



## **METRO COUNCIL RETREAT**

Meeting Summary

Feb. 12, 2013

Oregon Convention Center, VIP B Room

**Councilors Present:** Council President Tom Hughes and Councilors Shirley Craddick, Bob Stacey, Sam Chase, Kathryn Harrington, Carlotta Collette, Craig Dirksen

**Councilors Excused:** None

**Staff Present:** Martha Bennett, Scott Robinson, Alison Kean Campbell, Andy Shaw, Ina Zucker, Annierose Vonburg, Kelsey Newell, Nikolai Ursin, Colin Deverell, Ramona Perrault, Jonathan Jubera

Council President Tom Hughes convened the retreat at 9:03 a.m.

Ms. Martha Bennett of Metro distributed draft copies of the Metro Council ground rules and draft agreements regarding meeting management, communication, conflict agreement, and workload balance. The two handouts were a follow-up to the Council's team building retreat held on Jan. 30 – 31, 2013. Ms. Bennett asked councilors to review the two draft documents and forward any comments and/or edits to her or Andy Shaw by Feb. 25. The Council is anticipated to formally accept both documents at a later date.

Additionally, she distributed a handout outlining the agency's current large-scale initiatives including projects such as Climate Smart Communities, the Solid Waste Roadmap, and natural areas levy. Ms. Bennett stated that all of the listed large-scale initiatives were currently funded in the draft FY 2013-14 budget. Council will discuss the initiatives as part of their budget retreat scheduled for Feb. 26. (All materials included as part of the meeting record.)

Councilors requested that all three handouts be distributed electronically.

### **1. WELCOME: RETREAT OBJECTIVES AND AGENDA REVIEW**

The purpose of the Feb. 12 council retreat was for the Metro Council to provide guidance on short and long-term Council goals.

## **2. INTRODUCTION: METRO'S CURRENT WORK**

Ms. Bennett stated that Metro's work could be divided into three tiers:



She briefly overviewed and provided an example for each tier. For example, Ms. Bennett stated that the 2040 growth concept is an example of the Metro's long range vision. In comparison to the former Making the Greatest Place program is an example of the agency's long range goals. Examples of Council initiatives – such as Climate Smart Communities – are projects or programs the council hopes to accomplish in the next 18 to 36 months.

Ms. Bennett asked the council to focus the discussion on the middle tier, goals the Council would like to accomplish in the next 5 to 10 years. She stated that councilors have been eager to have this discussion.

## **3. HOMEWORK: GOALS AND POLICY DIRECTION**

Ms. Bennett asked each councilor to recommend long range goals for the council to consider in the next 5 to 10 years. Ms. Bennett stated that once all of the goals were listed, the Council would have an opportunity to discuss, refine, and prioritize the goals.

Councilors proposed and spoke to each of the following draft goals:  
*(Note, draft goals are not listed in any priority order)*

- Realize the opportunity of the Community Investment Initiative
- Ensure all residents, regardless of income, race or disability, have economic opportunity and access to the region's quality of life
- Increase investment in the areas where residents live and work, and stop investing in outward expansion
- Improve long-term financial strength of Metro while limiting Metro's competition with local governments for their traditional sources
- Raise the average income in the region and continue efforts on industrial lands and brownfields
- Substantially complete the acquisition of natural areas and develop a plan for restoration and maintenance of Metro owned properties
- 2040 in action and/or 2040 growth concept implementation on track or accelerate
- Focus Climate Smart Communities on smart communities that can therefore be implemented
- Significantly improve the way affordable housing is available throughout the region – regional affordable housing strategy that provides affordable housing

- Develop a regional transportation funding strategy that is paid for by the users in the region
- Build a better sense among the public of taking pride in the region
- Unite the region moving forward
- Achieve better buy-in in the urban growth boundary process
- Six desired outcome utilization defined for regional progress and use. No outcome backsliding
- Optimize outcomes for the Southwest Corridor project
- Create a foundation for the region's children to lead successful lives
- Develop a 5 to 10 year plan for integrating Metro's assets into long-term tourism strategy
- Reuniting the region around the transit system
- Ensure solid waste system is financially viable and address the private and public split
- Community outcomes – equity and health partners see their perspective is integrated into the regional work
- Build the world's most sustainable zoo
- Greatly improve the region's capacity to deal with a major earthquake
- Develop a plan that more clearly lays out Metro's roles in economic development
- Prepare the region to be to be successful on the next Housing and Urban Development (HUD) grant
- Participate in redevelopment of the Blue Heron site and public access to Willamette Falls
- Regional infrastructure financing strategy
- Cities without a regional center feel more connected to urban policy
- Institutionalize that we are set up to take advantage of grant resources

#### 4. **BREAK**

The Council recessed for a short break.

