



Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, August 6, 2013
Time: 2 p.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|---------|---|---|
| 2 PM | 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR AUGUST 8, 2013/ CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:15 PM | 2. FISCAL YEAR 2012-13 END-OF-YEAR MANAGEMENT AND BALANCED SCORECARD REPORTS – <u>INFORMATION / DISCUSSION</u> | Scott Robinson, Metro
Cary Stacey, Metro |
| 2:45 PM | 3. APPROVING FY 2012-2013 FUNDING FOR COMMUNITY PLANNING AND DEVELOPMENT GRANTS FUNDED WITH CONSTRUCTION EXCISE TAX – <u>INFORMATION / DISCUSSION</u> | Gerry Uba, Metro |
| 3:15 PM | 4. BREAK | |
| 3:20 PM | 5. COUNCIL LIAISON UPDATES – <u>DISCUSSION</u> | |
| 3:50 PM | 6. COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

Metro's nondiscrimination notice

Metro respects civil rights. Metro fully complies with Title VI of the Civil Rights Act of 1964 that bans discrimination on the basis of race, color or national origin. For more information on Metro's civil rights program, or to obtain a Title VI complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. All Metro meetings are wheelchair accessible. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1536 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 7 business days in advance of the meeting to accommodate your request. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Agenda Item No. 2.0

**FISCAL YEAR 2012-13 END-OF-YEAR
MANAGEMENT AND BALANCED
SCORECARD REPORTS**

Metro Council Work Session
Tuesday, August 6, 2013
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date Aug. 6, 2013 Time: 3:05 p.m. Length: 30 min.

Presentation Title: Fiscal year 2012-13 End-of-Year Management and Balanced Scorecard Reports

Service, Office, or Center:

Office of the COO

Presenters (include phone number/extension and alternative contact information):
Deputy Chief Operating Officer Scott Robinson, x1605, Employee Communications
Manager Cary Stacey, x1619

ISSUE & BACKGROUND

The end-of-year management report gives both summarized and detailed information about how Metro is meeting its mission and goals through our public-facing programs, Council priority projects and central services departments. The annual Balanced Scorecard report gauges the overall health of the agency in six areas: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability, and diversity.

This item is informational; no action is needed.

OPTIONS AVAILABLE

N/A

IMPLICATIONS AND SUGGESTIONS

N/A

QUESTION(S) PRESENTED FOR CONSIDERATION

N/A

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION Yes X_No
DRAFT IS ATTACHED Yes X_No



2012-13

At-a-glance

End of year management report

Balanced scorecard

July 1, 2012 through June 30, 2013



Metro | *Making a great place*

FY 2012-13 End-of-year management report

Table of contents

Management report item		Page
Metro management report executive summary		3
Metro management report at-a-glance		4
Metro management report in detail		
Office of the COO	1.1 Diversity Program	13
	1.2 Equity Strategy Program	13
Finance and Regulatory Services	2.1 Solid waste compliance and cleanup	14
Parks and Environmental Services	3.1 Parks and natural areas management	16
	3.2 Solid waste operations	17
Planning and Development	4.1 Land use planning	18
	4.2 Project development	20
	4.3 Transportation system planning	20
Sustainability Center	5.1 Natural areas	21
	5.2 Parks planning and development	24
	5.3 Resource conservation and recycling	25
Visitor Venues	6.1 Convention, trade and consumer shows	26
	6.2 Performing arts, arts and culture	28
	6.3 Zoo conservation and research	29
	6.4 Zoo education	31
	6.5 Zoo infrastructure bond (A Better Zoo)	31
	6.6 Zoo visitor experience	33
Council Priority Projects	7.1 Community Investment Initiative	34
	7.2 Convention Center Hotel	35
	7.3 Solid Waste Roadmap	35
Internal Services	8.1 Communications	36
	8.2 Finance and Regulatory Services	37
	8.3 Human Resources	37
	8.4 Information Services	37
	8.5 Office of Metro Attorney	38
	8.6 Research Center	38
Balanced Scorecard	Balanced Scorecard table of contents	39

Metro Management Report executive summary

End-of-year FY 2012-13

Metro advanced collaborative planning projects, natural area improvements and sustainability goals and increased facility visitors and revenues; long-term funding issues for visitor venues remain a challenge.

The Diversity Program oversaw Diversity Action Plan adoption by the Metro Council, created teams to carry out the plan and launched several diversity training and awareness-building initiatives. The Equity Strategy Program formed an advisory committee and made progress with its work plan. The Community Investment Initiative moved forward with a Regional Infrastructure Enterprise and a framework to track progress on achieving the Leadership Council's mission.

Planning and Development staff kicked off the 2014 Regional Transportation Plan update and completed a draft Regional Active Transportation Plan, oversaw adoption of the 2013-15 Unified Planning Work Program, secured \$2.5 million in annual federal planning grants and developed community case studies for the Climate Smart Scenarios project. The Southwest Corridor steering committee reviewed evaluation of five transit alternatives and prepared to recommend a shared investment strategy. The Development Center completed five construction projects with two more underway.

2006 Natural Areas bond measure acquisitions now total 4,586 acres and restoration and maintenance occurred in 22 natural areas. Voters approved the parks and natural areas levy; staff completed an approved work plan for the levy. The Metro Council approved 13 Nature in Neighborhood grants totaling \$1.17 million. The Westside Trail Master Plan, Mt. Scott Scouter/Mountain Trail and Blue Lake Trail projects all moved forward.

Metro helped pass three state bills to reduce toxics and support MetroPaint and the Clean Fleet Initiative. An inventory of greenhouse gas emissions from Metro operations is underway; Metro's new Green Building Policy prompted feasibility assessments for ecoroofs and solar panels at five sites.

MetroPaint posted nearly \$1.2 million in sales and signed a five-year contract extension with Miller Paint. Solid waste operations expanded capacity for handling organics. The Solid Waste Roadmap project designed a public engagement series and launched the Metro South transfer station area study. The solid waste compliance program cleaned up 2,054 illegal dumpsites and camps. The Department of Environmental Quality approved the final study to begin restoring the St. Johns Landfill to upland prairie.

Metro regional parks again saw a yearly increase in visitors; online reservations at Oxbow and the disc golf course at Blue Lake helped boost attendance. Upgrades at the Gleason Boat Ramp and Glendoveer Golf Course will improve access and service. The cemetery program opened the Chestnut Grove Memorial Garden at Lone Fir Cemetery and reached a key milestone in planning the Cultural Heritage Garden and Memorial; the Cemetery Advisory Committee will deliver its first report in September.

The zoo bond program gained approval for a conditional use master plan; finalized parking and Good Neighbor agreements; made progress with partners in parking and access issues and prepared for construction on elephant and condor habitats. The Remote Elephant Center, Elephant Lands and Condors of the Columbia projects all moved forward.

The Oregon Zoo increased revenues and broke an annual attendance record. Both the Expo Oregon Convention centers improved fourth quarter numbers; OCC projections show record yearly revenues. Hotel project staff selected a development team, requested State Lottery bond funds and negotiated a Visitor Facilities intergovernmental agreement. The Expo Center began a project to provide wifi to all clients and the Portland Center for the Performing Arts readied its website redesign for a July launch.

This summary report lists Metro project and program highlights for the fourth quarter of this fiscal year.

Metro Management Report At-a-Glance

End-of-year FY 2012-13

Office of the COO

Diversity Program

- Diversity Action Plan adopted by Metro Council.
- Revised Diversity Action Team structure to establish an advisory council and core area teams to implement the Diversity Action Plan.
- Developed and delivered first phase of SLT diversity training in late June.
- Completed rollout of “OUCH! That Stereotype Hurts” diversity awareness training across Metro, with trained staff facilitating sessions.
- Launched a Recognize Respect campaign in June to raise awareness about Metro’s value of respect with weekly incentive drawings and participation in Portland Pride activities.

Equity Strategy Program

- Began implementation of Equity Strategy Program work plan.
- Equity Strategy Advisory Committee members were appointed by the COO, with the committee kick-off meeting to occur July 31.
- In partnership with Metro's Diversity Program, began implementation of the Diversity and Equity Leadership Training series.
- Organized a visit for Equity Program Liaisons and Metro Councilors Chase and Craddick to learn about the City of Seattle's Race and Social Justice Initiative and its approach to equity work.
- Scoped two externally-focused capacity-building efforts to be implemented in FY 13-14: a pilot Community Partnership project with Metro levy staff and a series of Equity Atlas trainings for local partners.
- Staff will work with Council Liaisons and Metro Council in the first quarter of FY 13-14 to develop an engagement strategy.

Finance and Regulatory Services

Solid waste compliance and cleanup highlights

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program.
- Illegal site cleanups included a total of 1,982 dumpsite cleanups for the year, 189 of which were large dump sites, and 72 illegal campsite cleanups for the year.
- Republic Waste requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County; the Metro Council will consider whether to list PRC within the Code once the agreement is ready to move forward.
- Worked with private industry transfer station operators on two year franchise extensions at Pride, WRI, Troutdale and Forest Grove transfer stations and amendments to Code regarding solid waste regulation related to transfer stations and illegal dumping related to enforcement and contested case procedures. Ordinances will come before Council in the first quarter.

Parks and Environmental Services

Parks and natural areas management highlights

- Completed the Chestnut Grove Memorial Garden at Lone Fir Cemetery with an opening ceremony including Councilors Stacey and Craddick and Governor Barbara Roberts.
- The Cemetery Advisory Committee reviewed design and operations of the Chestnut Grove Memorial Garden at Lone Fir Cemetery; the committee's annual report is due to Metro's Chief Operating Officer in September 2013.
- The Metro and State of Oregon Historic Preservation Office (SHPO) have finalized the Inadvertent Discovery Plan for the Cultural Heritage Garden and Memorial construction project at Lone Fir Cemetery; next steps include entering into a Memorandum of Agreement with the SHPO and developing an agreement regarding preservation and maintenance of the cemetery.
- Cemetery staff issued an RFP to bring headstone providers on contract, which will include a revenue sharing component with Metro.
- The autonomous Lone Fir Cemetery Foundation continues work on a strategic plan for 2013 and has formed a fund development committee led by Gov. Barbara Roberts.
- Blue Lake Park's yearly total of 383,085 visitors is up from 355,202 the prior year; the disc golf course at Blue Lake received an estimated 4,600 guests for the year.
- Oxbow Park's yearly total of 231,687 visitors is up from 221,736 the prior year; the park's new online camping reservation system had more than 1,000 online reservations; once permitting is approved for new campground facilities to replace losses from the prior year's erosion, a new campground road and campsites will be completed this summer.
- Chinook Boat Ramp increased its yearly visitor total from 156,037 to 198,290.
- Completed construction on a significant portion of the \$1.7 million Gleason Boat Ramp project in time for a very busy July 4 opening; work continues on the new additional single car parking lot, which is expected to open this summer.
- New Glendoveer operator marked six months of operation and completed targeted maintenance to the facility; a new barn to house the new fleet of electric carts will start construction in the first quarter of FY 13-14.

Solid waste operations highlights

- Expanded organics handling area at Metro Central transfer station to accommodate the City of Portland's curbside organics program.
- Acquired new and improved automated scale systems for commercial haulers at both transfer stations; installed updated signage.
- Began Metro South transfer station area study; conducted a survey of self-haul customers that showed more than 85 percent of these customers were very satisfied with Metro South service.
- Conducted a characterization study of organics received at both Metro transfer stations; reached agreement to take organics to an anaerobic digester slated to open in August 2013.
- Passage of Oregon Legislature HB2048 made permanent the nation's first statewide product stewardship program for managing leftover paint; signed five-year contract extension with Miller Paint to distribute MetroPaint, which brought in \$1.2 million in FY 12-13.
- DEQ approved the final Feasibility Study for the St. Johns Landfill, including Metro's preferred approach for remediating potential risks; initiated habitat restoration prescribed by the Comprehensive Natural Resource Plan to create 10 acres of upland prairie.

Planning and Development

Land use planning highlights

- Worked with Council, Metro management, external stakeholders and local jurisdictions to revise administrative rules for Community Planning and Development Grants; solicited applications and supported Grants Screening Committee recommendations to COO and the Metro Council.
- Monitored progress on nine existing community planning and development grants that support local implementation efforts; continued negotiations on remaining grant awards from Cycle 2.
- Provided staff resources and/or financial support for major agency initiatives including Southwest Corridor planning, including initiation of an economic development element that will focus on investments for job creation; East Metro Connections Plan implementation; Climate Smart Communities scenarios project; Community Investment Initiative; Metro Equity Strategy Initiative; and Regional Economic Development, including the Metropolitan Export Initiative.
- Worked with the new MPAC leadership to develop a 2013 work plan.
- Developed work program for 2014 Urban Growth Report/2015 Growth Management Decision.

Project development highlights

- Worked closely with Southwest Corridor partner jurisdictions to evaluate five high capacity transit alternatives; the Steering Committee reviewed evaluation results in May and is scheduled to recommend a shared investment strategy this summer.
- Continued coordination work on next High Capacity Transit project for Powell/Division Corridor.
- Continued to implement two key projects in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area; a Transportation Research Board grant will help fund this work.
- Completed concept designs for two façade renovations in downtown Oregon City; submitted proposals to the city's Urban Renewal Commission for Storefront Improvement Program grant funding; completed concept designs and restoration plans for the Oregon City Municipal Elevator as part of the Main Street Revitalization Initiative.
- Construction is underway on two TOD projects: 4th Main, a mixed use development in downtown Hillsboro; and the Prescott, a mixed-use development in North Portland.
- Completed construction on the Hollywood Apartments, a mixed-use development in Northeast Portland.

Transportation system planning highlights

- Kicked off the 2014 Regional Transportation Plan (RTP) update with a series of work plan scoping meetings with Council and our local partners.
- Completed negotiations with ODOT and Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning, modeling, public outreach and research activities.
- Adopted the 2013-15 Unified Planning Work Program for the metropolitan region.
- Continued work on the Climate Smart Scenarios project, including development of eight community case studies and models in anticipation of scenario testing scheduled for July 2013.
- Completed the draft Regional Active Transportation Plan; initiated an expanded review and comment period in tandem with the 2014 RTP update.
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds; received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options (RTO) funding cycle for grants to local partners for demand management programs.

