchmark upon which to evaluate future transportation investment and management decisions.
- Diversity Action Plan Core Area 2 (employee recruitment and retention): Inform potential enhancements or adjustments to the recruitment and retention practices during the program assessment process.

3. *Build internal capacity around equity*

By collaborating with a broad range of community partners in the *Equity Strategy* process, Metro staff will benefit from the breadth and depth of knowledge that our regional partners have around equity. By engaging in an open dialogue around the diverse equity perspectives throughout the region, Metro is also well positioned to help facilitate a regional dialogue among communities and across perspectives.

4. *Coordinate with and support Metro's diversity program*

Because the Diversity Program addresses a number of Metro's most centrally controlled roles, the program not only supports Metro's effort to advance equity, but also ensures the long-term success of a

strategic agency-specific equity strategy. This is not to say that Metro’s equity strategy should not also address these central roles, but that Metro is already committed to, and making advancements in these areas. Developing an equity strategy would not only support these efforts, but also provide a strategic direction for the agency’s responsibilities that extend beyond these centrally controlled areas.

5. *Comparables to other areas*

When developing equity indicators for each of the Region’s Desired Outcomes (aside from Equity) Metro and partners can draw from a large body of existing work, including but not limited to: The Greater Portland Pulse, Metro and other partners’ Opportunity Mapping efforts, the Regional Equity Atlas project and other regional indicator efforts. In addition, Metro and partners can draw from the work of other regions and communities. Through this process, the region can also identify indicators that will allow comparisons of our progress, relative to other communities.

6. *Foundation for Step 2 of the Equity Strategy process*

Lastly, Step 1 will provide a strong foundation to examine and define Metro’s role—as an agency—in advancing equity across the region’s desired outcomes (Step 2). By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region’s desired outcomes; this equity lens will provide measurable equity indicators (12 month deliverable) that serve as the foundation of the Equity Baseline (18 month deliverable). By developing the Equity Baseline Metro and partners will establish a fact-based approach to identifying Metro’s Equity Strategy.

STEP 1: BUDGET IMPLICATIONS

This action requests a transfer of \$300,000 from the General Fund contingency to the Office of the Chief Operating Officer, to fund the following budget:

	FY 2012-13		FY 2013-14		Total	
Senior Regional Planner	0.67 FTE	71,304	0.33 FTE	36,991	1.0 FTE	108,295
Associate Public Affairs Spec.	0.34 FTE	34,754	0.16 FTE	18,195	0.5 FTE	52,949
DRC staffing		22,844		11,841		34,685
Materials and Services		104,071				104,071
		232,973		67,027		300,000

Two new limited duration positions will be authorized through 10/31/13: a 1.0 FTE Senior Regional Planner and a 0.50 FTE Associate Public Affairs Specialist. In addition, the request provides funding for the equivalent of 0.30 FTE of an existing Program Supervisor 2 currently budgeted in the Research Center. This action provides appropriation in the Office of the Chief Operating Officer for the costs of this position while retaining the existing FTE and appropriation in the Research Center, allowing the department to backfill to complete existing work assignments.

This amendment includes funding for the positions through 6/30/2013. The amount necessary to fund the estimated costs of the positions through the remaining authorized duration in FY 2013-14 is set aside in a reserve for future needs. Future budget needs will be addressed through the annual budget process.

The major process elements for step 1 include

1. **External collaboration and partnership:** Establish a “coalition” of stakeholders to collaborate with Metro throughout the entire strategy development process.
2. **Internal engagement:** Establish an internal coordination and engagement plan to build on existing efforts.

3. **Relate existing indicators to regional outcomes and identify data and measurement gaps:** Identify how existing and new equity indicators can be used to develop an equity lens for the region’s desired outcomes.
4. **Develop and apply an equity lens:** Partner with “coalition” members to define the relevant and appropriate equity measures to identify disparities across the region’s desired outcomes. Identify the structural nature of these inequities.

Staffing	Equity Strategy Process: Step 1 tasks	Description
1.0 FTE Senior Regional Planner (Project Manager) LD through 10/31/13 in the Office of the COO	Develop project management plan and lead any required project teams; design and coordinate work plan for project staff in coordination with staff supervisors and internal stakeholders.	Full-time limited duration position to manage <i>Equity Strategy</i> process. Works collaboratively with project staff to ensure the project is delivered within budget, on schedule and within scope; develops and maintains partnerships with key community leaders and organizations to facilitate engagement process; and reports on project progress to Project sponsor, SLT and Metro Council.
	Track project deliverables and manage current and future budget needs.	
	Serve as primary project contact for Metro Council and SLT.	
	Ensure internal coordination with other Metro projects and initiatives.	
	Ensure coordination with external partners (community based, business and local government).	
0.5 FTE Associate Public Affairs Specialist LD though 10/31/13 in the Office of the COO	Responsible for project status reporting, risk management, escalation of issues that cannot be resolved by project team.	Half-time limited duration position to support the communication and engagement needs of the <i>Equity Strategy</i> process. Works collaboratively with the Project Manager to develop engagement strategy; facilitate process of engaging community leaders and gathering input; and coordinating results with other Metro projects and initiatives.
	Develop communication and engagement plan, working collaboratively with project manager and other communication staff to identify key equity community stakeholders.	
	Develop partnerships with key community leaders and organizations to facilitate engagement process.	
	Design process of engagement and soliciting input (e.g., meeting or event structure, facilitation, etc.)	
	Assist with meeting facilitation and recording of input.	
Equivalent of 0.3 FTE DRC staff support through 10/31/13 Budgeted in the Office of the COO	Coordinate outreach with other Metro projects and initiatives; share information gathered.	Part-time staffing to support the technical needs of the Equity Strategy process. Provides technical consulting support to Project Manager. Works collaboratively to support the selection of equity indicators for Equity Baseline; coordinate relevant information with other enhanced data collection and equity evaluation development process across the agency; inform project staff on how to support a financially sustainable model for ongoing data collection and maintenance, relative to Metro’s equity efforts.
	Compile information; assess how it could inform other agency priorities.	
	Support the development and selection of a comprehensive list of equity indicators relative to the Region’s Desired Outcomes.	
	Prioritize the list of information requirements for each indicator, based on relevance to essential research questions.	
	Identify existing and potential data-collection sources.	
Estimate/determine the level of effort (internal and/or external) required to maintain each dataset at varying levels of frequency and precision.		
Inform the selection of equity indicators that best meet project needs and that also have reliable and financially sustainable data requirements.		

ANALYSIS/INFORMATION

1. **Known Opposition** None
2. **Legal Antecedents** Metro code chapter 2.02.040 requires the Metro Council to approve the addition of any position to the budget. ORS 294.463 provides for transfers of appropriations within a fund, including transfers from contingency, if such transfers are authorized by official resolution or ordinance of the governing body for the local jurisdiction.
3. **Anticipated Effects** This action will support the first step of Phase 2 of Metro's Equity Framework process.
4. **Budget Impacts** This action transfers \$300,000 from General Fund contingency to the Office of the COO to support development of an agency Equity Strategy. It adds two limited positions authorized through October 31, 2013. It reserves \$67,027 for continuation of the project through four months of FY 2013-14.

RECOMMENDED ACTION

The Chief Operating Office recommends adoption of this Ordinance.



Metro Equity Strategy | Project Proposal

Background and purpose

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would consistently incorporate equity into Metro policy and decision making. Given the scale of effort needed to strategically move Metro's equity work forward, project staff designed a three-phase approach to developing an Equity Framework for Metro. This approach provides the strategic guidance and support needed to advance equity as one of the region's six desired outcomes.

Metro's *Equity Inventory Report* Phase 1 of Metro's Equity Framework process, (completed June 2012) identified four areas for improvement:

- Lack of strategic guidance to support intentional efforts to advance equity
- Duplication of effort in the area of equity
- Inconsistency of approach to equity considerations
- Lack of capacity to advance this regional outcome throughout the agency

In response, the purpose of Phase 2 (*Defining a Strategy*) is to launch an engagement process that will articulate an agency-specific strategy for advancing equity within the context of Metro's roles and responsibilities.

