



## Metro | *Agenda*

Meeting: Metro Council Retreat  
Date: Wednesday, May 1, 2013  
Time: 9 a.m. to 12 p.m. (noon)  
Place: Oregon Convention Center, VIP B

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- 1. INTRODUCTION**
- 2. REVIEW STRATEGIC AREAS**
- 3. COST BENEFIT DISCUSSION**
- 4. AGREEMENT ON NEXT STEPS**
- 5. ADJOURN**

**Prep material for May 1, 2013 council retreat**

April 25, 2013

Councilors,

After your previous Council retreat, staff circulated some rewording of the eleven possible goal areas for your review. Based on comments received from you and senior leadership members I determined whether the goals were “outcome” descriptions, “strategy” descriptions (how to achieve the outcome) or descriptions of existing or possible Council initiatives (18-36 month projects). These documents reflect that review and serves as support material for the six proposed strategies.

Martha Bennett

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## **11 Goal areas**

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Goal 1: Strengthen role in implementing 2040 Growth Concept

Goal 2: Collaborate with citizens, stakeholders, and other governments in ensuring the 2015 UGB Decision complies with State Law, Metro Code, and moves the region towards the 6 desired regional outcomes.

Goal 3: Integrate and measure profitability, sound environmental practices, and opportunity for all people in Metro's facilities and operations.

Goal 4: Develop a regional consensus on necessary actions required to prepare for and respond to a major seismic event. (Initiative)

Goal 5: Develop a regional consensus and pursue a permanent funding source and model to support regional natural area, park and trail maintenance.

Goal 6: Build a regional consensus on the highest priority matters of regional concern through proactive outreach.

Goal 7: Within 5 years, develop regional approval of a regional infrastructure financing mechanism

Goal 8: Advance equality of opportunity for all of the region's residents and communities.

Goal 9: Convene a regional discussion about the best approach to providing and funding children's services in the region

Goal 10: Within five years, develop and implement a policy and strategy for Metro's role in economic development.

Goal 11: Address key financial issues for Metro's operations that allow the agency to continue to provide direct services at a regional scale: sustainably, effectively and efficiently

## **6 proposed strategy areas**

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1. Infrastructure
2. Innovative planning
3. Natural Environment
4. Role in regional economic development/job creation
5. Changing demographics
6. Build increased citizen support

## **Goal 1: Strengthen role in implementing 2040 Growth Concept**

### **Original grouping and direct flip chart notes**

- No outcome backsliding (outcome. covered by 6 desired outcomes )
- Participate in redevelopment of Blue Heron and public access to Willamette Falls (Current Initiative)
- Optimize outcomes for Southwest corridor plan (Current initiative)
- 2040 in action and/or 2040 growth concept implementation on track or accelerated (Outcome)
- CSC is focused on smart communities and can therefore be implemented (Current Initiative)
- Increase investments in places residents already live and work and stop investment in expansion (Possible Strategy with outcomes described)

### **Current Council initiatives in this goal area**

- SW Corridor Plan
- Climate Smart Communities
- Willamette Falls/Blue Heron site
- Regional Transportation Plan
- Powell/Division Corridor

## **Goal 2: Collaborate with citizens, stakeholders, and other governments in ensuring the 2015 UGB Decision complies with State Law, Metro Code, and moves the region towards the 6 desired regional outcomes. (Initiative)**

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### **Original Grouping and direct flip chart notes**

- Improve UGB decision making process to improve buy in (Initiative)
- Increase investments in places residents already live and work and stop investment in expansion

### **Current Council initiatives in this goal area**

- Urban Growth Management

## **Goal 3: Integrate and measure profitability, sound environmental practices, and opportunity for all people in Metro's facilities and operations. (Initiative)**

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### **Original Grouping and direct flip chart notes**

- Building the world's most sustainable zoo. (Initiative).

**Current Council initiatives in this goal area**

- None

**Goal 4: Develop a regional consensus on necessary actions required to prepare for and respond to a major seismic event. (Initiative)**

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**Original Grouping and direct flip chart notes**

- Greatly improve region's capacity to deal with major earthquake (Initiative)

**Current Council initiatives in this goal area**

- None

**Goal 5: Develop a regional consensus and pursue a permanent funding source and model to support regional natural area, park and trail maintenance.**

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**Original Grouping and direct flip chart notes**

- Improve long term financial strength of Metro while limiting Metro's competition with local governments for their traditional sources (Strategy AND Outcome)
- Substantially complete the acquisition of natural areas and develop
- a plan for restoration and maintenance of lands we own (Initiative)

**Current Council initiatives in this goal area**

- Natural Areas Levy

**Goal 6: Build a regional consensus on the highest priority matters of regional concern through proactive outreach.**

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**Original Grouping and direct flip chart notes**

- Cities without a regional center feel more connected to urban policy (Outcome)
- Uniting the region and moving forward (Strategic elements)
- Build a better sense among the public of taking pride in the region—"We live in a region we can take pride in." (Strategy)

**Current Council initiatives in this goal area**

- None

**Goal 7: Within 5 years, develop regional approval of a regional infrastructure financing mechanism**

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**Original Grouping and direct flip chart notes**

- Regional infrastructure financing strategy (Initiative)
- Develop a regional transportation funding strategy—paid for by users in the region (Initiative)
- Realizing the benefit/opportunity of CII (Mixed, but Initiative)

**Current Council initiatives in this goal area**

- Community Investment Initiative

**Goal 8: Advance equality of opportunity for all of the region's residents and communities.**

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**Original Grouping and direct flip chart notes**

- Community outcomes—equity and health partners see their perspective is integrated into the region (Outcome)
- Ensure our region's residents regardless of income, race, or disability have access (Outcome)
- Significantly improve the way affordable housing is available throughout the region-regional affordable housing strategy that provides affordable housing (Initiative)