Sustainability Center

Natural areas highlights

- In the 4th quarter, regional acquisitions totaled 12.76 acres, bringing acquisition totals to 471 acres for the fiscal year and 4,586 acres since 2007 when the first bonds were sold.
- Metro reimbursed \$2,813,105 in local share expenses this quarter bringing the program to 83 percent complete, with \$33.7 million total expended.
- Conducted restoration or maintenance activities on 22 natural areas within 18 target areas on approximately 1,900 acres; stabilization of new acquisitions involved 10 properties.
- Developed workplan for parks and natural areas levy, identifying restoration projects in 15 target areas for the first year.
- The Metro Council approved nine new Restoration and Enhancement Grants totaling \$205,824 and awarded four new Capital Grants in May totaling \$969,559.
- Staff presented a new Capital Grants Program performance report to the Oversight Committee.

Parks planning and development highlights

- Prepared first year work plan for parks and natural areas levy; approved staff allocations and began hiring process.
- Held final round of public open houses for Westside Trail Master Plan; delivered draft plan in early June.
- Prepared draft master plan and final trail map of Mt. Scott/Scouters Mountain trail loop for final review by the project advisory committee; the draft implementation strategy is in progress.
- Finalized construction contract for the Blue Lake Trail; permits have been secured and construction is expected to begin in mid-July.
- Review of construction documents for Scouter Mountain shelter and site improvements is underway in anticipation of going out to bid in mid-July.
- Hosted a public open house, advisory committee and attended a Hillsboro Parks Commission meeting regarding Orenco Woods Nature Park; the advisory committee and commission approved and adopted the master plan and name for the park.

Resource conservation and recycling highlights

- Completed transition of the Fork it Over! food donation outreach program to Portland State University; the new forkitover.org website launched in May.
- Facilitated stakeholder discussions on managing compostable serveware in commercial food waste collection programs; staff will use input to craft a proposal for Metro Council consideration in the fall.
- Conducted a public comment period on a proposed Code amendment to specify that glass be collected separately from other recyclable materials; the Metro Council will discuss in July.
- Supported Metro lobbyist to usher passage of three bills: SB 2048, which removed the sunset date on state producer responsibility legislation, SB 249, which will help haulers offset costs of compressed natural gas trucks and move Metro's Clean Fleet initiative forward; and HB 3364, which will reduce the use of pesticides in the state .
- The Recycling Information Center answered 72,848 calls and the Find-A-Recycler website had 72,175 hits.
- Staff began to inventory greenhouse gas emissions from Metro operations in FY 12-13.
- PCPA purchased two water-efficient ice machines that are expected to annually save 280,000 gallons of water and approximately \$4,000 in operational costs.

- Completed several feasibility assessments in line with Metro's Green Building Policy for Blue Lake Park solar roof panels, Metro Regional Center ecoroof, Keller Auditorium ecoroof, Glendoveer tennis area parking lot stormwater management, OCC ecoroof and solar roof panels
- Completed a solar photovoltaic system design for the cart barn at Glendoveer Golf Course; the barn will house electric-powered carts to be charged with solar electricity produced on-site.

Visitor Venues

Convention, trade and consumer shows highlights

- OCC hosted 10 high profile conferences and broke previous monthly records for April, May and June; FY 12-13 projections show an all-time record year revenue.
- OCC continued work on LEED-EB recertification, striving to recertify at the Gold level.
- OCC began front of house composting.
- The Expo Center increased total attendance, rentals, concessions and parking for a net positive growth for the quarter; total number of events was down slightly for the quarter and catering revenue slightly dropped due to two events going in-house.
- Expo Center installed wifi infrastructure at Hall D with plans to roll out internet offerings site-wide to clients by January 2014.
- The Expo Center concluded the quarter with a diversion rate of 54.25 percent; the slight downturn of 2.44 percent was mainly due to a policy change within the provider, Recology.
- Expo Center negotiations for a 2014 Cirque du Soleil show are ongoing and positive.

Performing arts, arts and culture highlights

- Website redesign almost complete and will be rolled out in late July.
- Received Regional Arts and Culture Council grant to fully fund PCPA's Poetry on Broadway series that will roll out this fall.
- Finalized the Music on Main Street concert lineup; obtained \$9000 in new sponsorship funds.
- Held Tony Awards party in the Art Bar to promote next season's Broadway series.
- Installed new air-cooled ice machines to replace old water cooled units; these will save approximately 900,000 gallons of water annually.
- To begin to address PCPA's long-term funding challenges, staff will analyze the true costs involved in opening the doors for each theatre.

Zoo conservation and research highlights

- Received two prestigious Association of Zoos and Aquariums North American Conservation Awards for the Oregon Spotted Butterfly and Oregon Spotted Frog programs.
- The Zoo's breeding and recovery program for Taylor Checkerspot Butterflies resulted in a record release this year of 6,634 caterpillars.
- Released more than 2000 Oregon Spotted Butterfly pupae and larvae, 21 Oregon Spotted Frogs and 35 Pygmy rabbits.
- The offsite breeding condor facility currently houses 42 California Condors; this breeding season has six breeding pairs and four chicks hatched to date.
- Conservation staff partnered with the Audubon Society to gain U.S. Fish and Wildlife Service support on a proposal to fund a lead free ammunition initiative in Oregon.
- Staff published 12 scientific papers/proceedings published in peer-reviewed journals.

Zoo education highlights

- Celebrated zoo volunteers, with 2000 volunteers giving more than 145,000 hours this fiscal year.
- Kicked off summer camp program with registrations well ahead of last year's pace.
- More than 150 teachers completed a newly developed online evaluation of their field trip experience to the zoo; results are being used to improve services to teachers.
- Launched the Oregon Zoo Conservation Action Team with the goal of motivating the public to take measurable conservation actions on behalf of animals and the natural world.
- With passage of the Natural Areas Levy, the Conservation Education division will undergo a significant increase in scope over the next several years.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- The Good Neighbor Agreement was signed by Metro, Oregon Zoo, the Arlington Heights Neighborhood Association, Portland Parks & Recreation, Portland Children's Museum, World Forestry Center, Portland Japanese Garden, Hoyt Arboretum Friends, and TriMet.
- Applied for Elephant Lands permits on June 27, 2013; bid package for construction is scheduled to be released in mid-July, with construction starting in mid-September 2013 and an estimated completion date of August 2015; the well-attended groundbreaking ceremony took place in June 2013 with extensive media coverage.
- Created a temporary group picnic area to replace the existing area to be closed during Elephant Lands construction; the temporary area will help maintain catering revenue through the next two summers; the first event in the area was successful and attended by 450 people.
- Selected 2KG to construct Condors of the Columbia; a groundbreaking ceremony took place in May and construction started in June 2013, with completion scheduled for January 2014.
- The Public Art Advisory Committee selected Catherine Widgery as the artist for the Elephant Lands/East Hub.
- In June, the Citizen's Oversight Committee presented its third report to Metro Council on program activities; the report was favorable with a recommendation that the Bond Program continue with several ongoing efforts to ensure the bond money is spent appropriately.
- Heidi Rahn joined the team as Bond Program Director.

Zoo visitor experience highlights

- Year-to-date Guest Services revenue showed an 8 percent increase over the previous year totals; annual attendance set a new record with more than 1.68 million guests.
- Two major bond-funded construction projects, Elephant Lands and Condors of the Columbia, have limited Oregon Zoo Railroad routes and eliminated the zoo's main picnic facility adjacent to the concert lawn; the train continues to operate at historic ridership numbers and a temporary picnic space was tested in late June with excellent reviews.
- After a competitive procurement process, the zoo awarded its non-alcoholic beverage contract to a new provider, Pepsi, and successfully replaced all equipment and collateral materials.
- Summer Concerts kicked off with a strong start in June with three sold-out shows; venue improvements included new lighting, a revamped concert menu and temporary bleachers.
- The zoo continues to work closely with partner venues within Washington Park and the Portland Parks and Recreation department on the pending parking fee changes throughout Washington Park; pay stations should be installed and operational in September.

Council priority projects

Community Investment Initiative

- Sponsored an event with former mayor of Pittsburgh Tom Murphy, who gave an inspiring talk about the importance of the work of the Leadership Council and shared his experience as a guide for the future.
- Completed the draft business plan for the creation of a Regional Infrastructure Enterprise to pursue implementation of infrastructure to catalyze jobs and attract private investment.
- Completed development and testing of a development readiness assessment tool for local governments with the intent to streamline the local government permitting process to facilitate desired job development expeditiously; a successful test pilot was carried out in Oregon City.
- Completed development of a school facilities evaluation tool which has been tested on seven school districts throughout the region; this tool along with a proposal from Portland State University Institute for Metropolitan Studies for coordinated enrollment forecasts for the metro region's school districts, are being reviewed with school districts and Education Service Districts.
- Published a report documenting the recommendations of the CII Leadership Council for regional consideration; following the July 8 Leadership Council meeting the Metro Council, MPAC and the Port of Portland will consider whether to proceed with an intergovernmental agreement to form the new Regional Infrastructure Enterprise.
- Endorsed a series of bills related to its Strategic Plan and met with key legislators to express the Council's position and seek out a longer term relationship in addressing key economic development and infrastructure interests.
- Developed a framework for tracking progress toward accomplishing the Leadership Council's mission and identified key indicators with data on the current condition for those indicators, with a focus on equity.
- Recruited an additional 17 new members to the Leadership Council and selected new co-chairs for the Leadership Council: Tom Imeson, Port of Portland and Dave Robertson, PGE.
- Leadership Council members, partners, and stakeholders contributed more than 4,000 volunteer hours toward implementation of the Strategic Plan.

Convention Center Hotel

Project highlights

- Completed RFP for hotel development team; selected Mortenson/Hyatt.
- Executed Hyatt labor peace agreement.
- Completed update of Hotel and Convention Market Study.
- Requested State Lottery bond funding for Hotel.
- Initiated intergovernmental negotiations with the city and county on a Visitor Facilities IGA.
- Negotiated OCC Hotel Project term sheet with Mortenson/Hyatt.
- Agreement and support for a public financing package includes achieving state funding, a PDC loan and amendments to the Visitor Facilities Intergovernmental Agreement.
- Market factors, such as increasing interest rates and construction costs for project, may affect project feasibility.

Solid Waste Roadmap

- Utilized previous year's OptIn and focus group results to craft a unified set of system objectives for use in all Roadmap projects and to formulate key messages for use with stakeholders.
- Developed integrated communications strategy for Roadmap projects.
- Developed and implemented a Let's Talk Trash public engagement event series for 2014; this series will increase communication within the solid waste industry about Metro's role in the system and Metro Councilors should be prepared to respond to questions and assertions.
- Engaged Metro staff and used feedback to inform scope of work for long-term disposal project.
- Contracted with HDR Engineering to describe the complete spectrum of alternatives to landfilling and to screen out those that are impractical or infeasible.
- Contracted with HDR Engineering to conduct needs assessment for Metro South Station; now embarking on gap analysis between identified needs and capacity to satisfy those needs.
- Assessed food waste processing capacity within a 250-mile radius of Portland; now modeling food waste generation potential to identify gaps between generation and processing capacity.

Internal services

Communications

- Updated 20-year-old signage at Metro transfer stations and Blue Lake Regional Park.
- Developed and began implementing Metro's Limited English Proficiency plan, applying new best practices and standards to project work such as the Regional Flexible Funds process.
- Successfully engaged local partners regarding agreement on East Metro Connections Plan; received federal grant to continue engagement and development work.
- Produced strategic marketing and branding plans for MetroPaint, Natural Gardening, Regional Travel Options and coordinated Living Programs and Cemeteries Program.
- Expanded Opt In partnerships to include TriMet, Washington County Clean Water Services, City of Portland, Portland Development Commission, Clackamas County and community newspapers.
- On schedule and on budget, engaged more than 200 staff in designing the new Metro website, scheduled to launch in 2014.
- Finalized budget and cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options.

Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2011-12 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 21st year in a row.
- Designed and implemented a single Metro-wide chart of accounts for use in Ungerboeck Systems International/Event Business Management Software and PeopleSoft systems.
- Kicked off the Procurement Enhancement Project Plan to strengthen procurement practices and provide excellent service; plan completion estimated for summer 2014.
- Implemented TeamBudget, an agencywide budgeting system.
- Implemented agencywide safety program and updated the emergency operations plan.

Human Resources

- Developed a five-year strategic plan.
- Implemented a Kronos leave management program.
- Following an RFP process, transitioned to a new vendor for voluntary retirement programs.
- Negotiated 16 new policies and work rules for various departments in the agency.
- Negotiated three collective bargaining agreements.
- Developed and/or delivered 20 classroom trainings; developed or updated four online classes.

Information Services

- Migrated data to new enterprise storage system for better performance and standardization.
- Upgraded Zoo Gateway point-of-sale system.
- Completed conversion of general ledger coding to single code in all enterprise applications.
- Expanded employee scheduling software at Portland Center for the Performing Arts.
- Completed project to add closed captioning to Metro Council broadcasts.
- Completed pilot studies on how best to manage personal device technology.
- Began redesigning Metro's main website with conversion to Drupal.

Office of Metro Attorney

- Provided legal advice and services in support of the Urban Growth Boundary expansion; establishing Urban and Rural Reserves; passing a Land Use Final Order (LUFO) for the Columbia River Crossing Bridge Replacement Project; the SW Corridor and East Metro Connection plans; Glendoveer Golf Course operations agreement; convention center hotel; implementation of the Oregon Zoo bond measure; Transportation Oriented Development; the Solid Waste Roadmap; Making a Great Place; and MERC contracts.
- Obtained 10-year Conditional Use Master Plan approval allowing for construction supporting the Oregon Zoo bond measure.
- Drafted proposed Parks and Natural Areas Levy Ballot Title and Explanatory Statement.
- Defended the Land Conservation and Development Commission (LCDC) decision on Metro's Urban and Rural Reserves in the Oregon Court of Appeals.
- Defended Metro in Federal District Court against Constitutional Claims arising from the 2012 LCDC decision on Metro's Urban and Rural Reserves.

Research Center

- Delivered Equity Atlas to Coalition for a Livable Future for public release.
- Provided analysis and mapping support for Community Investment Initiative.
- Deployed historic Regional Land Information System imagery web services and improvements.
- Calibrated the results of the base year regional travel demand model application to the 2011 travel behavior survey; including trip generation rates, distribution patterns, average trip lengths, mode shares and time of day profiles.
- Completed the 2035 Land Use Growth Distribution Forecast.

Metro Management Report in Detail

End-of-year FY 2012-13

1.1 | Diversity Program

Metro's diversity program is responsible for carrying out Diversity Action Plan goals to increase diversity and cultural competence at Metro in four key areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and citizen advisory membership, and procurement.