The strategy should align with the original intent of the regional outcome and provide additional detail and clarity on what it means to ensure that the benefits and burdens of growth are distributed equitably across the region.

Such a strategy will increasingly guarantee that Metro leadership and staff members consider equity at the beginning phase of policy, program, or project development, ensure actions are taken and evaluation measures are set. While defining a strategy should not take place without meaningful external stakeholder partnerships, the focus of the strategy needs to deliberately build capacity within the agency to advance equity within the context of Metro's roles and responsibilities. After completing Phase 2, staff will make a recommendation regarding implementation of an *Equity Action Plan* (Phase 3 of the process).

A Case for Equity

Metro's tagline—*Making a great place*—provides the context for the agency's role in advancing equity. Metro works with communities, businesses and residents to create a vibrant and sustainable region *for all*.

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation or recreation choices for people and businesses in the Portland region. To achieve these outcomes, Metro provides planning, policy, and services to preserve and enhance the region's quality of life.

While the Portland Metropolitan Region is a leader in urban policy, there is evidence that the benefits and burdens of growth are not equitably distributed to all residents of our region.¹ Data show starkly disparate patterns of poverty, home ownership, educational achievement, air quality, childhood obesity, and access to parks between communities in the region.² These conditions, if not addressed, will worsen in the face of changing demographics and population growth.

Equity issues transcend city, county and special district jurisdictional boundaries. Metro's larger service district is well positioned to support the development of a common language and framework for advancing equity. Through its mission of preserving and enhancing the quality of life and environment for current and future generations, Metro can work to increase and improve opportunities for underserved communities. Bringing equity into the forefront of our work will help to secure our region's future by creating a place where everyone has the opportunity to contribute. By building the capabilities of all our region's residents we can create the conditions that allow all to flourish and ensure increased prosperity throughout the region.

Metro can play an important role by creating a shared definition and understanding of equity; providing strategic guidance through an agency strategy; and by ensuring consistent internal efforts, capacity and knowledge.

Deliberate strategies are required to address inequities and achieve change. Pursuing the outcome of equity may require changes in the way policy and investment decisions are made and how services and programs are delivered. Metro cannot predict what changes may be necessary and cannot advance equity by working alone. The best way to begin is to ask the important questions and build authentic relationships with partners.

Staff recommends that Metro develop an agency-specific equity strategy, using a process that can:

- Build on the existing agency efforts to advance equity
- Guide the identification of barriers to fair practices that inhibit the development of equitable communities
- Focus on the institutional structures that stand in the way of equitable outcomes

Developing an equity strategy

Metro already has undertaken efforts to advance equity across the agency, however in absence of an organizing framework or strategic direction, the agency is faced with a number of challenges and limitations in this area.

Despite current limitations, the agency has a foundation to build on while undertaking efforts to strategically advance equity as a regional outcome. Building on this foundation, Metro's *Equity Inventory Report* and feedback and input from our partners, Metro staff created a process frame for developing an agency-specific equity strategy. In recognition that the process of developing an

¹ Coalition of Communities of Color Presentation to the Multnomah County Board of Commissioners, March, 2010.

² The Path to Economic Prosperity: Equity and the Education Imperative. *Greater Portland Pulse*. P. 13.

equity strategy needs to be built on a foundation of partnership and the strengthening of relationships with community partners, the work plan for this process will be developed in partnership with stakeholders.

The following framework provides context for the questions that need to be answered to create an equity strategy as well as how the related deliverables will guide Metro's work. The summary below provides an overview of the required steps, with additional detail on interim deliverables and outputs for Step 1.

Guiding Frame: Equity Strategy process

Research Question 1 | Within the regions six desired outcomes, what are the regional inequities and where are there disparities?

Major process elements

1. **External collaboration and partnership:** Establish a "coalition" of stakeholders to collaborate with Metro throughout the entire strategy development process.
2. **Internal engagement:** Establish an internal coordination and engagement plan to build on existing efforts.
3. **Relate existing indicators to regional outcomes and identify data and measurement gaps:** Identify how existing and new equity indicators can be used to develop an equity lens for the region's desired outcomes.
4. **Develop and apply an equity lens:** Partner with "coalition" members to define the relevant and appropriate equity measures to identify disparities across the region's desired outcomes. Identify the structural nature of these inequities.

Deliverable: An *Equity Baseline* for each of the region's five outcomes aside from equity. By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region's desired outcomes; this equity lens will provide measurable equity indicators that serve as the foundation for a fact-based approach to identifying priorities for Metro's equity strategy.

Research Question 2 | How do Metro's roles relate to the inequities that exist across the region's desired outcomes; what is the relationship of Metro's roles to these disparities?

Major process elements

1. **Convene an internal work team:** Collect information from across the agency to identify Metro's relationship to the disparities across the region's desired outcomes.
2. **External engagement on the Equity Inventory:** Building on the Equity Inventory Report, identify any additional issues with Metro's current process to advance equity.
3. **Develop a prioritization approach:** After documenting the relationship among the 'outcome inequities' and Metro's roles, identify how to prioritize the agency's efforts to advance equity.

Deliverable: A *Relationship Map* that identifies Metro's connection to the inequities documented in the Equity Baseline. It is anticipated that across each of the desired outcomes there will be some equity issues Metro can affect directly; issues where Metro only has an indirect relationship; and other issues where Metro has little or no influence or leverage.

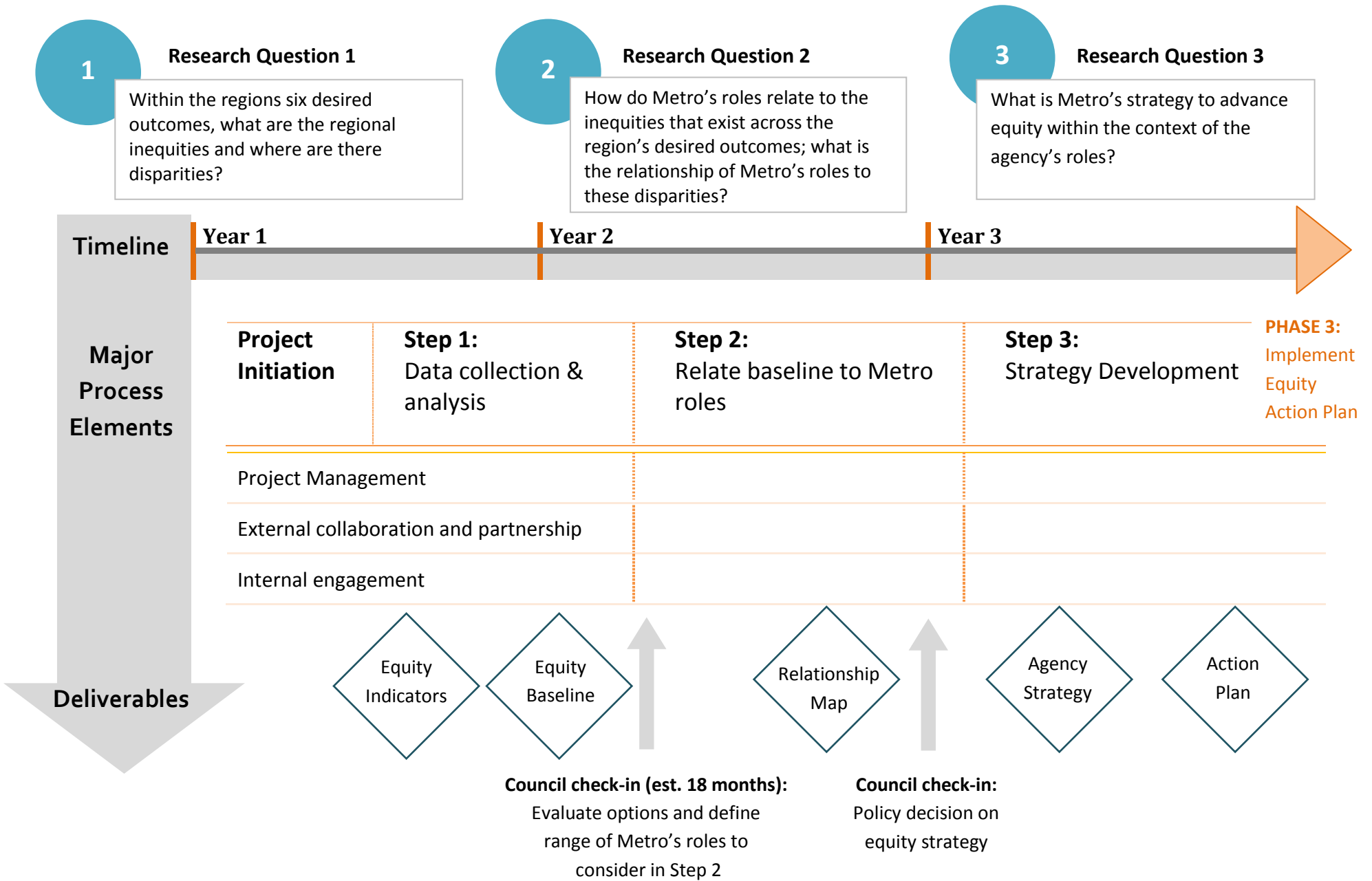
Research Question 3 | What is Metro's strategy to advance equity within the context of the agency's roles?