#### 5. **PRIORITIZATION EXERCISE**

Ms. Bennett, with assistance from Scott Robinson, Andy Shaw and Ina Zucker, reorganized and consolidated individual councilor goals into 11 draft goal categories for the full Council's consideration. The categories were intended to serve as a starting point for discussion. The categories were as follows:

##### **Strengthen role in implementing 2040 Growth Concept**

- Six desired outcome utilization defined for regional progress and use. No outcome backsliding
- Participate in redevelopment of Blue Heron and public access to Willamette Falls
- Optimize outcomes for the Southwest Corridor project
- 2040 in action and/or 2040 growth concept implementation on track or accelerate
- Focus Climate Smart Communities on smart communities that can therefore be implemented
- Increase investment in the areas where residents live and work, and stop investing in outward expansion

### **Urban Growth Boundary Management**

- Increase investment in the areas where residents live and work, and stop investing in outward expansion
- Achieve better buy-in in the urban growth boundary process

### **Worlds most sustainable...**

- Build the world's most sustainable zoo

### **Emergency Preparedness**

- Greatly improve the region's capacity to deal with major earthquake

### **Natural Areas**

- Improve long-term financial strength of Metro while limiting Metro's competition with local governments for their traditional sources
- Substantially complete the acquisition of natural areas and develop a plan for restoration and maintenance of Metro owned properties

### **Advancing Regionalism**

- Cities without a regional center feel more connected to urban policy
- Unite the region moving forward
- Build a better sense among the public of taking pride in the region

### **Regional Infrastructure Financing**

- Regional infrastructure financing strategy
- Develop a regional transportation funding strategy that is paid for by the users in the region
- Realize the opportunity of the Community Investment Initiative

### **Advance Equity**

- Community outcomes – equity and health partners see their perspective is integrated into the regional work
- Ensure all residents, regardless of income, race or disability, have economic opportunity and access to the region's quality of life

### **Children and Youth**

- Create a foundation for the region's children to lead successful lives
- Significantly improve the way affordable housing is available throughout the region – regional affordable housing strategy that provides affordable housing

### **Economic Development**

- Develop a plan that more clearly lays out Metro's roles in economic development
- Develop a 5 to 10 year plan for integrating Metro's assets into long-term tourism strategy
- Raise the average income in the region and continue efforts on industrial lands and brownfields

### **Agency Financial Viability**

- Improve long term financial strength of Metro while limiting Metro's competition with local governments for their traditional sources
- Ensure solid waste system is financially viable and address the private and public split

(Note, councilor-proposed goal statements that were not mapped to one of the above 11 categories were believed to be initiatives not goals. For example, *reuniting the region around transit* was considered an initiative not a goal.)

### **Council Discussion**

Councilors were not in favor of prioritizing the 11 goal categories at the retreat and stated that the retreat was the first real opportunity councilors have had to share and understand each other's goals for the full Council. Councilors inquired how the goals sync with the region's six desired outcomes and how the goals were connected to the agency's large-scale initiatives. Additionally, councilors expressed an interest in having a future discussion around the Chief Operating Officer's goals versus the Metro Council's goals for the agency.

Councilors discussed the decline in Metro's credibility with local jurisdictions, and lack of unity around the region. Councilors believed that *Advancing Regionalism* was an important pre-cursor to the other goals, especially in regards to implementing the 2040 growth concept or developing a regional infrastructure financing strategy. Council discussed whether regionalism was the key to improving their relationships with local jurisdictions and accomplishing their goals. Additionally, councilors emphasized the importance of messaging and communication with local partners (e.g. *efficiency versus capacity or density*).

Additional discussion addressed:

- Councilors stated that many jurisdictions are unaware of Metro's financial contributions in their communities, and emphasized the need to educate local partners. Councilors recommended that staff provide information to individual councilors about activities occurring in their districts to share during meetings. Additionally, councilors emphasized the need to receive better information on local cities' engagement.
- Councilors discussed targeting investments in communities that support the agency's long-term vision.
- Councilors requested that the operational analysis of investment programs be provided within the next 2 to 3 months.
- Councilors recommended Metro convene a forum, a "think tank" for local experts to discuss what it means to think regionally. Councilors emphasized the need for the discussion to be inclusive, and include diverse perspectives from around the region.
- Councilors recommended the Council have a future discussion around the Metro Policy Advisory Committee and how the committee could play a role in advancing regionalism.
- Councilors discussed the idea of a campaign around regional goals to ensure local jurisdictions' buy in.
- Council requested a session to debrief on the Making the Greatest Plan initiative.
- Councilors stated that the Community Investment Initiative should be communicating to local governments more effectively.
- Councilors emphasized the need to outline what is a risk for the agency.

- Councilors addressed Minority, Women, and Emerging Small Businesses (MWESB) contracting and the need to raise Metro's requirements to ensure that everyone is included in the local economy.
- Council briefly discussed Metro's Charter requirements around the 2040 growth concept, future vision, and residential equity. Councilors requested more information on what Charter elements required a formal vote.

## **6. SUMMARY AND NEXT STEPS**

Ms. Bennett stated staff would take the above information and bring back draft goal statements for Council consideration at the Feb. 26 retreat. She stated that Council would be asked to narrow and prioritize its goal statements and to discuss sequencing of council initiatives scheduled in the next 18 to 36 months.

## **7. ADJOURN**

Seeing no further discussion, Council President Tom Hughes adjourned the Council retreat at 12:04 p.m.

Prepared by,



Kelsey Newell, Regional Engagement & Legislative Coordinator

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF FEB. 12, 2013**

<b>Item</b>	<b>Topic</b>	<b>Doc. Date</b>	<b>Document Description</b>	<b>Doc. Number</b>
	Agenda	2/12/13	Revised council retreat agenda	21213c-01
1.	Handout	2/2013	Draft Metro Council ground rules	21213c-02
1.	Handout	N/A	Council agreements	21213c-03
1.	Handout	N/A	Current large-scale initiatives	21213c-04