Program highlights

- Diversity Action Plan adopted by Metro Council
- Revised Diversity Action Team structure to establish an advisory council and core area teams to implement the Diversity Action Plan; plan implementation will need broad support from leadership and increased investments and efforts from agency staff
- Developed and delivered first phase of SLT diversity training in late June
- Completed rollout of "OUCH! That Stereotype Hurts" diversity awareness training across Metro, with trained staff facilitating sessions
- Awarded RFP to continue Uniting to Understand Racism dialogues at Metro
- Co-hosted diversity workshop at Zoo with Cultures Connecting, LLC
- Hosted Black History Month awareness learning event with Ed Washington in February
- Launched a Recognize Respect campaign in June to raise awareness about Metro's value of respect with weekly incentive drawings and participation in Portland Pride activities
- Established a [diversity page](#) on Metro's external website

1.2 | Equity Strategy Program

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 to help Metro consistently incorporate equity into policy and decision making. The equity strategy will build on understanding community needs to define how the agency will work to advance equity. The first step is assessing how communities experience the region's outcomes through development of an Equity Baseline and then evaluating Metro's role in addressing disparities. Metro may identify inequities or disparities that are outside of the agency's authority; in those cases, Metro may look for new opportunities for the agency to advance equity within the agency's role as a service provider, convener, and investor. The Equity Strategy will be implemented through an Equity Action Plan.

This effort will also focus on developing new partnerships with underserved communities, which are critical to ensuring that Metro's strategy addresses community needs across the region.

Program highlights

- Began implementation of Equity Strategy Program work plan
- Equity Strategy Advisory Committee members were appointed by the COO. The Advisory Committee will support the development of Metro's equity strategy through program recommendations, beginning with an agency definition of equity; the Advisory Committee's kick-off meeting will occur July 31.
- In partnership with Metro's Diversity Program, began implementation of the Diversity and Equity Leadership Training series. This one-year training series is intended to provide Metro leadership with (1) the skills needed to implement Metro's Diversity Action Plan and (2) the

capacity to engage in Metro's Equity Strategy development process. Training modules developed through this effort will be used to provide diversity and equity training to all Metro staff across the agency.

- Organized a visit for Metro Councilors and Equity Program Liaisons Chase and Craddick to learn about the City of Seattle's Race and Social Justice Initiative, meeting with initiative and executive staff and elected officials to learn about the city's approach to equity work. The group also toured Southeast Seattle to explore anti-displacement and equitable development efforts specific to transit-oriented development.
- Scoped two externally-focused capacity-building efforts to be implemented in FY 13-14: a pilot Community Partnership project with Metro levy staff and a series of Equity Atlas trainings for local partners.

Program issues

- Initiation of Metro's Equity Strategy Program has taken longer than anticipated due to the complex nature of the work and the importance of developing an intentional approach to this effort. While the timeline for Step 1 (Equity Baseline) has been delayed by a couple of months, this delay will not impact the overall resource needs estimated for Phase 2.

Items for leadership attention

- Equity program staff will work with Council Liaisons and Metro Council in the first quarter of FY 13-14 to develop an engagement strategy.

2.1 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

Program highlights

- Completed 86 facility inspections for the quarter with a total of 309 for the year
- Issued four enforcement actions for the quarter with a total of 22 for the year
- Issued five regulatory authorizations issued with a total of 43 for the year
- 100 percent of private facilities in compliance with Enhanced Dry Waste Recovery Program for the quarter and for the year
- Illegal dumpsite cleanups included 386 for the quarter and a total of 1,982 cleanups for the year, 189 of which were large dump sites
- Illegal camp cleanups included five for the quarter in cooperation with local jurisdictions and a total of 50 in the past year; cleanups on Metro property included five for the quarter and 12 in the past year



Willamette Cove cleanup, abandoned boat at Cathedral Park, illegal camp cleanup in Forest Grove

Facility authorizations

- Issued, renewed, amended or terminated the following solid waste licenses:
 - Fuel Processors License renewed to process and thermally treat petroleum contaminated soil (Portland, Metro District 5), April 2013.
 - Aloha Garbage License renewed to recover dry waste from its collection routes and process/reload yard debris (Aloha, Metro District 4), May 2013.
 - North River Landscape license terminated due to facility closure (Hillsboro, Metro District 4), May 2013.
 - Best Buy in Town license renewed to reload yard debris (Hillsboro, Metro District 4), June 2013.
 - Recology Suttle Road Recovery Facility was granted a new non-system license to deliver residential yard debris/food scraps to Nature's Needs on June 27.
- Issued public notices for the following solid waste facilities:
 - Best Buy in Town license renewal to reload yard debris (Hillsboro, Metro District 4), April 2013.
 - Recology Foster Road Recovery Facility license renewal to recover dry waste and reload yard debris and wood (Portland, Metro District 6), May 2013.
 - Environmentally Conscious Recycling (ECR) license renewal to recover dry waste (Portland, Metro District 1), May 2013.
 - McFarlane's Bark license renewal to compost yard debris (Milwaukie, Metro District 2), May 2013.
 - Landscape Products & Supplies, owned by S&H Logging, license amendment to recover dry waste (Hillsboro, Metro District 4), June 2013.
 - Northwest Shingle Recyclers new license to sort roofing waste (Portland, Metro District 6), June 2013.

Program Issues

- Republic Waste requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County in 2012. PRC accepts commercial food scraps, yard debris and manures for composting. PRC has not yet provided comments on the draft agreement with Metro. Metro Council will consider whether to list PRC within the Code once the agreement is ready to move forward.

Items for Leadership Attention

- The following ordinances will be filed for Council consideration on July 25 (1st read) and August 1 (public hearing and decision):
 - Two year franchise extension at Pride, WRI, Troutdale and Forest Grove transfer stations.
 - Metro Code Chapter 5.01 (Solid Waste Regulation) to amend certain portions related to transfer stations, and

- Metro Code Chapter 5.09 (Illegal Dumping) to amend certain portions related to enforcement and contested case procedures.
- S&H Logging's application to become a yard debris composting facility in the Stafford Triangle area (Metro District 2) is no longer expected to be filed since the passage of Senate Bill 462 prohibits composting within 1,500 feet of a school.
- Columbia Biogas (food waste anaerobic digester in Portland, Metro District 5) requested a six month extension to their franchise (until end of 2013). The Deputy COO granted the extension with the conditions of commencing construction and reporting on milestone progress.

3.1 | Parks and Natural Areas Management

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Mason Hill Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, 14 Pioneer cemeteries, and a variety of single family homes. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Program highlights

Cemetery Operations

- Cemetery program revenues in April came in at \$40,000 above the projected \$35,000 and May was the highest of the quarter at \$53,000 for interment right sales and interment services.
- Completed the Chestnut Grove Memorial Garden at Lone Fir Cemetery; an opening ceremony on June 27 included speeches by Councilors Stacey and Craddick and Governor Barbara Roberts. Seven sales appointments were set in the last few days of this fiscal year with inurnments already scheduled for July. Milne Construction donated over \$8,000 to the project.
- Staff continues overseeing the Interment Services contract which includes grave opening and closing, soil management and providing service amenities for Metro's customers. Staff is very pleased with the service provided by Vancouver Granite Works and will continue to monitor the contractor to ensure excellent service delivery.
- The Cemetery Advisory Committee reviewed design and operations of the Chestnut Grove Memorial Garden at Lone Fir Cemetery; staff is working on the committee's guidance to Metro open up a portion of a cemetery to cater specifically to Eastern European customers. Staff is working with Metro finance to determine if it is in the best interest of Metro to become licensed as "Pre-Need" providers so that Metro may sell services and products to customers who are pre-planning. The committee's annual report is due to Metro's Chief Operating Officer in September 2013.
- The Metro and State of Oregon Historic Preservation Office (SHPO) have finalized the Inadvertent Discovery Plan for the Cultural Heritage Garden and Memorial construction project at Lone Fir Cemetery. This plan will be used should human remains or funerary objects be discovered during construction of the garden memorial (Block 14). Next steps include entering into a Memorandum of Agreement with the SHPO and developing a Programmatic Agreement to outline general maintenance of Lone Fir Cemetery and identify other projects for preservation of this historic site.
- Following changes to Metro Code Chapter 10.04 staff issued a Request for Proposals to bring headstone providers on contract, which will include a revenue sharing component with Metro. Staff continue to monitor Phase 1 of the cleanup in the cemeteries with many customers self-

regulating and removing items on their own accord. Staff will enlist local funeral homes for help in communicating about further cemetery cleanup efforts.

- The Lone Fir Cemetery Foundation assumed autonomy, continues work on a strategic plan for 2013 and has formed a fund development committee led by Gov. Barbara Roberts. The Foundation has received a pledge of over \$10,000 from the Oregon Brewers Guild and the Oregon Brewers Festival for the restoration of an early beer pioneer's tomb.

Park Operations

- Blue Lake Park greeted 113,425 visitors during the fourth quarter, up from 108,289 for the same period last year; the yearly total of 383,085 visitors is up from 355,202 the prior year.
- Adjustments to increase reservation areas for picnics and events at Blue Lake Park increased the advance reservations to 861, up from 766 reservations the prior year.
- The disc golf course at Blue Lake received 4,218 guests this fiscal year; a data glitch lost two months of visitor data but estimates show a total of 4,600 visits to the course.
- Oxbow Park saw substantial visitor increases receiving 62,696 patrons this quarter, up from 59,695 the prior year; the yearly total of 231,687 visitors, is up from 221,736 the prior year.
- Oxbow Park's new online camping reservation system saw more than 1,000 online reservations made since Jan. 2. Permitting continues on new campground facilities to replace some of what was lost during the prior year's erosion; Metro funds and a State Parks Department grant will go towards a new campground road to provide access to 15 new campsites and six new RV pull-through sites, with construction expected to be completed this summer.
- Chinook Boat Ramp visitor increases receiving 61,526 patrons, up from 31,084 for the same period last year; the yearly total of 198,290 visits is up from 156,037 the prior year.
- Completed construction on a significant portion of the \$1.7M Gleason Boat Ramp project in time for a very busy July 4 opening. The project is funded with Metro renovation and replacement dollars and more than \$800,000 in State and Federal grant monies; work continues on the new additional single car parking lot, which is expected to open this summer.
- CourseCo, newly selected operator for Glendoveer, marked six months of operation and completed targeted maintenance to the tennis center roof, parking lot and Ringside Restaurant; a new barn to house the new fleet of electric carts should start construction very soon. Feedback from customers is positive and nine-hole numbers are up by 11,420 rounds compared to the same period last year.

3.2 | Solid Waste Operations

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This is accomplished through ownership, operation, maintenance and capital improvements of two solid waste transfer stations; two household hazardous waste (HHW) and one latex paint processing facilities, as well as ongoing community HHW collection events. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

Program highlights

Facility and Asset Management

- Expanded organics handling area at Metro Central transfer station to accommodate the City of Portland's curbside organics program.
- Updated and improved signage at transfer stations to comply with agencywide standards.
- Acquired new and improved automated scale systems for commercial haulers for both stations.

Solid Waste Operations

- Began a project to determine current and future needs of the area served by Metro South transfer station and how to address these needs; conducted a survey of self-haul customers that showed more than 85% of these customers were very satisfied with Metro South service.
- Conducted a characterization study of residential and commercial organics received at both Metro transfer stations; reached agreement to take these materials to an anaerobic digester slated to open in August 2013.

Hazardous Operations

- The Oregon Legislature passed HB2048, making permanent the nation's first statewide product stewardship program for managing leftover paint; most of the latex paint collected at the program's 102 collection points around the state is brought to the MetroPaint facility.
- Metro and Miller Paint signed a five year extension of the contract to distribute MetroPaint which continues to experience significant increases in annual sales (\$1,189,233 in FY12-13).
- A report entitled "*Producer Responsibility Scenario Analysis: Product Stewardship in Oregon and Expected Implications for Metro's Hazardous Waste Program*" concluded that significantly more of the region's household hazardous waste could be managed at a much lower net cost to Metro if new stewardship programs are vigorously pursued and implemented.

Landfill Stewardship

- DEQ approved the final Feasibility Study for the St. Johns Landfill, including Metro's preferred approach for remediating potential risks. A Record of Decision and legal settlement are being negotiated that would remove Metro's liability for risks associated with slough sediment contamination, after remediation projects are completed.
- The Portland Bureau of Development Services published its recommendations for land use projects anticipated for the St. Johns landfill during the 10-year term of the Smith-Bybee Comprehensive Natural Resource Plan (CNRP). Habitat restoration prescribed by the CNRP for the St. Johns landfill site was initiated to create 10 acres of upland prairie as part of the first phase of the plan's implementation.

4.1 | Land Use Planning

The Land Use Planning section provides leadership in advancing and implementing the regional vision, the 2040 Growth Concept and local plans. Our work leads to tangible changes to the built and natural environment through the creation of conditions that stimulate desired development, through partnerships with citizens and businesses, stakeholder groups, local governments and other agencies.

Program Highlights

- Supported the next cycle of Community Planning and Development Grant awards by working with Council, Metro management, external stakeholders and local jurisdictions to revise administrative rules for this grant source, soliciting applications and supporting the work of the Grants Screening Committee to make recommendations to COO and the Metro Council. These grants are one of Metro's best sources of funding for local government planning and development efforts.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing local land use actions for consistency with Metro policies, including efforts to bring cities into compliance with Title 13, Nature in Neighborhoods and Title 4, Industrial and Employment Areas; completing the 2012 compliance report, which shows that most jurisdictions are in compliance with almost every element of Metro's Urban Growth Management and Regional Transportation Functional Plans.

- Participating in technical committees for development of new plans and policies, including local comprehensive plan updates.
- Monitoring progress on nine existing community development and planning grants (funded by Construction Excise Tax) that support local implementation efforts and continued negotiations on the remaining grant awards from Cycle 2.
- Supporting development and implementation of concept plans for new urban areas
- Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes
- Provided staff resources and/or financial support for major agency initiatives including:
 - SW Corridor planning, including initiation of an economic development element that will focus on investments for job creation
 - East Metro Connections Plan implementation
 - Climate Smart Communities scenarios project
 - Community Investment Initiative
 - Metro Equity Strategy Initiative
 - Regional Economic Development, including the Metropolitan Export Initiative
- Continued collaborative efforts to support regional desired outcomes for livable, prosperous and equitable communities:
 - Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps that will help to assess equity in a variety of planning efforts and presented them to the project steering committee.
 - Continued implementation of the recommendations from Phase II of the collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites, including tracking and supporting state legislation.
 - Finalized two case study projects demonstrating the application of eco-efficient tools in industrial areas to stakeholders and prepared for presentations to Council and MPAC on this topic.
 - Supported Council growth management decision and state review of the 2011 decision and the 2010 urban and rural reserves decision while, at the same time, initiating the process to prepare for the next urban growth report and growth management decision.
 - Convened regional stakeholders at MPAC and MTAC on various topics, including site readiness and climate smart communities, and worked with the new MPAC leadership to develop a 2013 workplan.
 - Developed work program for the 2014 Urban Growth Report/2015 Growth Management Decision and supported Council discussions of and approval of work program.