Major process elements

1. **Implement prioritization approach:** Identify the agency-wide equity strategy that will best address existing inequities within the context of Metro's functions.
2. **Agency Equity Strategy:** Develop and adopt an agency-wide equity strategy policy.
3. **Implementation Plan Scope:** Develop and adopt a scope of work to develop an *Equity Action Plan*.
4. **Invest in implementation:** Pursue resources to support implementation of the equity implementation plan.

Deliverables: Agency-specific Equity Strategy Policy and an Equity Action Plan. Based on the findings of Steps 1 and 2, prioritize Metro's approach for advancing equity relative to the inequities most directly related to Metro's roles. The equity issues most directly influenced by Metro (as defined by the *Equity Baseline* and the agency's *Relationship Map*) should define the agency's strategy for advancing equity.

Upon completing Phase 2 (*Defining a Strategy*), it is intended that Metro undertake Phase 3 (*Implementing the Strategy*).



Equity Strategy budget estimate

Project steps	PROJECT INITIATION & STEP 1	Finalize Step 1 & STEP 2 (range estimates)	STEP 3 & EQUITY ACTION PLAN (range estimates)
Timeline	Year 1	Year 2	Year 3
Staff confidence		50%	25%
Budget amendment (<i>new</i>)	\$300,000		
Leverage current efforts (existing)	\$110,000		
Sub-total	\$410,000	\$170,000 - \$300,000	\$125,000 - \$350,000
Total Range estimate			\$705,000 - \$1,060,000
<i>Timeline and total cost is dependent on scope and scale of effort. Estimates for Steps 2 and 3 are less accurate given dependencies on the outcome of Step 1.</i>			

Total year 1 budget amendment	\$300,000
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Step 1 concept details

The **purpose** of Step 1 of the *Equity Strategy* process is to create an evidence-based engagement process that will serve as the foundation of Metro’s continuing equity work.

The **objective** is to answer Research Question 1: Within the regions six desired outcomes, what are the regional inequities and where are there disparities?

The **deliverable** of Step 1 is an Equity Baseline for each of the region’s five outcomes, aside from equity. This Equity Baseline will provide:

- ✓ An organizing framework that will define how to evaluate progress at advancing equity across the region and across issues over time
- ✓ An agency definition of “Equity” as it relates to the region’s six desired outcomes
- ✓ A series of community supported equity indicators that can inform regional decision-making

In addition, Step 1 seeks to provide the following **interim deliverables or process outputs**:

1. *Strengthen new partnerships*

Community partners have provided Metro staff and leadership feedback that the agency’s current engagement strategy has taken a one-off approach in regard to equity issues. Community partners have also indicated the desire to work with Metro on developing an organizing framework for how to evaluate equity as a regional outcome. Step 1 of the *Equity Strategy* process responds to this feedback and provides an opportunity to develop a collaborative partnership to advance equity.

2. *Build on existing strengths and efforts*

Step 1 will also build upon Metro’s existing strengths and efforts to advance equity and will support a number of the agency’s existing and planned activities. These include, but are not limited to the following:

Existing efforts

- Title VI Compliance: Collaboration on data collection and analysis needs; enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice. Development of longitudinal data sets that can be used to track progress over time.
- Metro’s Diversity Program: Enhanced opportunities to coordinate and benefit from relationship-building with key community stakeholders in equity, diversity and environmental justice.
- Climate Smart Communities Scenarios and Southwest Corridor projects: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *regional decision making*.
- Natural Areas Levy: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *service provision and investment decisions*.
- Community Investment Initiative: Provide a two-way learning opportunity in the development of equity evaluation criteria that can inform *infrastructure investment decisions*.

Planned efforts

- Urban Growth Report: Provide an equity benchmark upon which to evaluate future land use and growth management decisions.

- Regional Transportation Plan updates: Provide an equity benchmark upon which to evaluate future transportation investment and management decisions.
- Diversity Action Plan Core Area 2 (employee recruitment and retention): Inform potential enhancements or adjustments to the recruitment and retention practices during the program assessment process.

An interim deliverable from this internal coordination effort will be to develop a cohesive story, or context, for how Metro's existing efforts incorporate equity. This information will identify current strengths and highlight "promising practices" to build on.

3. Build internal capacity around equity

By collaborating with a broad range of community partners in the *Equity Strategy* process, Metro staff will benefit from the breadth and depth of knowledge that our regional partners have around equity. By engaging in an open dialogue around the diverse equity perspectives throughout the region, Metro is also well positioned to help facilitate a regional dialogue among communities and across perspectives.

4. Coordinate with and support Metro's diversity program

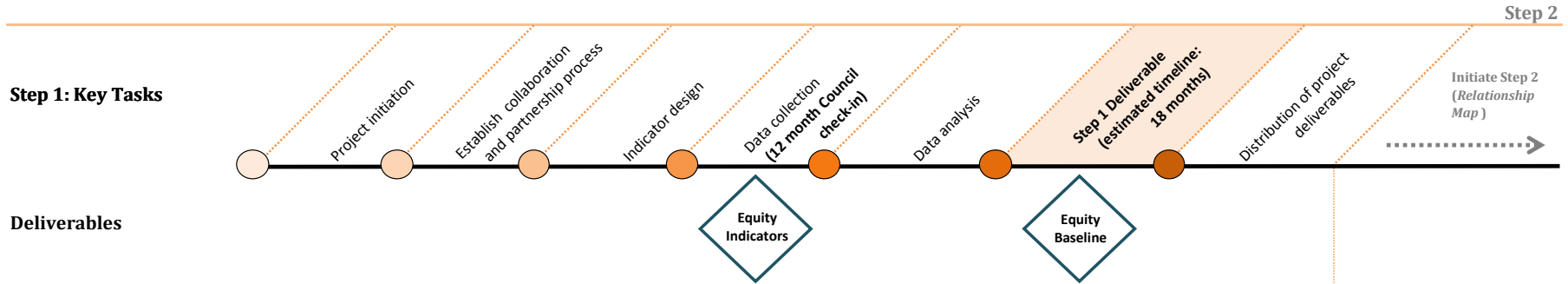
Because the Diversity Program addresses a number of Metro's most centrally controlled roles, the program not only supports Metro's effort to advance equity, but also ensures the long-term success of a strategic agency-specific equity strategy. This is not to say that Metro's equity strategy should not also address these central roles, but that Metro is already committed to, and making advancements in these areas. Developing an equity strategy would not only support these efforts, but also provide a strategic direction for the agency's responsibilities that extend beyond these centrally controlled areas.

5. Comparables to other areas

When developing equity indicators for each of the Region's Desired Outcomes (aside from Equity) Metro and partners can draw from a large body of existing work, including but not limited to: The Greater Portland Pulse, Metro and other partners' Opportunity Mapping efforts, the Regional Equity Atlas project and other regional indicator efforts. In addition, Metro and partners can draw from the work of other regions and communities. Through this process, the region can also identify indicators that will allow comparisons of our progress, relative to other communities.