**Current Council initiatives in this goal area**

- Equity Strategy

**Goal 9: Convene a regional discussion about the best approach to providing and funding children's services in the region**

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**Original Grouping and direct flip chart notes**

- Create a foundation for the region's children to lead successful lives

**Current Council Initiatives in this goal area**

- None

**Goal 10: Within five years, develop and implement a policy and strategy for Metro's role in economic development.**

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**Original Grouping and direct flip chart notes**

- Develop a plan that more clearly lays out Metro's role in economic development (Initiative)
- Develop a 5-10 year plan for integrating Metro's assets into LT tourism strategy (Initiative)
- Raise our average income in the region and continue efforts on industrial lands and brownfields (Outcome AND Initiative)

**Current Council Initiatives in this goal area**

- Convention Center Hotel
- Willamette Falls/Blue Heron

**Goal 11: Address key financial issues for Metro's operations that allow the agency to continue to provide direct services at a regional scale: sustainably, effectively and efficiently.**

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**Original Grouping and direct flip chart notes**

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

**Current Council Initiatives in this goal area**

- Solid Waste Roadmap
- Visitor Venue Strategic Plans



## Six proposed strategy areas



Six regional outcomes  
Big picture plans

Strategic agenda  
Coupled with roles

Council Initiatives  
Programs and Activities

**Metros role**  
Inspire  
Teach  
Invite  
Incent  
Invest/fund  
Regulate/require  
Service provider

- 1. Infrastructure**
  - CII--- CII funding measure
  - Hotel
  - Visitor venues
  - Blue Heron
  - Regional transportation fund
  - Brownfields
- 2. Innovative planning**
  - SW Corridor
  - CSC
  - SWRM
  - UGB/IGR
  - RTP
  - Powell/Division
- 3. Natural Environment**
  - Levy
  - Bonds
  - Behavior change
  - Permanent funding
- 4. Role in regional economic development/ job creation**
  - Develop agency economic development role
  - Develop support regional XXX strategy
- 5. Changing demographics**
  - Equity
  - Affordable housing
- 6. Build increased citizen support**

*Black—existing initiative      Green—future Council initiative*

Materials following this page were distributed at the meeting.

**As a member of the Metro council I agree to the following:**

**Meetings**

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1. I will come prepared to meetings, familiarize myself with the material and seek to address individual needs prior to the meeting.
2. I will strive to hold questions until the end of presentations (unless it is essential to promote understanding).
3. Facilitation of meetings will focus on balancing participation and achieving desired outcomes.
  - The Council President is the primary facilitator
  - The councilor leading the work is the secondary facilitator
  - All council members are encouraged to redirect discussion if it becomes imbalanced or off-focus
  - Facilitators will set a time limit for talking and the number of individual contributions on a given topic
  - We as a council will provide feedback to staff on presentations.

**Engagement**

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1. I will follow meeting ground rules (page 3).
2. I will seek to avoid surprising my colleagues during meetings.
3. I will seek to find agreement when dialogue is lost/compromised:
  - Anyone can say, "Take it off line" or "Let's talk later"
  - Individuals can continue their conversation later one-on-one

**Communication**

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1. After significant meetings with elected officials or key stakeholders the Council President will make a point to brief Metro councilors that may be impacted.
  - The Council President will work with individual councilors on their expectations for briefings and the best way to provide that information
2. I will seek to provide opportunities to communicate with fellow councilors outside of meetings.
  - Take advantage of texts, emails and phone calls
  - Schedules will be cleared 30 minutes (when possible) prior to Council meetings to provide increased opportunities for briefings and conversations

**Conflict Agreements**

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1. When resolving conflict, I will speak directly to the person involved.

2. I will take time to cool off before discussing an issue of conflict.
3. If needed, I will signal for a discussion time-limit or process-check.
4. I will ask for feedback, such as “how did I do?”
5. I will not engage staff in personal conflict or ask them to take sides.
6. I share the expectation with members of the Council to listen and contribute to a productive dialogue.

### **Workload balance**

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1. I agree to the current workload balancing process.
2. The Council President will provide a general discussion when assignments are set up (annually or as needed).

### **Maintaining the gain**

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1. I agree to monitor agreements and group dynamics on an ongoing basis.
2. It is the Council President’s responsibility to review these agreements periodically with councilors.

### **Metro Council Ground Rules**

**Everyone participates.** Strive to be concise, stay on topic, and seek participation from all council members.

**Different opinions and participation styles are welcome.** Recognize that some individuals are comfortable sharing “draft” ideas and opinions, and others won’t express an opinion until fully thought through.

**Start and finish on time.** Sometimes, a topic will need more time for discussion than allotted. If so, acknowledge this, and agree on how the group will address this need.

**One conversation at a time.** Limit sidebar conversations. We all interrupt on occasion by mistake, or to build on others statements; however, strive to allow each person the space to finish their thought.

**Be present.** Use of laptops and smart phones should be limited to the needs of the current meeting (note taking, asking for fact checking by others, etc.), and used in as limited a manner as possible.

**Silence is agreement.** It isn’t acceptable to remain silent in a meeting and then later say you do not agree with a group decision.

**Challenge ideas, not individuals.** Strive to keep conversations from taking on a personal tone, and be prepared to share your reasoning.

**Praise in public; criticize in private.**

**Do what you say you will do.** Council members are accountable for following through on agreed actions and the group should hold each other mutually accountable.

**Respect and accept your group.** We all are individuals, have our own perspectives, and process information and communicate in different ways.

**Seek to avoid surprises.** We strive to inform other councilors when we have new information or ideas, or when we are going to ask the Council for support on a position that may be controversial.