Items for leadership attention

- Council engagement in and support for major departmental projects including strategies to address site readiness, corridors and climate smart communities and for the awards of the next cycle of Community Planning and Development grants. Continued Council engagement, as needed, to respond to state review of previous growth management decisions and to plan for next cycle.

4.2 | Project Development

The Project Development Division includes the Corridor Planning Group and the Development Center. This recent reorganization of the Planning and Development Department allows Metro to more efficiently and strategically integrate efforts focused on improving transportation and transit with the opportunities to create and leverage community development and private investment in communities regionwide.

Program highlights

- Worked closely with Southwest Corridor partner jurisdictions to evaluate five high capacity transit alternatives, including light rail to Tigard and bus rapid transit (BRT) to Tigard, Tualatin, or Sherwood, and a Hub and Spoke BRT alternative that would be closely coordinated with a system of improved local bus service, as well as roadway, active transportation, parks and natural resource projects. The Steering Committee reviewed evaluation results in May and is scheduled to recommend a shared investment strategy this summer.
- Continued coordination work on next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County; project partners submitted a community planning and development grant and are awaiting word, which is expected soon.
- Continued to implement two of the key projects identified in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area. A contract has been executed with the Transportation Research Board (TRB) for a grant that will help fund this work.
- Completed concept designs for two façade renovations in downtown Oregon City and submitted proposals to the City of Oregon City's Urban Renewal Commission for Storefront Improvement Program grant funding.
- Completed concept designs and restoration plans for the Oregon City Municipal Elevator as part of the Main Street Revitalization Initiative.
- Construction is underway on two TOD projects: 4th Main, a mixed use workforce apartment and retail development located in downtown Hillsboro; and the Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate.
- Completed construction on the Hollywood Apartments, a mixed-use workforce housing development located adjacent to the Hollywood Theater.
- TOD funding approval was provided for the Radiator, a five story mixed use restaurant and office development with open plaza located on N. Vancouver near N. Fremont; the Radiator also establishes an eco-district with a geo-thermal loop connection between multiple buildings.

4.3 | Transportation System Planning

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

In 2010-2014 the program is responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

Program highlights

- Kicked off the 2014 Regional Transportation Plan (RTP) update with a series of work plan scoping meetings with Council and our local partners.
- Completed negotiations with ODOT and the Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning, modeling, public outreach and research activities.
- Adopted the 2013-15 Unified Planning Work Program for the metropolitan region in May 2013.
- Continued work on the Climate Smart Scenarios project, including further development of the alternative scenarios, development of eight community case studies and model development in anticipation of scenario testing scheduled for July 2013.
- Completed the draft Regional Active Transportation Plan and initiated an expanded review and comment period in tandem with the 2014 RTP update.
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds, and received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options (RTO) funding cycle for awarding grants to our local partners for demand management programs.
- Completed participation in Oregon Freight Capacity rulemaking advisory group, with a draft rule released for public comment in June 2013.

Program Issues

- Program administration funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro has since secured scaled-back funding from Regional Flex Funds to cover basic staffing for the program.
- Discussion has been tabled at JPACT on potential funding for a Regional Safety Program. Metro will continue to seek opportunities to implement this program such as alternate funding sources or integration with partner projects.

Items for leadership attention

- Expected long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in 2013-14, when one-time Climate Smart Communities and Active Transportation grants run out. Staff recently secured \$2.5 million in federal funding for MPO programs; this amount will not cover all transportation planning program needs. Because implementing regional transportation policy is optional under federal grants and not considered a priority for the Federal Highway Administration, staff has begun to scale back work through local partners. This will result in less relationship-building with local partners and prioritization of larger jurisdictions over smaller ones.

5.1 | Natural Areas

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

Program highlights

Natural Areas bond program

- In the 4th quarter, regional acquisitions totaled 12.76 acres, bringing acquisition totals to 471 acres for the fiscal year and 4,586 acres since 2007 when the first bonds were sold.
- Metro reimbursed \$2,813,105 in local share expenses this quarter bringing the program to 83 percent complete (\$33.7 million total expended).

- Gresham dedicated improvements at Main City Park to former Mayor Gussie McRoberts at a celebration in May; the city also acquired 2.5 acres on Hogan Butte to secure public access to the future Hogan Butte Natural Area and the East Buttes Regional Trail; Metro provided negotiation and legal services for this acquisition.
- The City of Portland acquired four properties along Wahoo Creek in the Johnson Creek watershed that were high priority parcels, along with two small inholdings to existing natural areas; the city completed three restoration projects.
- The City of Wilsonville submitted requisitions for Engleman Nature Park improvements; last November the city celebrated completion of this small nature park that includes trails, native plantings, nature-play areas, benches, picnic shelter, interpretive signage and a lawn area.
- Damascus released its remaining \$205,075 to the North Clackamas Parks & Recreation District, which will use the funds for improvements to Trillium Creek Park within the City of Damascus.

Natural Areas Science and Land Management

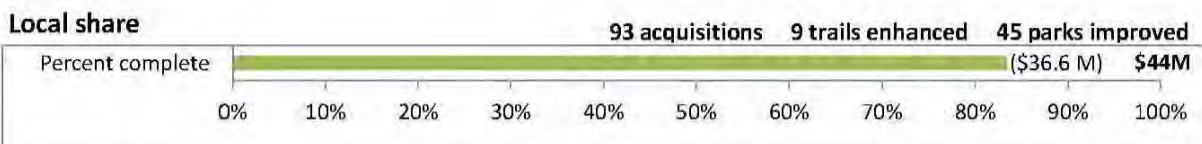
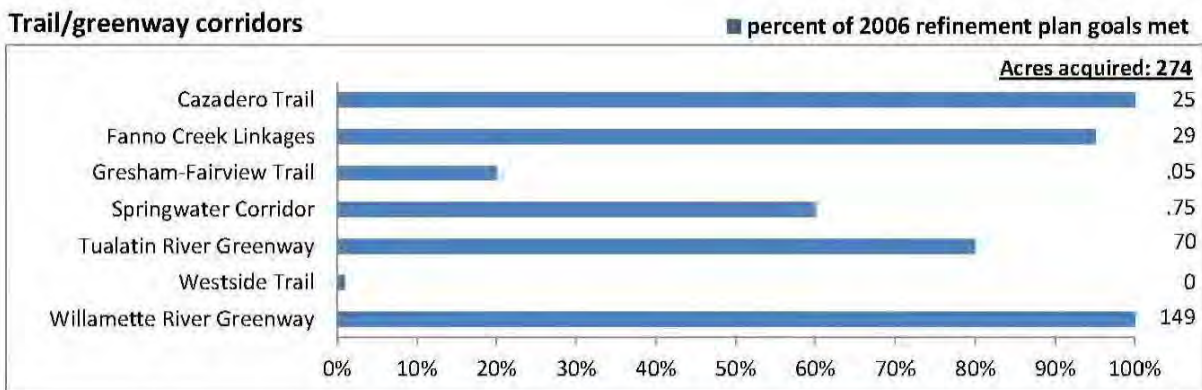
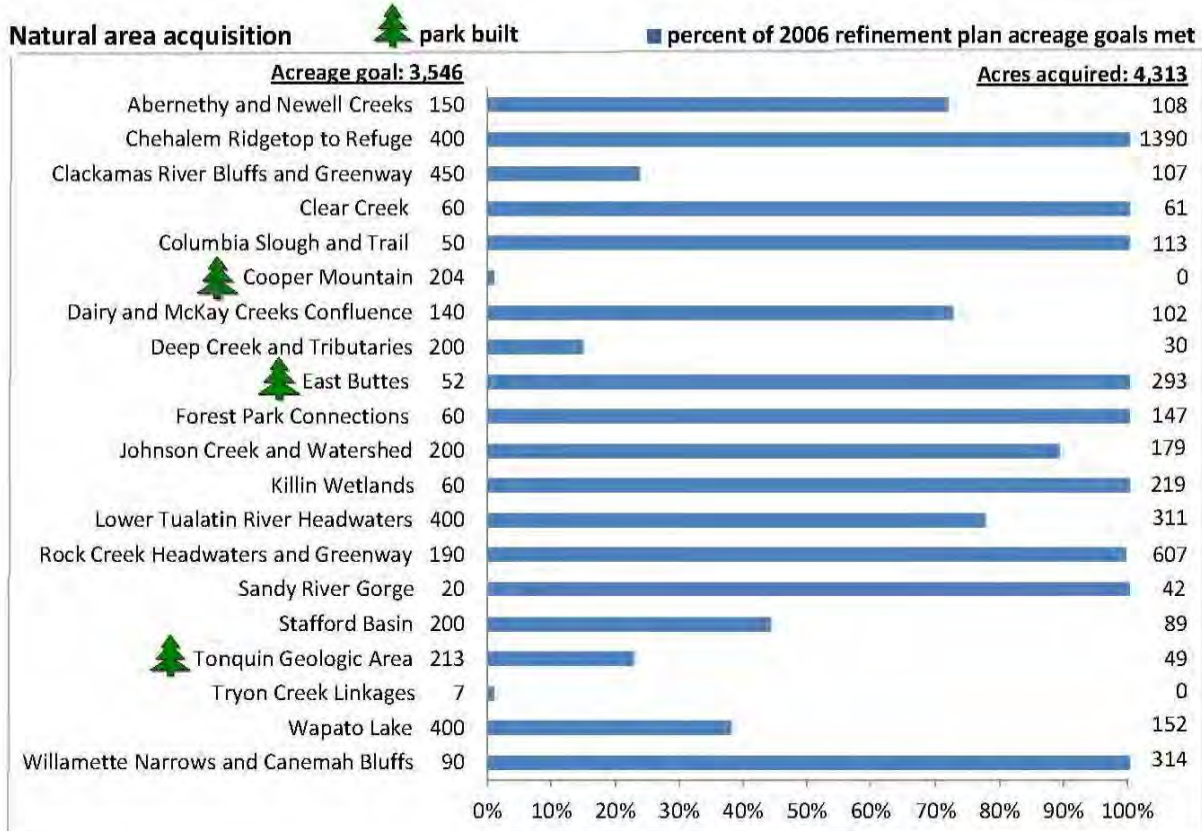
- Conducted restoration or maintenance activities on 22 natural areas within 18 target areas on approximately 1,900 acres; stabilization of new acquisitions involved ten properties.
- Developed workplan for parks and natural areas levy, identifying restoration projects in 15 target areas for the first year.
- The Native Plant Center provided plant material and seed scouting services to restoration projects at multiple sites.
- Led six volunteer events with approximately 150 individuals at three natural areas, including events at the Native Plant Center.

Nature in Neighborhoods

- The Council approved nine new restoration and enhancement grants totaling \$205,824.
- The Metro Council awarded four new capital grants in May totaling \$969,559. To date, the Council has awarded just over half of the \$15 million allocated to this program.
- Staff presented a new Capital Grants Program performance report to the Oversight Committee; the Chair of the Capital Grant Review Committee attended the Oversight Committee's June meeting to discuss program performance.
- The Nature Conservancy completed the Camissa Wilderness Park Restoration partnership project this spring. The park includes 138 acres of contiguous natural area with portions owned by the Nature Conservancy, City of West Linn and West Linn School District. The project strengthened the partnerships among organizations managing these natural areas by established an MOU and management plan for the entire area. Volunteers from the community, including high school students, college classes, youth crews and numerous individuals, contributed more than 2,900 hours towards habitat improvements during the past two years including invasive species removal, plantings and trail improvements.

Natural Areas Program

June 25, 2013



5.2 | Parks Planning and Development

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the 13,000 acres purchased under the Natural Areas and Open Spaces bond programs. The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning, project management training and skill development, and Making a Great Place.

Program highlights

- Parks and natural areas levy: The first year work plan has been prepared and staff allocations are approved; hiring is underway.
- Smith & Bybee Wetlands: The land use decision has been approved by the city hearings officer and staff is in the process of recording the final decision with the Multnomah County recorder. This is the city's first comprehensive natural resources plan review and will allow for 10 years' worth of improvements and restoration at Smith & Bybee Wetlands.
- Westside Trail Master Plan: The implementation strategy report and right-of-way inventory and report have been finalized. The fifth Stakeholder Advisory Committee meeting was held April 4; the third and final round of public open houses were held May 8 and 14. The draft of the Westside Trail Master Plan was delivered in early June.
- Mt. Scott/Scouters Mountain trail loop: Drafts of the master plan and the final trail map have been prepared for final review by the project advisory committee. The draft implementation strategy is in progress.
- Blue Lake Trail: A successful bid and construction contract is in place. Permits have been secured and construction is expected to begin in mid-July.
- Grant submissions: Two large federal grants are being reviewed; the project site for both is in North Portland near Smith and Bybee lakes. One is a state grant that would allow for a grade-separated crossing of Columbia Boulevard. The second is a federal grant that would complete two sections of the North Portland Greenway; if the grant is received the trail will be completed between Kelley Point Park and Cathedral Park, connecting the St. Johns Prairie to the neighborhoods to the south and to Rivergate in the north.
- Scouter Mountain shelter and site improvements: 90% review of construction documents for nature park improvements is underway in anticipation of going out to bid in mid-July. Submitted State Parks grant application and presented to review panel; the committee "unofficially" awarded the project a \$295,000 grant, which will leverage funds already in place.
- Canemah North trail maintenance and safety improvements project: Held public outreach meeting on April 30 and attended pre-application conference with the city on June 18. Draft concept has been circulated internally for comment and project schedule is under development.
- Intertwine regional trail counts: The 2013 regional trail counts planning meeting is scheduled for July 9. The Metro trail counts webpage has been updated with 2012 trail count data. An analysis of 2011 and 2012 trail counts is being prepared as part of the Active Transportation Plan.
- Orenco Woods Nature Park: Metro hosted a public open house, advisory committee and attended a Hillsboro Parks Commission meeting. The advisory committee and Parks Commission approved and adopted the Orenco Woods Nature Park master plan and name for the park.