6. Foundation for Step 2 of the Equity Strategy process

Lastly, Step 1 will provide a strong foundation to examine and define Metro's role—as an agency—in advancing equity across the region's desired outcomes (Step 2). By engaging with stakeholders and community partners Metro will develop an equity lens for each of the region's desired outcomes; this equity lens will provide measurable equity indicators (12 month deliverable) that serve as the foundation of the Equity Baseline (18 month deliverable). By developing the Equity Baseline Metro and partners will establish a fact-based approach to identifying Metro's Equity Strategy.



Internal coordination efforts and interim outputs

Current efforts

Title VI Limited English Proficiency Plan	Coordinated relationship building & engagement efforts	Inform data collection and coordination efforts	Coordinate on relevant data collection process
Diversity Program			
Natural Areas Levy		Two-way learning opportunity based on stakeholder input and technical expertise	Coordinated evaluation measures; including technical methods
CSC Scenarios & SW Corridor projects			
Community Investment Initiative			

Planned efforts - illustrative examples

Functional Plan Review	Equity evaluation framework for future land use and growth management decisions
UGR Update	Equity evaluation framework for future transportation investment and management decisions
RTP Update	Equity evaluation framework to inform program effectiveness during assessment process
Diversity Action Plan Core Area 2 (employee recruitment and retention)	

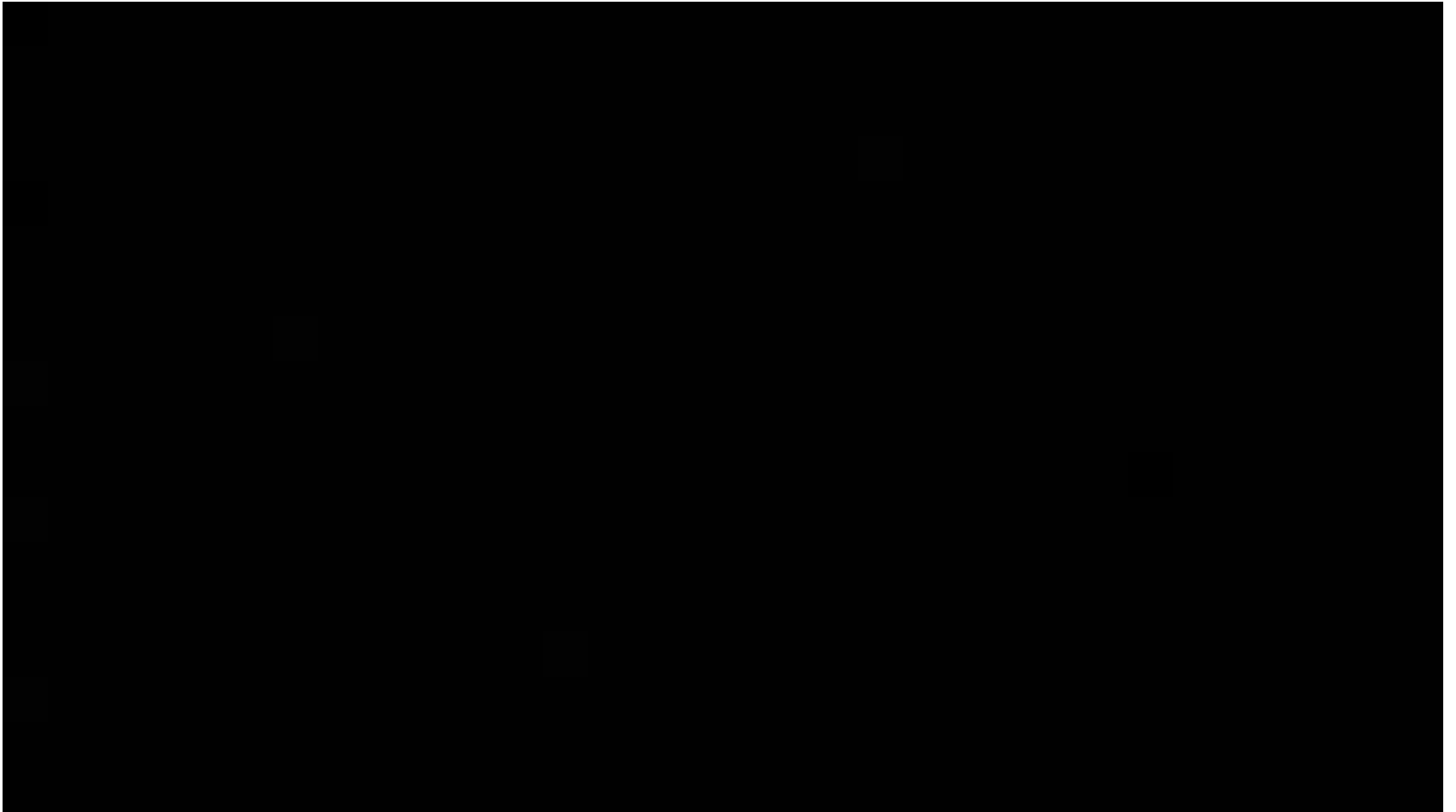
Materials following this page were distributed at the meeting.