5.3 | Resource Conservation and Recycling

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. Resource Conservation and Recycling (RCR) includes two primary interrelated sub-programs:

- Waste Reduction
- Metro Internal Sustainability

Program highlights

Waste Reduction

- The transition of the Fork it Over! food donation outreach program from Metro to Portland State University is substantially complete. The new website forkitover.org launched in May and PSU produced and distributed revised outreach materials to regional partners.
- Convened and facilitated stakeholder discussions on how to manage compostable serviceware in the region's commercial food waste collection programs. These discussions started with sector-specific meetings with composting and anaerobic digestion facilities, businesses that use the serviceware, local governments, product manufacturers and distributors, and haulers. In late May, all of the stakeholder groups were convened but did not reach full consensus. Metro received excellent and useful input which can be used to craft an alternative to the unacceptable status quo. RCR staff will work this summer with Metro senior management and stakeholders, including Metro venue managers, to craft a proposal that would likely go to Council in the fall.
- Staff conducted a five-week public comment period on a proposed amendment to the administrative procedures of the recycling regional service standard in Metro Code that would specify that glass be collected separately from other recyclable materials, which is the current practice throughout the region. The proposed amendment will be discussed with Council at its July 16 work session.
- Metro Council passed a resolution in June 2013 to temporarily suspend the recycling regional service standard alternative program in Metro Code. The program suspension is part of a larger review of the standard that is currently underway to evaluate if changes are needed to improve its effectiveness.
- Staff supported Metro lobbyist by providing information, technical analysis and partner relationship management that contributed to passage of three RCR priority bills:
 - SB 2048, which removed the sunset date on state producer responsibility legislation for paint. This makes this program permanent, which is expected to increase collection and recycling of paint and continue producer financing of this system.
 - SB 249, which aligns state law with federal policies on allowable uses of federal funds for diesel emission reduction projects. This is expected to facilitate the next phase of Metro's Clean Fleet initiative by helping private garbage and recycling haulers offset the cost of buying compressed natural gas trucks.
 - HB 3364, which requires that state agencies implement Integrated Pest Management. This is expected to help reduce the use of pesticides in the Metro area and statewide, consistent with Metro's toxics reduction goals.
- Through Metro's intergovernmental agreement with OSU Extension Service, Master Gardeners talked to more than 10,000 people at the Zoo Backyard Makeover Exhibit in June about gardening without using toxic chemicals, more than doubling last year's audience for the exhibit.
- RCR staff had a number of media engagements to provide sustainable living information to the region's residents, including:

- Recycling information specialist Patrick Morgan did an interview with KATU and the Portland Tribune about the changes to plastic recycling that occurred at local recyclers due to export market changes.
 - Natural gardening expert Carl Grimm was covered numerous times on TV and in print, including three AMNW segments (organic amendments, nontoxic rose care, and lawn weeds) and one segment on native plants for KATU's prime time Earth Day special.
- In the 4th quarter, the Recycling Information Center answered 19,496 calls and the Find-A-Recycler web site received 18,167 visits. For the fiscal year ending June 30, the RIC answered 72,848 calls and the web site had 72,175 hits

Internal Sustainability

- Staff began a project to inventory greenhouse gas emissions from Metro operations in FY 12-13; inventory protocol mirrors that used for the 2008 baseline inventory. Findings from this work will be presented with the annual sustainability program report in fall 2013.
- With funding assistance from the Internal Sustainability Program, PCPA purchased two water-efficient ice machines, replacing antiquated equipment, that are expected to annually save 280,000 gallons of water and approximately \$4,000 in operational costs.
- Several feasibility assessments were completed this quarter which support the guidance in Metro's Green Building Policy to assess Metro facilities for green building improvements: Blue Lake Park solar, MRC ecoroof, Keller Auditorium ecoroof, Glendoveer tennis area parking lot stormwater, OCC ecoroof and solar
- In addition, a solar photovoltaic system design was completed for the cart barn at Glendoveer Golf Course. When the system is implemented in the first quarter of FY 13-14, it will allow Glendoveer to switch from gasoline-powered to electric-powered carts that will be charged with solar electricity produced on-site.

6.1 | Conventions, Trade and Consumer Shows

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

Program highlights

Oregon Convention Center

- Broke previous monthly records for April, May and June; FY12-13 projections show an all-time record year revenue.
- The hotel development team continued negotiations with Hyatt/Mortenson Development on a Convention Center Hotel; continued to work with Multnomah County and the City of Portland to develop an Intergovernmental Agreement regarding the Visitor Facility Trust Account.
- Hosted 10 high profile conferences including Oregon Dental Association, USA Gymnastics Men's Junior Olympic National Championship and DrupalCon.
- Continued work on LEED-EB recertification, striving to recertify at the Gold level.
- Worked with PacificWild and MERC Commissioner Ray Leary on a work program with Roosevelt High School, resulting eight African American students hired to work in OCC concessions.
- Began front of house composting.
- Partnered with the NW Food Service show to collect more than 19,000 pounds of food that was then donated to the Oregon Food Bank and St. Vincent De Paul.

- Staff participated in an “alternative transportation” week to celebrate Earth Day, during which more than 45 percent of OCC employees left their cars at home.
- Began booking the future American Society for Reproductive Medicine for 2020, which will fill the entire facility and generate 16,000 hotel room nights.

Expo Center

- The Expo Center posted a positive fourth quarter with long-term clients, the Portland Auto Swap Meet and the Northwest Pet & Companion Fair, plus a number of strong showings by new clients; the quarter showed increases across the board in attendance, rental, concessions and parking; catering showed the only decrease due to two lost events that went internal.
- Expo and pacificwild staff created a concept meal for the Discover the Dinosaurs event; the “Dino-Box” was a first step towards offering more kid-friendly and healthy concession options.
- The Expo Connector added permanent electrical sources for pacificwild concessions during large events, saving money and allowing for expanded Connector food offerings in the future.
- Worked with the Inici group and a team of varied engineers and professionals to present the initial structural assessment of Halls A, B & C to the MERC Commission.
- Installed wifi infrastructure at Hall D with plans to roll out our internet offerings site-wide to clients by January 2014.
- Staff participated in the Kenton Street Fair for the second year in a row; this event is an excellent opportunity for us to connect with and support our neighbors in North Portland.
- Partnered with the City of Portland’s Bureau of Environmental Services to host a brainstorming session regarding a potential green wall project on the north side of Hall E; the project would help filter stormwater runoff and contribute to sustainability goals.
- Concluded the quarter with a diversion rate of 54.25 percent; the slight downturn of 2.44 percent was mainly due to a policy change within the provider, Recology.

Program Issues

- OCC - Calendar year 2012 signals the beginning of the temporary decline in national conventions at OCC. Because conventions are booked several years in advance the conventions that should have booked back in 2008 at the time the recession hit did not materialize. OCC averages 40 conventions a year but in 2012/2013 there were 35 and in 2013/2014 there are 30. OCC sales is working with Travel Portland to get the numbers back up. In the interim the sales team will be filling in with short term business where possible and taking on more non-convention type programs to help generate more revenue.
- Expo - When comparing this data to the prior quarter, the 2012 Cirque du Soleil events were removed to provide a more accurate comparison. 2014 Cirque negotiations are ongoing and positive. The 2013 Q4 comparison is greater than the year prior in terms of total attendance (up 41,230), rental (up \$64,760), concessions (up \$86,020) and parking (up \$115,561) for a net positive growth for the quarter. Total number of events was down slightly for the quarter and the loss of two catering events (Boys and Girls Club and Performance Warehouse) that went in-house affected our catering results for the quarter. Staff dedicated time to monitoring potential cost concerns from the Columbia River Crossing, City of Portland Bureau of Environmental Services stormwater issues and Multnomah County Drainage District levee recertification; stormwater fees and levee assessment and recertification rates will create significant fee increases for 2014 and beyond. Overall the fourth quarter for the Expo was a very positive one with the development of many new events and a tremendous effort by our small staff.

MERC Visitor Venues
Events-Performances-Attendance
FY 2012-13 as of June 30, 2013

OCC	Annual 2012		Annual 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	80	183,082	95	196,369	15	13,287
Consumer Public Shows	57	395,984	70	329,263	13	(66,721)
Miscellaneous	6	17,637	11	19,106	5	1,469
Miscellaneous -In-House	163	3,725	172	3,263	9	(462)
Meetings	232	80,990	205	60,728	(27)	(20,262)
Catering	103	51,564	101	52,554	(2)	990
Totals	641	732,982	654	661,283	13	(71,699)

Expo Center	Annual 2012		Annual 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	55	370,100	49	378,956	(6)	8,856
<i>OVO by Cirque Du Soleil</i>	1	98,186	-	-	(1)	(98,186)
Miscellaneous	30	18,847	33	25,282	3	6,435
<i>Cirque Australian Forklift Training</i>	2	336	-	-	(2)	(336)
Meetings	15	426	16	514	1	88
Catering	1	390	2	2,534	1	2,144
Tradeshows/Conventions	10	18,603	10	22,327	-	3,724
Totals without/ Cirque du Soleil	111	408,366	110	429,613	(1)	21,247
Totals with/ Cirque du Soleil	114	506,888	110	429,613	(4)	(77,275)

6.2 | Performing Arts, Arts and Culture

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region. This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

Program highlights

- Website redesign almost complete and will be rolled out in late July.
- Received Regional Arts and Culture Council grant received to fully fund PCPA's Poetry on Broadway series that will roll out this fall.
- Finalized the Music on Main Street concert lineup; obtained \$9000 in new sponsorship funds.
- Highest per cap spending on concessions was obtained when Rock of Ages played the Keller.
- Held Tony Awards party in the Art Bar to promote next season's Broadway series.
- Installed new air-cooled ice machines to replace old water cooled units; these will save approximately 900K gallons of water annually.
- PCPA volunteers marched in the Rose Festival's Starlight parade.
- Hosted students from the University of Oregon's Arts Administration program to discuss career opportunities in venue management.

Program Issues

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The City of Portland has agreed to let the PCPA Foundation use its grant of \$50,000 towards broader fundraising efforts. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to relaunch the project and gauge if new city leadership is supportive of this effort.

Items for leadership attention

- It has been generally agreed that when lodging tax drops PCPA should be allowed to be quickly restored to the original base of \$1.2 million, however, that may not be a permanent solution to PCPA's funding problems. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs at PCPA. Plus, PCPA's renewal and replacement needs far outstrip current resources. PCPA has begun to look at a long term solution. An intern was hired who will begin analyzing the true costs involved in opening the doors for each theatre.

MERC Visitor Venues Events-Performances-Attendance FY 2012-13 as of June 30, 2013

PCPA	Annual 2012		Annual 2013		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	100	111,026	136	135,341	36	24,315
Broadway	102	226,455	83	152,563	(19)	(73,892)
Resident Company	260	291,097	265	274,214	5	(16,883)
Student	170	85,547	184	96,549	14	11,002
Non-Profit	210	123,092	249	118,043	39	(5,049)
Miscellaneous	36	7,353	35	8,567	(1)	1,214
Totals	878	844,570	952	785,277	74	(59,293)

6.3 | Zoo Conservation and Research

The conservation and welfare research program aims to provide a better future for wildlife by enhancing animal welfare and conservation of the animals in captive and wild settings. We accomplish this through rigorous scientific study and application of newest scientific findings and tools to help establish healthy and sustainable populations of wildlife. The conservation program identifies, implements, and supports in situ and ex situ wildlife conservation projects internationally as well as through participation in several Pacific Northwest species recovery programs. Conservation and Living Collection staff conducts fieldwork, research, and applies 'state of the art' animal husbandry techniques to captive propagation of endangered and threatened species. This work is carried out in conjunction with the Association of Zoos & Aquariums, AZA, and in collaboration with several other conservation groups and partners in an effort to conserve endangered and threatened species and the environment they live in.

Program highlights

- Received two prestigious AZA North American Conservation Awards for the Oregon Spotted Butterfly program and for the Oregon Spotted Frog Program respectively.
- Released more than 2000 Oregon Spotted Butterfly pupae and larvae.
- The Zoo's breeding and recovery program for Taylor Checkerspot Butterflies resulted in a record release this year: a total of 6,634 caterpillars were placed back into the wild at two different release sites.
- Released 35 Pygmy rabbits (the remainder of the captive population). Pygmy rabbits are now breeding very well at the release site and the project has been deemed successful with no further need for captive breeding at this point; staff continues to assist with fieldwork.
- Released 21 Oregon Spotted Frogs; Oregon Zoo field census surveys continued this year.
- The offsite breeding condor facility currently houses 42 California Condors; this breeding season we have six breeding pairs and four chicks hatched to date.

- Conservation staff successfully partnered with the Audubon Society on a proposal to U.S. Fish and Wildlife Service to join together in funding a lead free ammunition initiative for the future of condors and other bird species in Oregon; the proposal will be supported by USFWS.
- Hosted the USFWS Condor Partners Planning meeting with more than 80 attendees; one meeting goal was to set priorities for the next five-year action plan for Condor reintroduction and recovery.
- Nadja Wielebnowski was an invited keynote speaker at the 3rd annual International Society for Wildlife Endocrinology meeting held in Vienna, Austria in September 2012. Nadja spoke on “The role of faecal glucocorticoid metabolite monitoring for welfare assessments and conservation management of wildlife” and was also elected vice chair of the ISWE Board.
- 12 scientific papers/proceedings published or “in press” in peer-reviewed journals during FY 12-13:
 - Fanson, K. and N. Wielebnowski. (2013). “Effect of housing and husbandry practices on adrenal activity in Canada lynx (*Lynx Canadensis*).” *Animal Welfare* 22: 159-165.
 - Marneweck, D., Ganswindt, A., Rhodes, S., Bellem, A., Bryant, J., Wielebnowski, N. and F. Dalerum. (2013). Reproductive endocrinology of zoo-housed aardwolves, *Proteles cristatus*. *Acta Theriologica* 58(2): 223-232.
 - Wielebnowski, N. (2012). The role of faecal glucocorticoid metabolite monitoring for welfare assessments and conservation of wildlife. *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 23.
 - Bryant, J. and N. Wielebnowski. (2012). Faecal hormone metabolite monitoring of reproductive patterns and seasonality in red river hogs (*Potamochoerus porcus*). *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 18.
 - Fanson, K.V., Shenk, T.M., Fanson, B., Lucas, J.R. and N. Wielebnowski. (2012). Individual stress response predicts post-release survival in reintroduced Canada lynx. *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 54-55.
 - Whitham, J.C. and N. Wielebnowski. (In Press) New directions for zoo animal welfare science. *Applied Animal Behaviour*.
 - Tidwell, K. S., D. J. Shepherdson and M. Hayes (2013). Inter-population Variability in Evasive Behavior in the Oregon Spotted Frog (*Rana pretiosa*). *Journal of Herpetology* 47(1): 93-96.
 - Shepherdson D., Lewis K., Carlstead K, Bauman J, Perrin N. (in press). Individual and Environmental Factors Associated With Stereotypic Behavior and Faecal Glucocorticoid Metabolite Levels in Zoo Housed Polar Bears. *Journal of Applied Animal Behavior*.
 - Gundersen, D. T., D. Duffield, T. Randall, N. J. P. Wintle and D. Shepherdson (2013). Organochlorine Contaminants in Blubber from Stranded Marine Mammals Collected from the Northern Oregon and Southern Washington Coasts; Implications for Reintroducing California Condors, *Gymnogyps californianus*, in Oregon. *Bulletin of Environmental Contamination and Toxicology* 90(3): 269-273.
 - Reading, R. P., B. Miller, D. J. Shepherdson and E. Insalaco (2013). The Value of Enrichment to Reintroduction Success. *Zoo Biology* 32: 332-341.
 - Shepherdson, D. J. (In Press). Environmental Enrichment. *Zoo Technology*. M. Irwin and J. Stoner. Chicago, Chicago University Press.
 - Scarlata, C. D., B. A. Elias, J. R. Godwin, R. A. Powell, D. Shepherdson, L. A. Shipley and J. L. Brown (In Press). Influence of environmental conditions and facility on faecal glucocorticoid concentrations in captive pygmy rabbits (*Brachylagus idahoensis*). *Animal Welfare*.

6.4 | Zoo Education

The Conservation Education Division promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world. Educational programs and materials increase the public's understanding of conservation issues and the need for direct action related to endangered species management, habitat loss, climate change, clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- Celebrated zoo volunteers, including some with 20 years of service; highlighted the year's impact of volunteers which included 2000 volunteers giving more than 145,000 hours.
- Metro parks naturalists successfully ran three-session workshops on bird language and animal tracking as part a goal to increase environmental literacy with more intensive programming.
- Waste reduction education program evaluation: data entry is complete and the data are being analyzed; final analysis and reporting will be completed in the first quarter of FY 13-14.
- In conjunction with the Oregon Zoo Foundation, revived the speaker series with the first lecture on climate change and polar bear husbandry widely attended by the public.
- The camp program kicked off a busy summer with registrations totaling 3,073 by the end of June, well ahead of last year's pace.
- Wrapped up another successful season for Senior and HeadStart ZooMobiles; Headstart ZooMobile reached a total of 2,499 kids and Senior Zoomobile was attended by 2,166 folks in assisted living facilities.
- The ongoing collaboration between Zoo Horticulture and Volunteer Resources resulted in 88 community volunteers contributing 350 hours this quarter.
- This spring nearly 500 hundred teachers from the Portland metro region participated in an online needs assessment for the zoo. Interpretation of survey results is currently underway and will help inform development of content for several focus groups to be held later this summer.
- More than 150 teachers completed a newly developed online evaluation of their fieldtrip experience to the zoo; results are being used to improve services to teachers.
- Launched the Oregon Zoo Conservation Action Team in conjunction with the Zoo Conservation, Living Collections and Marketing divisions and in partnership with Metro and OZF as part of the Zoo's strategic mandate to Educate and Inspire the Community . The goal of this team will be to motivate the public to take measurable conservation actions on behalf of animals and the natural world.

Program issues

- With passage of the Natural Areas Levy, the Conservation Education division will be undergoing a significant increase in scope over the next several years.

6.5 | Zoo Infrastructure Bond (A Better Zoo Program)

The Zoo Infrastructure and Animal Welfare Bond Fund program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Program work is reported in the following categories:

- Master Planning – Comprehensive Capital Master Planning and land use approvals
- Off-site elephant habitat planning
- Construction project management
- Program governance

Program highlights

Land Use

- The new conditional use master plan was approved on Jan. 11, 2013; no appeals were filed and the decision became effective Jan. 28, 2013.
- The new parking management agreement covering all parking in Washington Park has been executed and is in effect; transition of parking management from the zoo to Portland Parks & Recreation is underway. Pay stations should be installed in all of Washington Park by September 2013.
- The Good Neighbor Agreement was signed by Metro, Oregon Zoo, the Arlington Heights Neighborhood Association, Portland Parks & Recreation, Portland Children's Museum, World Forestry Center, Portland Japanese Garden, Hoyt Arboretum Friends, and TriMet.

Off-site elephant habitat planning

- The Roslyn Lake property in rural Clackamas County satisfies the Remote Elephant Center selection criteria. On Dec. 18, 2012, Metro Council directed staff to exercise the property purchase option for the Roslyn Lake property for a Remote Elephant Center. Staff is performing due diligence for purchase of the property; land use planning options and strategies are being discussed.

Construction project management

- **Elephant Lands:** The 100 percent design development estimates by Rider Levett Bucknall and Lease Crutcher Lewis were completed for the Elephant Lands project; estimates exceeded the established budget. On Dec. 18, 2012, Metro Council approved allocating \$4.9 million of the \$10.4 million of unanticipated and unallocated bond sale premium funds to the Elephant Lands project. The combination of \$8.2 million in scope reductions and the additional funds maintain the project vision, sustainability components, visitor experience, and elephant management options. The design team completed construction documents for Elephant Lands, and permits were applied for on June 27, 2013. Construction is scheduled to start in mid-September 2013, with an estimated completion date of August 2015. The groundbreaking ceremony took place in June 2013 and was well attended, with extensive media coverage. Based on visitor survey research to assess attitudes concerning interpretive content and themes, as well as visitor navigation and trip planning concerns, the team has completed 90 percent of the interpretive design for Elephant Lands.
- **Tiger Plaza:** The existing group picnic area near the elephant museum will be closed during Elephant Lands construction. To provide a temporary group picnic area to maintain catering revenue through the summers of 2013 and 2014, the Tiger Plaza building was demolished and a picnic area was set up in its place. This building was scheduled to be demolished as it is located in the footprint of the forthcoming bond-funded Education Center; the cost of this project was funded from the Education Center budget. The first event in the new space was attended by 450 people and was successful.
- **Condors:** 2KG was selected to construct Condors of the Columbia. A groundbreaking ceremony took place in May and construction started in June 2013, with completion scheduled for January 2014; 75 percent of the interpretive design for Condors of the Columbia is complete.
- **Art:** The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The Advisory Committee evaluated 13 artist responses to a Request for Qualifications for the first Percent-for-Art commission aligned with the construction of Elephant Lands/East Hub. Catherine Widgery was selected as the artist for the Elephant Lands/East Hub and proposed renderings for the Public Art Advisory Committee to recommend to the Metro Council. In June 2013, the Metro Council adopted resolution 13-4437 to approve the Oregon Zoo Public Art Advisory Committee's recommendations for the integration of

reflective vertical elements in a series of locations demarcating the Concert Lawn/Elephant Lands edge, as well as a relief veneer on the facade of Forest Hall.

Items for leadership attention

- The bid package for Elephant Lands construction is scheduled to be released in mid-July, with construction starting in mid-September 2013.
- In June, the Citizen's Oversight Committee presented its third report to Metro Council on program activities; the report was favorable with a recommendation that the Bond Program continue with several ongoing efforts to ensure the bond money is spent appropriately.
- Heidi Rahn joined the team as Bond Program Director.

6.6 | Zoo Visitor Experience

The Zoo's Guest Services program is responsible for the front line guest experience and is responsible for generating revenue to assist in the operation of the Zoo. Supporting the zoo's mission statement, the guest services team works to meet guest expectations, provide positive experiences, and to generate enterprise revenues through many services and activities that includes admissions, retail oversight, food services, campus security and safety, custodial, public events and the zoo railway.

Program highlights

- Year-to-date Guest Services revenue exceeds the adopted budget by 4 percent, an 8 percent increase over the previous year totals; annual attendance set a new record with more than 1.68 million guests, breaking the previous record of 1.63 million.
- The Guest Services team supported and held many successful events, including Packy's birthday, a sold out Mother's Day Brunch, the annual volunteer banquet and several large-scale catered events; event comments and ratings were positive overall.
- Two major bond-funded construction projects, Elephant Lands and Condor of the Columbia, have changed campus operations and guest services. The Oregon Zoo Railroad on-grounds train loop was dismantled this spring to make way for Elephant Lands construction; using the Washington Park route only, the train continues to operate at historic ridership numbers. A new on-grounds route will be built as part of the Elephant Lands project.
- In addition to train changes, zoo catering was impacted by the loss of the zoo's main picnic facility adjacent to the concert lawn. To mitigate this loss, the bond program demolished unused structures at Tiger Plaza, where the new education facility will be built, opening the space for temporary use as a major picnic facility. The area looks great and functions well for staff and guests; the first large picnic was held late June with excellent reviews.
- After a competitive procurement process, the zoo awarded its non-alcoholic beverage contract to a new provider, Pepsi, and successfully replaced all equipment and collateral materials.
- Summer Concerts kicked off with a strong start in June; John Prine, Old Crow Medicine Show, and Ziggy Marley shows were all sold out. Food carts are back, new festive lighting was added around the venue, the AfriCafe concert menu was revamped and temporary bleachers were added to increase seating capacity and provide guests with great stage views.
- Guest Services hired and trained more than 145 seasonal and temporary employees to work the busy summer season.

Items for leadership attention

- The zoo continues to work closely with partner venues within Washington Park and the Portland Parks and Recreation department on the pending parking fee changes throughout Washington Park; Portland Parks and Recreation staff expects the pay stations will be installed and become operational in September. Zoo staff is communicating with affected stakeholders to inform them of the pending changes.

- A handful of zoo residential neighbors have expressed concern over noise from summer concerts. The Zoo has been working diligently with the City of Portland Noise Officer to monitor concert volume and to address neighbor concerns. The zoo is measuring sound levels on the concert lawn as well as neighborhood locations to document exact noise levels. The zoo is strictly complying with the City of Portland noise variance; neighbors have been provided a contact number and concerns are addressed immediately.

Oregon Zoo
Zoo Visitor Experience – 4th Quarter, Fiscal Year 2013
Attendance and Event Results – FY13 compared to FY12

Oregon Zoo	Fiscal Year 2013 Quarter-to-Date Totals					
	4 th Qtr FY12		4 th Qtr FY13		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		283,587		285,355		+1,768
Member Attendance		193,981		178,653		-15,328
Catered Events	50	8,284	66	7,937	+16	-347
Totals		485,852		471,945		-13,907

Oregon Zoo	Fiscal Year 2013 Year-to-Date Totals					
	FY12 Totals		FY13 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		885,019		942,622		+57,603
Member Attendance		680,820		709,128		+28,308
Catered Events	187	31,636	222	31,670	+35	+34
Totals		1,597,475		1,683,420		+85,945

7.1 | Community Investment Initiative

Project Highlights

- The Community Investment Initiative Leadership Council sponsored an event with invited speaker Tom Murphy, former mayor of Pittsburg, who gave an inspiring talk about the importance of the work of the Leadership Council and shared his experience as a guide for the future; three events engaged more than 100 stakeholders during his visit.
- Completed the draft business plan for the creation of a Regional Infrastructure Enterprise to pursue implementation of infrastructure to catalyze jobs and attract private investment; the plan calls for creation of the organization through an intergovernmental agreement between Metro and the Port of Portland to focus on job development in centers, corridors, employment areas and industrial areas.
- Completed development and testing of a development readiness assessment tool for local governments with the intent to streamline the local government permitting process to facilitate desired job development expeditiously; a successful test pilot was carried out in Oregon City. Conversations are continuing with the Urban Land Institute to take over the tool and implement a continuing program throughout the region.
- Completed development of a school facilities evaluation tool which has been tested on seven school districts throughout the region; the tool allows the user to select criteria from a list of facility condition and student demographic indicators, apply their own weighting and display a score in priority order. In addition, the Portland State University Institute for Metropolitan Studies has developed a proposal for coordinated enrollment forecasts for the metro region's school districts. Both tools are being reviewed with the school districts and Education Service Districts to determine their interest in implementing the tools. Finally, co-sponsored an event with the Center for Innovative School Facilities to define guidelines for facility planning for technology and the next generation learning environment.

- Published a report documenting the recommendations of the CII Leadership Council for regional consideration over the summer. Following the July 8 Leadership Council meeting the Metro Council, MPAC and the Port of Portland will consider whether to proceed with an intergovernmental agreement to form the new Regional Infrastructure Enterprise.
- The Community Investment Initiative Leadership Council endorsed a series of bills related to its Strategic Plan and met with key legislators to express the Council's position and seek out a longer term relationship in addressing key economic development and infrastructure interests.
- The Performance and Equity Measurement working group of the Leadership Council developed a framework for tracking progress toward accomplishing its mission and identified key indicators with data on the current condition for those indicators; these indicators are strongly connected to those of the Oregon Business Council, but with an expanded focus on equity measures.
- Recruited an additional 17 new members to the Leadership Council, representing business and community leaders from throughout the region; selected new co-chairs for the Leadership Council: Tom Imeson, Port of Portland and Dave Robertson, PGE.
- Leadership Council members, partners, and stakeholders contributed more than 4,000 volunteer hours toward implementation of the Strategic Plan.

7.2 | Convention Center Hotel

Project highlights

- Completed RFP for hotel development team; selected Mortenson/Hyatt
- Executed Hyatt labor peace agreement
- Completed update of Hotel and Convention Market Study
- Requested State Lottery bond funding for Hotel
- Initiated intergovernmental negotiations with the city and county on a Visitor Facilities IGA
- Negotiated OCC Hotel Project term sheet with Mortenson/Hyatt

Project challenges:

- Agreement and support for a public financing package includes achieving state funding, a PDC loan and amendments to the Visitor Facilities Intergovernmental Agreement
- Market factors, such as increasing interest rates and construction costs for project, may affect project feasibility.
- Staff is responding to concerns of convention center hotel opposition group.

Items for Leadership Attention:

- Leadership should understand and support Metro's revenue bond issuance and be aware of any potential implications.

7.3 | Solid Waste Roadmap

Project highlights

- Utilized previous year's OptIn and focus group results to craft a unified set of system objectives for use in all Roadmap projects and to formulate key messages for use with stakeholders
- Developed integrated communications strategy for Roadmap projects
- Contracted with Metropolitan Group to develop and implement a Let's Talk Trash public engagement event series for 2014
- Conducted initial stakeholder meetings with industry representatives and hauler's association representative

- Engaged Metro staff at All-Staff meeting; used feedback to inform scope of work for Roadmap Project #1, Long-term disposal
- Project #1, Long-term management. Contracted with HDR Engineering to describe the complete spectrum of alternatives to landfilling and to screen out those that are impractical or infeasible for the Metro region
- Project #2, Metro South Station: Contracted with HDR Engineering (different project team) to conduct needs assessment for Metro South Station; completed stakeholder interviews, customer surveying and Metro South Station site assessment; now embarking on gap analysis between identified needs and capacity to satisfy those needs
- Project #3, System flow model: Outlined basic model specifications, built a limited prototype, and budgeted for FY 2013-14 to expand and complete the model
- Project #4, Food waste capacity: Processing capacity has been assessed within a 250-mile radius of Portland; currently modeling food waste generation potential for the Metro region to identify gaps between generation and processing capacity
- Project #5, Transfer system configuration: Coordinated this to extend private facility franchises two years, providing time to assess system configuration alternatives
- Project #6, Fee and tax policy: Contracted with Bell and Associates to model rate impacts of various revenue-neutral changes in Metro fee and tax incidence

Items for Leadership Attention

- The implementation of the “Let’s Talk Trash” public event series will increase communication within the solid waste industry about Metro’s role in the system. Councilors will need to feel educated and prepared to respond to the questions and assertions that arise.