Oregon Zoo Awards

Oregon Spotted Frog



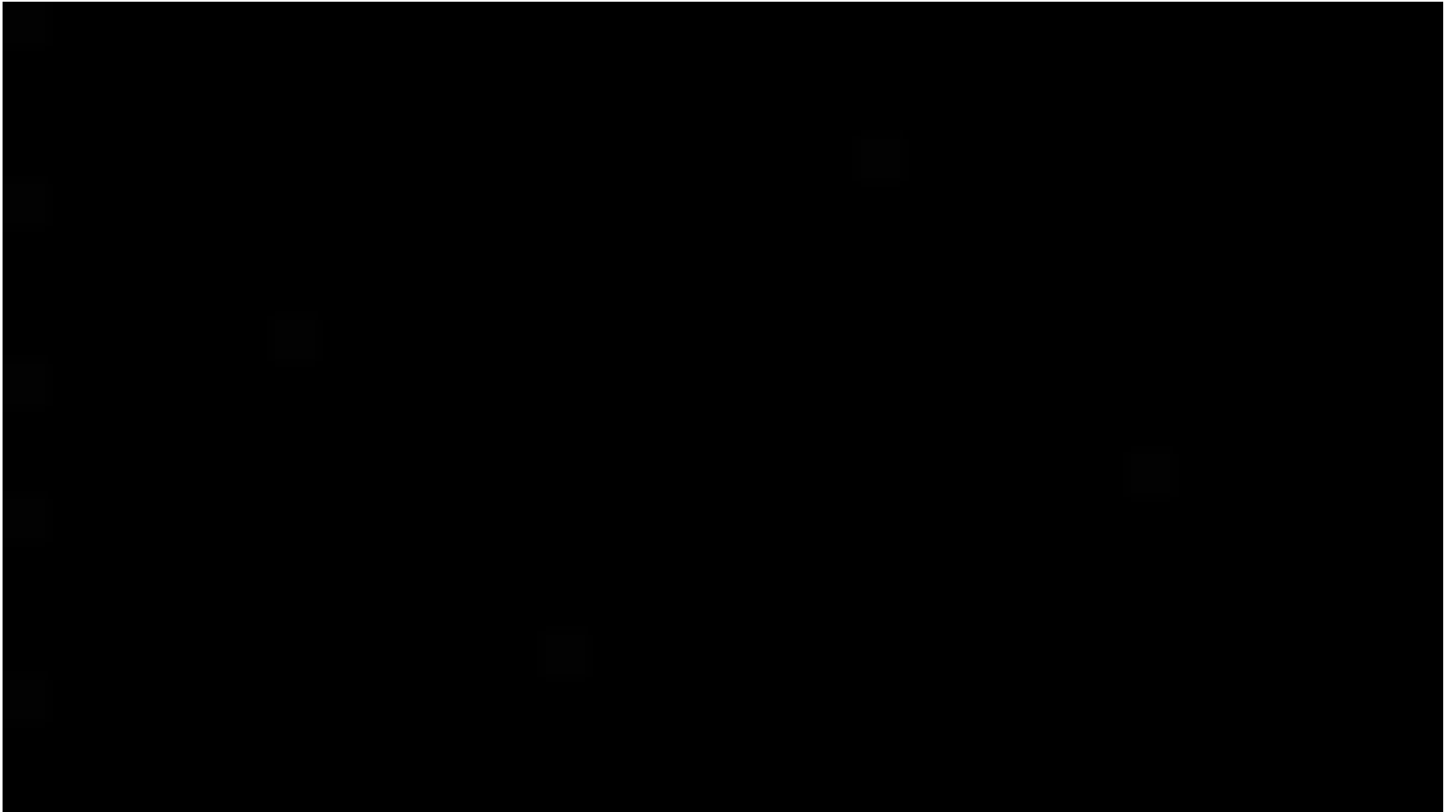
Oregon spotted frog release



Silver Spot Butterfly



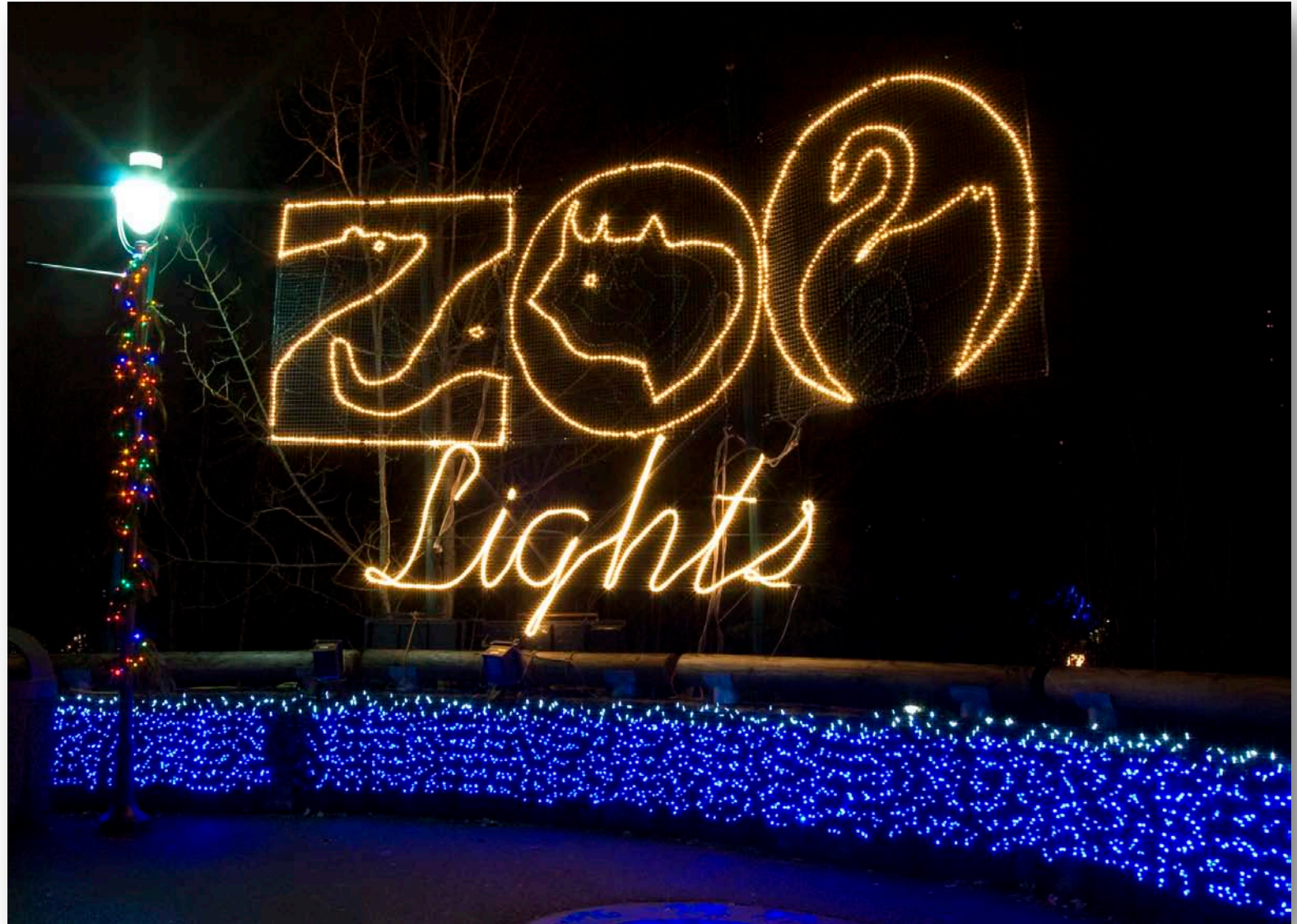
Silverspot butterfly timelapse



Sustainability

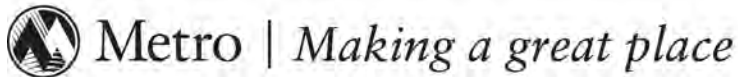


Saving Energy



Waste Diversion





METRO COUNCIL MEETING

Meeting Summary

Oct. 18, 2012

Metro, Council Chamber

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

Councilors Excused: Councilor Barbara Roberts

Council President Tom Hughes convened the regular council meeting at 2:03 p.m.

1. INTRODUCTIONS

There were none.

2. CITIZEN COMMUNICATIONS

Jeff Goodman, 4088 Orchard Way, Lake Oswego: Mr. Goodman, a Lake Oswego City Councilor, spoke on behalf of himself not the City. He addressed the Council on Ordinance No. 12-1292 regarding the household and employment distribution forecasts for the Portland metropolitan area through 2035. He was concerned that the household projections for the city have decreased 40 percent in the past two years. He stated that this decrease is important for two policy reasons: (1) jurisdictions rely on the projections when making public infrastructure funding or timing decisions; and (2) if multiplied across the region, it could have a significant impact. He asked the Council to have some humility when formally considering the forecast findings.

Council clarified that the projections are based on numbers provided by Lake Oswego staff and confirmed that the City Council recently adopted the report.

Mark Sherman, Portland: Mr. Sherman addressed the Council on the Oregon Convention Center Hotel project. He referenced a recent article, titled "What's going on with convention center and headquarters hotel," in which the author discusses cities that are trying to upgrade and develop a headquarters hotel to attract more convention business. He also cited a recent *Wall Street Journal* article that stated that while convention surpluses have grown, convention attendees have stayed relatively flat for the last 10 years. Lastly, he questioned a report published by Crossroads Consulting Services that states if a convention center hotel is built it will attract conventions. He stated that the Council should reevaluate its decisions regarding the hotel and did not believe that it would increase convention business.

3. OREGON ZOO BOND CONSTRUCTION PROJECTS UPDATE

Mr. Craig Stroud of the Oregon Zoo provided an update on the Oregon Zoo bond construction projects. In 2008, the region's voters passed a \$125 million bond measure to build a set of capital improvements at the zoo. Mr. Stroud highlighted bond projects that have been completed to date such as the new veterinarian medical center and penguin filtration project. He focused his presentation on two additional bond projects, the new elephant and condor exhibits. Mr. Stroud

shared renderings of the proposed condor and elephant habitats, Forest Hall, and information on the geotechnical conditions of Washington Park. Staff anticipates the groundbreaking for the new condor facility will take place in early 2013 with the full exhibit completed in the summer of 2013. Groundbreaking for the elephant exhibit is anticipated for the next couple months with it fully constructed in late 2014 to early 2015.

Council asked specifics on the design of each of the new habitats such as interpretive signage, rain catchment systems, and the flexibility of the new elephant habitat. Additional discussion included the geotechnical conditions of Washington Park.

4. CONSIDERATION OF THE MINUTES FOR OCT. 11, 2012

Motion:	Councilor Shirley Craddick moved to approve the October 11, 2012 council summary.
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Vote:	Council President Hughes and Councilors Hosticka, Craddick, Burkholder, Collette and Harrington voted in support of the motion. The vote was 6 ayes, the motion <u>passed</u> .
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5. ORDINANCES – FIRST READ

- 5.1 **Ordinance No. 12-1292**, For the Purpose of Adopting the Distribution of the Population and Employment Growth to Year 2035 to Traffic Analysis Zones in the Region Consistent with the Forecast Adopted by Ordinance No. 11-1264B in Fulfillment of Metro's Population Coordination Responsibility Under ORS 195.036.