8.1 | Communications

- Updated 20-year-old signage at Metro transfer stations and Blue Lake Regional Park.
- Incorporated new data analysis to implement Metro’s Limited English Proficiency plan; began applying new best practices and standards to project work, (e.g., translation for Regional Flexible Funds materials, notifications and comment opportunities); began conducting LEP discussion groups to understand needs.
- Successfully implemented engagement strategy to reach agreement among numerous local governments and agencies on East Metro Connections Plan, setting the stage for future transportation and land use investments in East Multnomah County; subsequently received federal grant to continue next steps of the engagement and development work.
- Produced strategic two-year marketing plans for MetroPaint, Natural Gardening, Regional Travel Options and coordinated Living Programs.
- Expanded Opt In partnerships to include TriMet, Washington County Clean Water Services, City of Portland, Portland Development Commission, Clackamas County and community newspapers.
- On schedule and on budget, engaged more than 200 staff through a discovery process to complete creative briefs and wireframes for the launch of the new Metro website in 2014.
- Developed new Cemeteries Program branding and marketing plan.
- Increased accuracy of project tracking and real-time reporting through implementation of Quickbase database.
- Finalized budget and coordinated cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options – to launch in FY 2013-14.

8.2 | Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2011-12 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 21st year in a row.
- Continued integration of financial systems, USI/EBMS and PeopleSoft, to improve reporting and data management
- Designed and implemented a single Metro-wide chart of accounts for use in Ungerboeck Systems International/Event Business Management Software and PeopleSoft systems, which was used for FY 14 budget preparation and live transaction processing beginning July 1, 2013.
- Kicked off the Procurement Enhancement Project Plan, project team and steering committee in spring 2013, estimated completion summer 2014. The purpose of the plan is to strengthen procurement practices and provide excellent service to internal and external customers.
- Implemented TeamBudget, an agency wide budgeting system.
- Implemented agencywide safety program and updated the emergency operations plan.

8.3 | Human Resources

- Developed a five-year strategic plan.
- Expanded service scope by combining and coordinating MERC and Metro Human Resources.
- Worked with the JLMC-Health Benefits to develop health insurance benefits long-term goals.
- Implemented a Kronos leave management program.
- Following an RFP process, transitioned to a new vendor for voluntary retirement programs.
- Continued review and development of best practices for common personnel policies and procedures; negotiated 16 new policies and work rules for various departments in the agency including the zoo and PES scale house.
- Negotiated three collective bargaining agreements.
- Developed and/or delivered 20 classroom trainings; developed or updated four online classes

8.4 | Information Services

- Migrated data to new enterprise storage system for better performance and standardization
- Began move to new data center for higher availability, due to emergency power generation as well as server room consolidation
- Upgraded Zoo Gateway point-of-sale system for better stability and integration with Zoo Foundation database
- Completed conversion of general ledger coding to single code in all enterprise applications to provide better efficiencies throughout the agency
- Expanded employee scheduling software at the Portland Center for the Performing Arts.
- Completed project to add closed captioning to Metro Council broadcasts.
- Completed pilot studies on how best to manage personal device technology.
- Continued standardization of network infrastructure throughout the agency.
- Began redesigning Metro's main website with conversion to Drupal, which will result in a more supportable, flexible and useful platform and design.

8.5 | Office of Metro Attorney

- Provided legal advice and services in support of land use, transportation, and solid waste planning projects, such as the Urban Growth Boundary expansion; establishing Urban and Rural Reserves, passing a Land Use Final Order (LUFO) for the Columbia River Crossing Bridge Replacement Project; the SW Corridor plan and East Metro connection, Transportation Oriented Development, the Solid Waste Roadmap and Making a Great Place.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.
- Obtained 10-year Conditional Use Master Plan approval Oregon Zoo bond construction.
- Drafted proposed Parks and Natural Areas Levy Ballot Title and Explanatory Statement for 2013 ballot; provided legal advice and services in support of the 2013 Metro Parks and Natural Areas operating levy and Metro's parks and natural areas program.
- Defended the Land Conservation and Development Commission (LCDC) decision on Metro's Urban and Rural Reserves in the Oregon Court of Appeals.
- Defended Metro in Federal District Court against Constitutional Claims arising from the 2012 LCDC decision on Metro's Urban and Rural Reserves.
- Provided legal advice and support to Metro's procurement of a new Glendoveer Golf Course operator and negotiating the terms of a new five-year operations agreement.
- Provided legal services to assist the Metropolitan Exposition Recreation Commission (MERC) and the MERC venues to pursue successful contracts; analyzed legal risk for defense of tort claims that led to reduced liability, successfully defended MERC venues in potential legal claims.
- Provided substantial labor and employment advice for the MERC venues that prevented litigation against Metro or MERC.
- Provided legal services to assist the procurement of a convention center hotel developer through RFP, and subsequent predevelopment negotiations, as well as providing legal services to Metro's other venues including the Oregon Zoo's implementation of the zoo bond measure.

8.6 | Research Center

- Delivered Equity Atlas to Coalition for a Livable Future for public release.
- Provided analysis and mapping support for Community Investment Initiative committees, including a prototype Schools Atlas application to evaluate school facilities and performance.
- Conducted and reported results of agencywide Limited English Proficiency (LEP) analysis and project-specific LEP analyses.
- Deployed historic Regional Land Information System imagery web services and improvements including a new interface, locator, and 2012 vacant land inventory; released the new MetroMap web application.
- Calibrated the results of the base year regional travel demand model application to the 2011 travel behavior survey; including trip generation rates, distribution patterns, average trip lengths, mode shares and time of day profiles.
- Completed the study redevelopment assumptions project as per Metro Council Urban Growth Report Research directive; a project proposal to research future housing preferences is being scoped for inclusion in the next UGR. The project lacks identified funding sources at this point.
- Completed the 2035 Land Use Growth Distribution Forecast, satisfying DLCD requirements, and the 2040 Land Use Growth Distribution Forecast as needed for the 2014 update of the Regional Transportation Plan (RTP).
- Refitted MetroScope with additional 2010 Census data in preparation for the next UGR growth scenario.

**MAKING A
GREAT
PLACE**



FY 2012-13 Balanced Scorecard Report

About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Stay in touch with news, stories and things to do.

www.oregonmetro.gov/connect

Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

Auditor

Suzanne Flynn

Report prepared by Cary Stacey

Employee communications manager

503-797-1619

cary.stacey@oregonmetro.gov

TABLE OF CONTENTS

Balanced Scorecard background		42
FINANCE	<u>1.1 General obligation bond rating</u>	43
Goal: Achieve financial success through responsible, stable and efficient fiscal practices.	<u>1.2 Adequacy of reserves by fund</u>	43
	<u>1.3 Self sufficiency of visitor venues</u>	43
	<u>1.4 Total cost of risk</u>	44
CUSTOMER SERVICE	<u>2.1 Elected officials</u>	45
Goal: Deliver an exceptional stakeholder and customer experience.	<u>2.2 Facility users</u>	45
	<u>2.3 Employees</u>	47
BUSINESS PROCESS EFFICIENCY	<u>3.1 Efficient use of public resources</u>	48
Goal: Excel at core business processes to deliver value to our stakeholders and customers.	<u>3.2 Administrative overhead</u>	51
	<u>3.3 Audit recommendations</u>	51
LEARNING AND GROWTH	<u>4.1 Safety</u>	52
Goal: Establish a motivated, engaged and well trained workforce.	<u>4.2 Wellness</u>	52
	<u>4.3 Learning</u>	52
	<u>4.4 Employee motivation</u>	53
SUSTAINABILITY	<u>5.1 Annual water consumption</u>	54
Goal: Demonstrate leadership in sustainability through internal operations.	<u>5.2 Amount of waste generated annually</u>	54
	<u>5.3 Waste recovery for recycling or compost</u>	55
	<u>5.4 Electricity consumption</u>	55
DIVERSITY	<u>6.1 Procurement</u>	56
Goal: Demonstrate leadership in internal and external diversity practices.	<u>6.2 Organizational action</u>	56
	<u>6.3 Organizational support</u>	56
	<u>6.4 Diverse workforce</u>	57
	<u>6.5 Public involvement</u>	57

BALANCED SCORECARD BACKGROUND

To gauge the overall health of the agency and pursue continuous improvement in our business practices, Metro uses a Balanced Scorecard approach. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability and diversity.

The Financial Perspective

This perspective measures the overall financial health of the organization. To successfully pursue our mission, we must retain a strong fiscal position which ensures low cost access to debt markets, adequate financial reserves to weather difficult economic conditions, strong enterprise funding and effective management of our cost of risk.

The Customer Service Perspective

Metro's success ultimately rests on providing valued services to our customers and stakeholders. Customer focus and satisfaction are essential to our long term success. If customers are not satisfied, they will eventually pursue other options to meet their needs. Poor performance in this area is a leading indicator of future decline, even if the current financial picture is positive.

The Business Process Efficiency Perspective

Internal business process metrics allow managers to assess how efficiently their portion of the agency operates and whether products and services meet customer expectations and align with Metro's mission.

Learning and Growth Perspective

At Metro, passionate and dedicated employees are our greatest asset. In a climate of rapid change, it is crucial for employees to be engaged, productive and continuously learning. This perspective addresses employee wellness, training, and values related to both individual and agency improvement.

Sustainability Perspective

Core to Metro's mission is the ability to reflect our values and vision through our actions. This perspective tracks our progress on environmental goals set by the Metro Council in Metro's Sustainability Plan. These measures capture agency wide improvements in water use, energy use, and waste generated and recovered for recycling.

Diversity Perspective

Metro's Diversity Action Plan envisions a future where our diversity practices improve Metro's responsiveness to the residents of our region, strengthen Metro's workforce, and serve as a model for other governments. This perspective measures Metro's ability to reflect the diversity of the community we serve through procurement practices, employee awareness, employee recruitment and public involvement.

FINANCE

Goal: Achieve financial success through responsible, stable and efficient fiscal practices

Measure 1.1: General obligation bond rating

Objective: Maintain efficient access to debt markets¹
Target: AAA
Data: AAA

¹ AAA ratings confirmed by Standard & Poor's in Feb. 2013

Measure 1.2: Adequacy of reserves by fund

Objective: Adequacy of reserves/adherence to contingency levels for primary operating funds¹ (General Fund, Solid Waste Revenue Fund, MERC Fund).
Target: Varies per fund, subject to operating requirements of each fund²; generally minimum of 7%.
Data: All major operating funds met required reserve targets for FY 2012-13 and have budgeted at required reserve levels for FY 2013-14.

¹ Financial policies require that all major operating funds must be budgeted at the required reserve level unless otherwise authorized by Council.

² Targets by fund:

- General Fund: 4% contingency + 3% stabilization + scheduled renewal and replacement
- Solid Waste Fund: \$5.7 million working capital (45 days) + \$4 million operating contingency (tonnage fluctuation over 2 years) + scheduled renewal and replacement and new capital + landfill closure (as determined by DEQ) + environmental impairment (based on actuarial studies).
- MERC Fund: 4% contingency+ 3% stabilization + scheduled renewal and replacement + new capital/strategic business opportunities.

Measure 1.3: Self sufficiency of visitor venues

Objective: Fiscal leverage
Target: No less than 60% of operation cost (Ratio of expense vs. non-tax revenue for facilities/visitor venues)
Data: Refer to table below

	Expo Center	Oregon Convention Center	Oregon Zoo	PCPA
FY 08-09	135.7%	80.9%	68.8%	102.6%
FY 09-10	136.6%	85.9%	70.7%	86.8%
FY 10-11	129.7%	92.8%	78%	90.3%
FY 11-12	134.8%	87.5%	75.5%	98.8%
FY 12-13¹	134.7%	88.7%	75.5%	98.5%

¹Based on preliminary June 30, 2013 data

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently
Target: Less than 1%
Data: Refer to table below

	TCOR%
FY 06-07	.45%
FY 07-08	.52%
FY 08-09	.59%
FY 09-10	.65%
FY 10-11	.40%
FY 11-12	.70%
FY 12-13	.75%

¹ The Total Cost of Risk is based on a “first close” estimate of risk fund costs. Measured by Risk management operating costs as percent of total resources.

CUSTOMER SERVICE

Goal: Deliver an exceptional stakeholder and customer experience

Measure 2.1: Percent of elected officials¹ that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”

Objective: Public engagement
 Target: 95 % or higher of survey responses rating as agree and or strongly agree
 Method: Survey conducted by CFM Strategy Communications
 Data: Refer to table below

	Number of elected officials	Percent of elected officials
FY 09-10	12	92%
FY 10-11	49	68%
FY 11-12²	64	72%

¹ Local elected officials include mayors, city councilors and county commissioners

² As of 2012-13, this survey will be conducted biennially

Measure 2.2: Percent of Metro facility users rating their experience as good or excellent.

A. Oregon Convention Center

Objective: Customer satisfaction
 Target: 90% or higher of survey responses rating experience from good to excellent
 Method: Customer service survey
 Data: Refer to table below

	Sales	Event	Food & Beverage	Ops-Setup	Ops-Technical	Guest Services	Security	Overall Rating
FY 07-08	97%	98%	91%	98%	92%	92%	94%	94%
FY 09-10	95%	96%	95%	97%	94%	95%	97%	95%
FY 10-11	87.5%	87.5%	85%	92.5%	85%	88%	92.5%	87.5%
FY 11-12	90%	92.5%	85%	92.5%	92.5%	92.5%	90%	90%
FY 12-13	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%

¹ FY10-11 customer service scoring format changed from straight percentages to scoring out of a possible 4 points to correspond with other surveys from Travel Portland. Scores have been converted to percentages and are therefore lower in comparison to the previous years.

B. Portland Expo Center

Objective: Customer satisfaction

Target: 95 % or higher of survey responses rating experience as good or excellent

Method: Average rating of customer service survey responses

Data: Refer to table below.