Second read, public hearing and Council consideration and vote are scheduled for Nov. 29. Councilor Kathryn Harrington was assigned carrier for the legislation.

- 5.2 **Ordinance No. 12-1293**, For the Purpose of Amending the FY 2012-13 Budget and Appropriations Schedule for Creation of an Agency Equity Strategy.

Second read, public hearing and Council consideration and vote are scheduled for Nov. 1. Councilor Harrington was assigned carrier for the legislation.

6. ORDINANCES – SECOND READ

- 6.1 **Ordinance No. 12-1287**, For the Purpose of Amending Metro Code Section 4.01.050(a) Relating to Zoo Admission Fees, Effective February 1, 2013.

Motion:	Councilor Craddick moved to approve Ordinance No. 12-1287.
Second:	Councilor Carlotta Collette seconded the motion.

Councilor Craddick introduced Ordinance No. 12-1287, which if adopted would approve at \$1 increase in Zoo ticket prices beginning in Feb. 1, 2013. The increase would help cover rising costs and balance the Zoo's operating budget. Councilor Craddick stated that the Council already approved the proposed increase as part of the FY 2012-13 budget. She stated that even with the proposed increase Zoo admission prices are still competitive and less expensive than other Pacific Northwest attractions. She also stated that the Zoo is sensitive to the economic challenges faced by

many patrons and that the zoo offers a variety of publicized discount options for people looking for a more affordable opportunity. (The last Oregon Zoo ticket price increase was in 2009.)

Council clarified that, with the proposed increase, an adult ticket would cost \$11.50. Additionally, staff clarified that the Oregon Zoo Foundation manages the annual zoo memberships on behalf of the zoo and that changes to daily admission fees do not directly change membership costs. However, staff noted that the OZF is currently considering a membership price increase concurrent with the daily admission increase. Staff anticipates the OZF will also implement the change in February 2013.

Council President Hughes opened a public hearing on Ordinance No. 12-1287:

- Ellen Ino, 5769 N. Vancouver Ave., Portland: Ms. Ino, a temporary seasonal zoo employee, was in support of the \$1 ticket price increase. She believed that the daily increase may increase membership sales. Also, Ms. Ino stated that in addition to helping balance the Zoo's budget the proposed increase would help with the cost of living. She was concerned that the public would hear "cost of living" or "operating costs" as an impact to payroll. She encouraged the Zoo to consider a better public relations strategy when announcing the ticket increase. (Written testimony included as part of the meeting record.)

Seeing no additional citizens who wished to testify, the public hearing was closed.

Vote:

Council President Hughes and Councilors Hosticka, Craddick, Burkholder, Collette and Harrington voted in support of the motion. The vote was 6 ayes, the motion <u>passed</u> .

6.2 **Ordinance No. 12-1284**, For the Purpose of Amending the Employment and Industrial Areas Map of Title 4 of the Urban Growth Management Functional Plan to Reflect Existing Uses and Zoning and Public Purchases.

Motion:	Councilor Craddick moved to approve Ordinance No. 12-1284.
Second:	Councilor Harrington seconded the motion.

Councilor Craddick introduced Ordinance No. 12-1284 and welcomed Mr. Ted Reid of Metro for staff's presentation. Mr. Reid stated that Ordinance No. 12-1284 was a housekeeping measure to amend the Title 4, the employment and industrial areas map, to conform to local zoning designations. He stated that the proposed map changes fall into four broad categories:

- Proposed map changes that recognize existing zoning that were made before Title 4 contained criteria for requesting Title 4 changes.
- Proposed map changes that reflect public purchases of natural areas and parks that are no longer available for use as an employment or industrial area.
- Proposed additions to the Title 4, employment and industrial areas map.
- Proposed map amendments to correct cartographic errors.

Mr. Reid stated that per Metro Code, Section 3.07.450(g), the Council may make amendments to the Title 4 map to better achieve the policies of the Regional Framework Plan. He stated that staff believed the proposed amendments would improve the function of the RFP policies and encouraged

the Council to support the motion. Councilor Craddick also confirmed that the proposed amendments would have no effect on the region's estimated employment capacity.

Council President Hughes opened a public hearing on Ordinance No. 12-1284. Seeing no citizens who wished to testify, the public hearing was closed.

Vote:

Council President Hughes and Councilors Hosticka, Craddick, Burkholder, Collette and Harrington voted in support of the motion. The vote was 6 ayes, the motion <u>passed</u> .

6.3 Ordinance No. 12-1290, For the Purpose of Amending the Employment and Industrial Areas Map of Title 4 of the Urban Growth Management Functional Plan Upon Application by City of Troutdale.

Council President Hughes stated that Ordinance No. 12-1290 and Ordinance No. 12-1288 required quasi-judicial hearings. As part of the hearing process, Councilors were required to declare a conflict of interest, bias or ex parte contact prior to the staff presentation. No Councilors declared conflicts of interest, biases or ex parte contacts for Ordinance No. 12-1290.

Metro Attorney Alison Kean Campbell read the procedural requirements for the quasi-judicial hearings for both Ordinance No. 12-1290 and Ordinance No. 12-1288.

Mr. Brian Harper of Metro provided staff's presentation on Ordinance No. 12-1290 which if approved would amend the Title 4 map upon application by the City of Troutdale. The city requested to remove the industrial land designation for 73 acres north of Halsey Street, generally referred to as the Edgefield North property. The city requested the property, primarily owned by Multnomah County, be designated commercial. Staff stated, however, that due to the wetlands, floodplain, and vegetative protections only 32 of the 73 acres are currently developable. The developable acreage is divided between eight locations of varying sizes. Mr. Harper stated Title 4 requires the applicant to provide proof that the requested change will meet six standards prior to the Council approving the change. He overviewed each of the six standards and how staff believes the City of Troutdale has met or exceeded the standards, or where the criterion did not apply to the application. The standards are as follows:

1. The proposed amendment would not reduce the employment capacity of the City.
2. The proposed amendment would not allow uses that would reduce off-peak performance on main roadway routes and roadway connections shown on the Regional Freight Network map in the Regional Transportation Plan below volume-to-capacity standards.
3. The proposed amendment would not diminish the intended function of the Central City or Regional or Town Centers as the principle locations of retail, cultural and services in their market area.
4. The proposed amendment would not reduce the integrity or viability of a traded sector cluster of industries.
5. The proposed amendment would not create or worsen a significant imbalance between jobs and housing in regional market area.
6. If the subject property is designated Regionally Significant Industrial Area, the proposed amendment would not remove from that designation land that is especially suited for industrial use due to availability of specialized services, such as redundant electrical power

or industrial gases, or due to proximity to freight transport facilities, such as transportation shipment facilities.

(Applicant responses and staff analysis for each requirement is detailed in the staff report to Ordinance No. 12-1290.)

Council President Hughes opened a public hearing on Ordinance No. 12-1290:

- Rich Faith, City of Troutdale: Mr. Faith presented the City's application. He supported Mr. Harper's report. He also stated that Multnomah County has been actively marketing the property, but that the major obstacle in selling the property has been the light industrial zoning. The county has received several inquiries about commercial type uses on the property, which – unfortunately – are not compatible with the current zoning. He stated that general commercial zoning would support the location and the nature of the property given its constraints (e.g. wetlands, flood plain). He stated that pending the Council's approval of the ordinance, the City would have the opportunity to amend its comprehensive plan and zoning maps with the general commercial zoning desired. He stated that it would help make the property more marketable and help finally realize job creation in the area.

Council asked Mr. Faith to describe the environmental protection policies the City currently has in place to limit the possibility of development beyond the 32 acres. Councilor Hosticka questioned if the full acreage was not developable or if the property was developable with extreme difficulty. Legal counsel indicated the Council could consider the present facts and that perhaps the full property is not impossible to develop, but may be economically impractical.

Additional Council questions included potential impacts to adjacent property in Wood Village. Mr. Faith indicated that notification had been provided to Wood Village regarding the zone change and no comment or objections to date have been made by the city. Additionally, Mr. Faith noted that the city clearly stated it would pursue a zone change on this property during the East Metro Connections Plan process, and that the change from industrial to general commercial should have been factored into the analysis.

Seeing no citizens – either in support or opposition to the application – who wished to testify, the public hearing was closed.

Motion:	Councilor Craddick moved to approve Ordinance No. 12-1290.
Second:	Councilor Harrington seconded the motion.

Councilor Craddick moved to approve the ordinance and encouraged the Council to support the application by the City of Troutdale.

Council complimented and thanked the city for their positive working relationships with Metro staff. Councilor Hosticka stated that he would abstain from the vote. He struggled with the application, stating that while the property was not a single parcel, it did have one owner and could be consolidated into a single large lot industrial parcel. He questioned if it was realistic or not for the property to be a large lot industrial site.

Council President Hughes expressed his support for the ordinance and stated that he believed the case had been made that the site could not be developed practically. Councilors expressed their support for the ordinance stating that the designation change could increase jobs, that the

application was consistent with the East Metro Connections Plan, and the property had the potential to become an extension of the city's downtown. Additionally, councilors highlighted Metro's work to ensure the region has adequate industrial lands.

Vote:

Council President Hughes and Councilors Craddick, Burkholder, Collette and Harrington voted in support of the motion. Councilor Hosticka abstained from the motion. The vote was 5 ayes and 1 abstained, the motion <u>passed</u> .

6.4 **Ordinance No. 12-1288**, For the Purpose of Amending the Employment and Industrial Areas Map of Title 4 of the Urban Growth Management Functional Plan to Upon Application by City of Happy Valley.

No Councilors declared conflicts of interest, biases or ex parte contacts for Ordinance No. 12-1288.

Mr. Ray Valone of Metro provided staff's presentation on Ordinance No. 12-1288. The City of Happy Valley requested designation changes for two properties – totaling 136.2 acres – in its Rock Creek Employment Center located northwest of Highway 212 and southeast of 172nd Avenue. Site #1, composed of six parcels, is 76 acres and owned in part by the North Clackamas School District and in part by the North Clackamas Park District. Site #2, also composed of six parcels, is 60 acres and is currently under private ownership. The city requested that the Regionally Significant Industrial Areas (RSIA) designation be removed from site #1, and that site #2 be changed from RSIA to Employment Area. Mr. Valone stated that the city took action in July 2012 to amend its comprehensive plan and zoning code for the two sites. Site #1 was changed from industrial campus to institutional public use, and site #2 was changed from industrial campus to mixed used employment. The city's plan and code changes were conditioned on Metro Council's approval of the this ordinance.

Similar to Mr. Harper, Mr. Valone outlined how the city's application to amend the Title 4 map satisfied each of the six criteria. Mr. Valone stated that based on the city's responses to the criteria and supplemental information provided, Metro staff concluded that all criteria had been met. In addition, he noted that the city requested that site #1 RSIA designation be removed, but did not specify which 2040 Growth Concept design type designation should be applied. Mr. Valone indicated that agency staff and legal counsel recommend that the Metro Neighborhood design type would best reflect the public institutional uses of two public schools and a public regional park.

Councilors asked for clarification on if there were any restrictions or provisions on the neighborhood designation and asked for the pros and cons of designating the area a neighborhood versus leaving the designation blank. For example, Councilor Hosticka stated that leaving the designation blank would provide future councils the opportunity to consider the issue and decide if the council would like to add a regional design type that addresses institutional uses. Mr. Valone stated that the Residential design type does not have restrictions associated with it

Council President Hughes opened a public hearing on Ordinance No. 12-1288:

- Michael Walter, City of Happy Valley and Todd Chase, FCS Group: Mr. Walter distributed photos and an aerial rendering of Happy Valley and the sites to illustrate the constraints for uses under the RSIA designation, such as topography, natural resources and the existing schools and park. To help with the future servicing of these sites, Mr. Walter encouraged Metro to put the Sunrise Corridor transportation project back onto the Regional Transportation Plan's financially constrained list. (Handout included as part of the meeting record.)

Council asked if the designation for site #2 allowed for residential development. Staff and Mr. Walter clarified that the designation would allow for multifamily residential or mixed-used employment development and stated that the Rock Creek area (the east Happy Valley area) is envisioned to be a major job center for the city, county and the east metro region. Mr. Walter also stated that the northern portion of site #2 – which has already been developed with schools and a park – is unlikely to have industrial uses.

Seeing no citizens – either in support or opposition to the application – who wished to testify, the public hearing was closed.

Motion:	Councilor Craddick moved to approve Ordinance No. 12-1288.
Second:	Councilor Harrington seconded the motion.

Councilor Craddick introduced Ordinance No. 12-1288. She stated that while the region needs to have adequate industrial land available – especially in the east metro region – she understood the challenges the city faced with the sites. She stated that the city did a good job to ensure they have adequate employment.

Councilor Burkholder provided a brief historical overview of the lands brought into the area in 2002. He stated that the area was designated industrial to help local justifications resist pressure from commercial market developers. However, he stated that shortly after the land was brought into the UGB, Clackamas County allowed the property to be purchased for nonindustrial uses (i.e. schools and a park). Councilor Burkholder emphasized that building key civic resources in almost inaccessible places was bad land use planning and decision-making. He stated that while he was sympathetic to the City of Happy Valley and understood the city was trying to make the best out of a bad situation, he was still frustrated with the North Clackamas Park District and the County. Councilor Burkholder stated he would abstain from the motion, but did not oppose the application going forward.

Councilor Hosticka supported Councilor Burkholder’s comments and added that since this time the region has tried to make it harder to change designations by implementing protections for RSIA’s. He also noted that school districts continue to purchase property far from neighborhoods because, at the time, it is more economically acceptable. He questioned whether the long-term transportation costs were considered in these decisions. Additional discussion included job creation and the potential to have a future Council discussion on how the Council can help schools ensure land is available in the future without compromising the industrial land supply.

Vote:	Council President Hughes and Councilors Craddick, Hosticka, Collette and Harrington voted in support of the motion. Councilor Burkholder abstained from the motion. The vote was 5 ayes and 1 abstained, the motion <u>passed</u> .
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6.5 **Ordinance No. 12-1291**, For the Purpose of Amending the FY 2012-13 Budget and Appropriations Schedule to Provide Funding for Land Use Application Planning and Design Steps Needed for a Publically Accessible Tualatin River Canoe Launch at the River Road Natural Area Location.

Motion:	Councilor Carl Hosticka moved to approve Ordinance No. 12-1291.
Second:	Councilor Burkholder seconded the motion.

Councilor Hosticka introduced Ordinance No. 12-1291. In 2011 Councilor Hosticka proposed, and the full Council approved, a \$100,000 budget amendment to begin planning and site selection for a non-motorized water craft site. He stated that all of the tasks outlined in the original budget amendment have been completed. Councilor Hosticka stated that Ordinance No. 12-1291, if approved, would appropriate an additional \$60,000 to allow Metro to complete the analysis and requirements need to secure the land use approvals from Washington County in order to develop the site.

Council President Hughes opened a public hearing on Ordinance No. 12-1291:

- Brian Wegener, Tualatin Riverkeepers: Mr. Wegener was in support of the ordinance. He viewed access to natural areas a conservation tool. He shared images of active supporters of Metro's green spaces including Riverkeeper members doing local cleanups. He stated that access to natural areas builds values for people, builds a volunteer base, and builds voters who would support the protection and maintenance of natural areas. He also discussed outreach opportunities and equity issues. He thanked the Council for their partnership. (Photos included as part of the meeting record.
- Sue Marshall, Tualatin Riverkeepers: Ms. Marshall was in support of the ordinance. She stated that the Riverkeepers have always seen the Tualatin River as a gateway to restoration. She stated that with so few access points, the Riverkeepers need to reconnect people to the river in order to create a sense of ownership and stewardship. She provided a brief historical background of the 1995 natural areas bond measure and stated that the Tualatin River Water Trail was listed as a specific goal. She emphasized the strong partnership between Metro and the Riverkeepers and stated that approval of the amendment would unleash the Riverkeepers to fully collaborate and partner with Metro. She also stated that while the river may be low profile for the region, it is an important Westside water source and economic engine.
- Eric Lindstrom, Portland: Mr. Lindstrom was in support of the ordinance. He stated that he viewed wetlands as water quality infrastructure. He stated that while he normally did not support trails in wetlands, this project provided a unique opportunity. He believed that a major issue in upcoming years will be water and water quality, and stated that the Tualatin River will play a major factor in how the region will survive.

Seeing no additional citizens who wished to testify, the public hearing was closed. Council asked clarifying questions on how the site was selected. Councilors discussed possible local match and collaboration with local groups to secure grant funding to develop the property. Councilor Harrington complimented staff for their work and for completing the comprehensive portfolio of Metro's natural areas. She stated that this report allows Metro to move forward with an understanding of the benefits, responsibilities and liabilities of maintaining and operating these

facilities. Additional discussion included the strong, engaged Tualatin River supporters and their continued partnership with Metro, and outreach completed during the site selection process.

Vote:

Council President Hughes and Councilor Hosticka, Craddick, Burkholder, Collette and Harrington voted in support of the motion. The vote was 6 ayes, the motion passed.

7. CHIEF OPERATING OFFICER COMMUNICATION

Ms. Martha Bennett provided an update on the following:

- Metro received a closing letter from the IRS regarding the examination of 2007 natural areas bond program. The letter stated that no change in the tax exempt status of the bonds was required.
- No citizens appealed the Glendoveer contract award.
- Metro's Senior Leadership Team will be at an offsite retreat Friday, Oct. 19.

8. COUNCILOR COMMUNICATION

Councilor updates included the recent Rail~Volution conference in Los Angeles, California, Coalition for a Livable Future's annual summit, and the Aloha Reedville Community Plan meeting. Highlighted upcoming events included the Oct. 19 Virginia Garcia Wellness Center ribbon cutting ceremony, Oct. 20 Walk for Wellness, Oct. 20 Forest Grove sustainability summit, and Nov. 5 Central de Cultural annual dinner.

Councilors read a resolution honoring Ms. Margo Norton. Ms. Norton, Metro's Finance and Regulatory Services director, will retire Oct. 31. Council thanked Ms. Norton for her service to Metro.

9. ADJOURN

There being no further business, Council President Hughes adjourned the regular meeting at 4:50 p.m. Council will convene the next regular council meeting on Thursday, Nov. 1 at 2:30 p.m. at the Metro Council Chamber.

Respectfully submitted,



Kelsey Newell, Regional Engagement and Legislative Coordinator

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF OCT. 18, 2012

Item	Topic	Doc. Date	Document Description	Doc. Number
2.0	Testimony	N/A	Handout distributed by Jeff Goodman	101812c-01
3.0	PowerPoint	10/18/12	New Elephant and Condor Habitats Update	101812c-02
4.0	Minutes	10/11/12	Council summary for Oct. 11, 2012	101812c-03
6.1	Testimony	N/A	Written testimony submitted by Ellen Ino	101812c-04
6.3	Map	N/A	Map, Attachment 1 to Ordinance No. 12-1290	101812c-05
6.4	Map	N/A	Map, Attachments 1 and 3 to Ordinance No. 12-1288	101812c-06
6.4	Photos	N/A	Misc. photos of property in Happy Valley	101812c-07
6.4	Rendering	N/A	Aerial rendering of the City of Happy Valley	101812c-08
6.5	PowerPoint	N/A	Presentation provided by Brian Wegener	101812c-09
6.5	Misc. Correspondence	N/A	Collated comments on Ordinance No. 12-1291	101812c-10



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Testimony on Ordinance No. 12-1293

November 1, 2012

Dear Council President Hughes and Members of the Metro Council,

Thank you for the opportunity to testify in support of Ordinance 12-1293 today. We thank Metro staff for the hard work involved in developing what we hope will be an effective process for achieving a more robust and diverse public engagement program.

1000 Friends of Oregon has long advocated that Metro prioritize building more diverse community partnerships in every aspect of its work- from how it communicates about the Zoo to transportation funding. We are encouraged by the direction this budget amendment sets for Metro.

Metro's equity action plan must have two key elements to be effective and systemic:

- Describe how Metro will engage diverse communities over the long-term through Metro's outreach and communications efforts.
- Describe how this engagement will effectively inform Metro's decision-making, so that the policies Metro adopts and implements on transportation, land use, housing, and other issues are equitable.

1000 Friends frequently serves on advisory and project committees, so we know it takes a significant amount of organizational capacity to be an effective and informed participant. This budget amendment should specifically provide funds to support building capacity of community-based organizations to participate in Metro's Advisory Committees and in Phase 1 of the Equity Strategy development process. The \$100,000 for Materials and Services budget amendment line item should specifically go towards technical assistance and contracts for community-based, social, ethnic, and racial groups to participate in Metro's decision-making.

We agree with the interim deliverables listed in the staff report. Metro's existing, project-specific efforts to advance equity, such as in the partnerships built through the SW Corridor planning, are a first step in what we hope will be an agency-wide commitment to equity. This commitment still needs to be stronger in the Climate Smart Communities partner engagement and in the Community Investment Initiative's criteria for infrastructure investment decisions.

In Metro's future efforts, such as developing an equity benchmark for the Urban Growth Report and the Regional Transportation Plan Update, Metro should build on the existing work and data available through the Greater Portland Pulse, the findings of the Equity Atlas and the equity criteria developed to evaluate TIGER projects.

Thank you for the opportunity to comment on this proposal.

Tara Sulzen
Outreach Director
1000 Friends of Oregon



Testimony on Metro Ordinance No. 12-1293

November 1, 2012

Dear Council President Hughes and Members of the Metro Council,

Thank you for the opportunity to testify in support of Ordinance 12-1293. Many people and efforts have led to the establishment of a Metro Equity Strategy, we would especially like to thank the Metro Council Members and staff that continue to work diligently to research and respond to community requests for this initiative.

Coalition for a Livable Future has had a long history of advocacy across the region. At our core, we believe that concepts of "livability" include a frame and a strategy that is based in equity. Equity in process, equity in services and equity in resources. Our definition is not limited to geography, but takes into consideration the people and communities who have the most to gain and the most to lose with every decision made, every dollar that is spent and every process that is driven across the region.

A strong equity strategy is about thinking and acting differently and the proposal being considered today a step in the right direction. We especially applaud its emphasis on building internal understanding and capacity and strengthening relationships with community members.

It is our request that two additional items be considered in the final proposal:

- (1) A \$100,000 increase in the budget dedicated to technical assistance from racial, social and environmental justice organizations; and
- (2) Specific language expressing Title VI as a baseline from which the Metro equity standards plan to move beyond.

An admitted challenge in the proposal is lack of capacity to understand and administer equity tools and strategies within the Metro. There is a wealth of knowledge and experience among our racial, social and environmental justice organizations that should be utilized in the form of technical assistance rather than being limited to the traditional "community engagement" models. The Racial Equity Strategy Guide, developed for the City of Portland by the Partners for Equity Coalition and led by the Urban League of Portland, is just one example of a product that community partners can provide for Metro. An additional \$100,000 dedicated to this type of technical assistance would provide Metro with the flexibility needed to research community resources and compensate organizations for their time and expertise.

Title VI is mentioned in the Equity Strategy, but it has been recently reported that there is a separate Title VI strategy in place. We do not see these as two separate strategies and would like to know that the efforts will be combined to leverage resources, staffing and energy towards the same goals of meeting and exceeding Federal compliance expectations. This combined strategy should include, but not be limited to, regular comprehensive needs assessments that provide more accurate demographic analysis and services community needs in a coordinated fashion.



We believe strongly that inclusion of both of these requests will assist Metro with building internal capacity for this Equity Strategy.

We are excited about this proposal and look forward to staying connected as a community partner. We look forward to continuing our combined work on the second iteration of the Regional Equity Atlas and see it as a data mapping tool that can inform the Metro Equity Strategy. We also hope that our participation in various advisory and project committees, including Climate Smart Communities and the Community Investment Initiative, can also help to inform the Metro Equity Strategy moving forward.

Thank you for expressing your commitment to equity in this proposal and thank you for considering our additional requests.

We look forward to remaining engaged and working together to make this a more equitable and just region.

Irene B. Schwoeffermann

Coalition for a Livable Future