	Admin	Sales	Event	Ops	Ticketing	Admissions	Food & Bev	Average
FY 08-09	99%	97%	98%	99%	98%	91%	90%	96%
FY 09-10	100%	99%	99%	99%	99%	99%	98%	99%
FY 10-11	100%	99.8%	99.9%	99.5%	99.6%	99.6%	97.6%	99.2%
FY 11-12	100%	99.5%	99.8%	99.6%	100%	99.7%	98.4%	99.6%
FY 12-13	100%	100%	100%	99.6%	100%	98.8%	98.2%	99.5%

C. Portland Center for the Performing Arts

Objective: Customer satisfaction

Target: Overall rating of 95 %

Method: Secret shopper surveys¹

Data: Refer to table below

	Safety and cleanliness	Admissions staff	Box office services	Food and beverage	Overall rating
FY 08-09	94%	96%	87%	91%	92%
FY 09-10	91%	97%	88%	89%	91%
FY 10-11	96%	97%	91%	93%	94%
FY 11-12	92%	92%	N/A	90%	91%
FY 12-13	99%	89%	N/A	89%	92%

¹ Beginning in FY 11-12, PCPA began using secret shopper surveys instead of client surveys due to the extremely low return rate on client surveys. Surveys in FY 09-11 were based on ratings of excellent, good, fair and poor. The FY 11-12 secret shopper survey is based on a 0% to 100% score. Because the secret shoppers use ticket services performed by non-PCPA employees, the box office services score is no longer applicable.

D. Oregon Zoo

Objective: Customer satisfaction

Target: Average rating of 4.65 or higher from survey responses rating experience from great to excellent

Method: Comment cards

Data: Refer to table below

	No. Respondents	Pct. 3-5	Mean Rating
Fall 2008	306	98%	4.6
FY 09-10	128	89%	4.0
FY 10-11	220	100%	4.6
FY 11-12	172	81%	3.9
FY12-13	169	92%	4.3

E. Regional parks

Objective: Customer satisfaction

Target: 90% or higher of survey responses rating experience from great to excellent

Method: A survey will be provided to park patrons at Blue Lake and Oxbow Parks starting in July of 2013, and run for three months through the peak season.

Data: The first surveys will be distributed in July. Users can take a card with a link directing them to where they can take an electronic survey encompassing employee courtesy and knowledge, customer service, and cleanliness and maintenance of facilities. The survey can be completed via cell phone or online, and data can be viewed in real time by staff.

F. Solid waste operations

Objective: Customer satisfaction

Target: 85% or higher of survey responses rating experience from great to excellent

Method: TBD

Data: This data is pending revisions to data collection procedure

	Scalehouse	Hazardous Waste	Overall Average
FY 08-09	N/A	N/A	Data not collected
FY 09-10	83%	99%	94%
FY 10-11	90%	98%	96%
FY 11-12¹	N/A	N/A	Data not collected
FY 12-13²	98%	N/A	N/A

¹ Previous data was based on returned customer response cards which was not a statistically valid sample

² Intercept survey conducted by Metro South project consulting firm HDR; customers rated satisfaction with services as "somewhat" or "very"

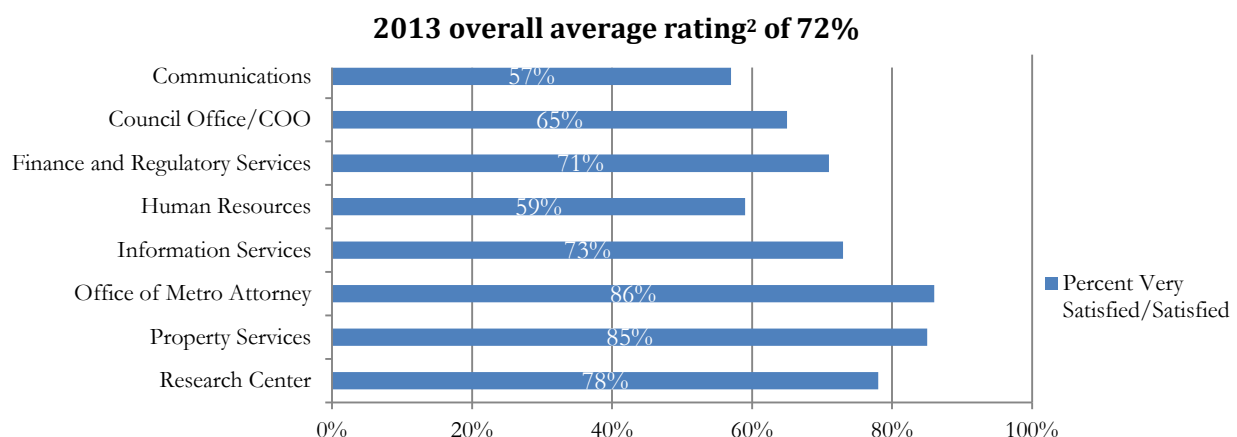
Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services.

Objective: Internal client satisfaction

Target: Overall average of 80% satisfaction rate

Method: Annual online survey¹

Data: Refer to table below



¹ 370 Metro employees took the 2013 survey, data was only used from respondents who said that working with the department in question was "Very important" or "Important" to the success of their work.

² In FY 11-12 overall average rating was 68% (scores shifted downward from the previous year due to survey design); the FY 10-11 overall average rating was 74%.

BUSINESS PROCESS EFFICIENCY

Goal: Excel at core business processes to deliver value to our stakeholders and customers.

Measure 3.1: Efficient use of public resources

A. Oregon Convention Center - Occupancy percentage of ballroom space/exhibit hall space rented

Objective: Improve annual occupancy percentage
 Targets: 43% ballroom occupancy average; 51% exhibit hall occupancy average
 Method: Cumulative information from monthly EBMS reports
 Data: Refer to table below

	Ballroom occupancy average	Exhibit hall occupancy average
FY 09-10	42%	50%
FY 10-11	44%	52.4%
FY 11-12¹	41.6%	42.5%
FY 12-13	43.23%	47.78%

¹ This data reflects the economic downturn, fewer conventions and overall less occupancy in FY 11-12

B. Portland Expo Center - Occupancy percentage of exhibit hall space rented

Objective: Improve annual occupancy percentage
 Target: 40% annual occupancy percentage
 Method: Total number of days halls are rented divided by the number of days available
 Data: Refer to table below

FY 10-11	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg.
	28%	6%	36%	26%	51%	16%	57%	68%	75%	32%	16%	13%	35%
FY 11-12	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg.
	28%	9%	43%	48%	37%	37%	63%	67%	71%	47%	30%	12%	41%
FY12-13	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg.
	28%	15%	40%	47%	56%	24%	65%	74%	61%	51%	21%	15%	41%

C. Portland Center for the Performing Arts – Days of venue use.

Objective: Efficient use
 Target: Days of venue use match or exceed budgeted days of venue use
 Method: Collected from booking data
 Data: Refer to table below

	Schnitzer Used/Budgeted	Keller Used/Budgeted	Newmark Used/Budgeted	Winningstad Used/Budgeted	Brunish Used/Budgeted
FY 11-12	210/262	234/276	282/241	262/277	150/25
FY 12-13	228/200	234/227	280/240	272/210	238/110

D. Oregon Zoo

Objective: Efficient use of FTE
Target: Maintain comparable FTE/visit ratio to like facilities
Method: Internal data collected from box office ticket counts; national information collected from the Morey Group report, prepared and published on the behalf of the Associations of Zoos and Aquariums
Data: Refer to table below

	Total zoo visits	Total zoo FTE ¹	Total visits per FTE	Total visits per FTE: Like facilities ² average	Total visits per FTE: National average
FY 09-10	1,634,918	290	5,638	Not available	Not available
FY 10-11	1,536,286	287	5,352	5,173	8,154
FY 11-12	1,595,644	304	5,249	5,459	8,319
FY 12-13	1,683,420	309	5,448	5,315	6,399

¹ Zoo FTE total includes limited duration and temporary employees

² Zoos with adult admission of \$15 or more

E. Solid waste transfer station operations - Expense per ton of recyclable materials recovered

Objective: Efficient use of resources
Target: Below \$85 per ton
Method: Sum of all recyclables shipped to markets, including source-separated materials (excluding commercial/residential organics and yard debris)
Data: Refer to table below

	Tons Recovered	Expense ¹	Expense per Ton
FY 09-10	30,357	\$1,406,743	\$46.34
FY 10-11	34,529	\$2,541,520	\$73.61
FY 11-12¹	29,816	\$2,465,972	\$82.71
FY 12-13	29,892	\$2,452,216	\$82.04

¹ Includes recoverable waste and waste recovery incentive payments; no portion of the fixed payment was allocated or any other expense added; revenue from sale of recyclable materials was not considered.

F. Solid waste household hazardous waste operations - Operating cost per pound

Objective: Efficient use of resources
Target: Under \$0.90 per pound
Method: Total annual expenditure under hazardous waste budget divided by total pounds handled
Data: Refer to table below

	Expenditures	Pounds handled	Cost per pound
FY 09-10	\$4,065,573	4,651,433	\$0.87
FY 10-11	\$3,835,683	4,876,498	\$0.79
FY 11-12	\$4,068,026	4,159,026	\$0.98
FY 12-13	\$3,986,254	3,967,447	\$1.00

G. Solid waste MetroPaint measure - Operating cost per gallon

Objective: Efficient use of resources

Target: Under \$5.15 per gallon

Method: Total annual expenditure under the MetroPaint budget divided by total gallons processed

Data: Refer to table below

	Expenditures	Gallons processed	Cost per gallon
FY 09-10	\$1,609,188	241,917	\$6.65
FY 10-11	\$1,587,070	309,974	\$5.12
FY 11-12	\$1,681,847	332,118	\$5.06
FY 12-13	\$1,748,302	320,661	\$5.45

H. Human Resources - Employees served per HR FTE

Objective: Efficient Use of FTE

Target: 1:100 for HR per employee ratio

Method: Employee census data

Data: Refer to table below

	HR FTE	Total FTE ¹	HR/FTE ratio
FY 07-08 (Metro)	14.8	1104	1:134
FY 09-10 (MERC+Metro)	16.5	1614	1:98
FY 10-11 (MERC+Metro)	16	1721	1:107
FY 11-12 (MERC+Metro)	17.75	1667	1:99
FY 12-13 (MERC+Metro)	15	1681	1:112

¹ Employee ratio includes part-time, seasonal, limited duration and temporary employees**I. Information Services - Desktops/devices¹ supported per FTE**

Objective: Efficient Use of FTE

Target: No less than 200

Method: Information collected from Help Desk management system

Data: Refer to table below

	FTE	Desktop devices supported	Desktop devices per FTE
FY 07-08	4	722	181
FY 09-10	4	832	208
FY 10-11	5	1035	207
FY 11-12	4.5	1199 ²	266
FY 12-13	4.25	1314	309

¹ Devices counted include desktops, laptops, printers and cellular devices, each requiring service by help desk personnel² FY 2010-11 numbers show an increase due to integrating MERC FTE and devices

Measure 3.2: Administrative overhead as a percent of total operating expenses.

Objective: Administrative overhead

Target: Less than 10%

Method: Percent of Central Services to operating expenditures (PS and MS only)

Data: Refer to table below

Central services	
FY 06-07	9%
FY 07-08	9.1%
FY 08-09	10.1%
FY 09-10	10.2%
FY 10-11	9.9%
FY 11-12	10.6%
FY 12-13¹	9.1%

¹ Based on June 30, 2013 first close data**Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category

Data: The Office of the Auditor begins collecting implementation data one calendar year after an audit is released. This data reflects actions taken by FY 2012-13 to address FY 2010-11 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 10-11	Communications	0	9	0	9	0.0%
FY 10-11	Finance and Regulatory Services	3	3	0	6	50.0%
FY 10-11	Human Resources	9	9	0	18	50.0%
FY 10-11	Information Systems	0	0	0	0	
FY 10-11	MERC	0	0	0	0	
FY 10-11	Oregon Zoo	0	0	0	0	
FY 10-11	Parks and Environmental Services	0	0	0	0	
FY 10-11	Planning and Development	0	0	0	0	
FY 10-11	Sustainability Center	0	0	0	0	
FY 10-11	Total	12	21	0	33	36.4%

LEARNING AND GROWTH

Goal: Establish a motivated, engaged and well trained workforce.

Measure 4.1: Consecutive days with no lost-time accidents

Objective: Safety
 Method: SAIF loss reports
 Target: 90 consecutive days with no lost-time accidents
 Data: Refer to table below

	Longest period of consecutive days with no lost time accidents	Number of lost-time injuries
FY 09-10	64	22
FY 10-11	74	14
FY 11-12	85	15
FY 12-13	57	20

Measure 4.2: Sick leave (Non-FML) utilization per 1,000 hours worked.

Objective: Wellness
 Target: FTE average less than 35 sick hours per FTE
 Method: Kronos
 Data: Refer to table below¹

Metro/MERC total	FTE	Sick hours	Average sick hours
FY 08-09	716.8	31,227	43.5
FY 09-10	761.9	34,583	45.4
FY 10-11	749.6	33,180	44.3
FY 11-12	752.1	28,301	37.6
FY 12-13	765.5	30,622	40.1

¹ Data reflects non-FMLA/OFLA sick leave used for employees that have sick leave accrual during the specified timeframe.

Measure 4.3: Percent of employees engaged in learning opportunities in the past year

Objective: Learning
 Target: Increase access to learning opportunities to all Metro employees
 Method: Data tracked in the Metro Learning Center
 Data: Refer to table below

	Occurrences of employees completing classroom training courses	Occurrences of employees completing online training courses	Percentage of eligible ¹ employees that have logged into the Metro Learning Center
FY 10-11	2,487	432	62%
FY 11-12	3,556	1,001	89%
FY 12-13	3,642	1,315	89%

¹ Not all employees have access to the Learning Center as some lack access to a computer in the workplace due to the nature of their position. The Metro Learning Center launched July 1, 2010.

Measure 4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC.”

Objective: Employee Motivation

Target: 80%

Method: Biennial Sightlines Survey

Data: Refer to table below

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 08-09	35.7%	43.0%	16.0%	2.0%	1%	0%	78.7%
FY 10-11	36.4%	44.2%	16.0%	2.5%	.7%	.2%	80.6%
FY 12-13	38.2%	40.0%	16.4%	4.1%	.8%	.5%	78.2%

SUSTAINABILITY

Goal: To demonstrate leadership on sustainability through internal government operations, and to meet five environmental goals set by Metro Council in the areas of greenhouse gas emissions, toxics reduction, waste reduction, water consumption, and habitat enhancement.

Information on the measures provided here are available in the [2012 Metro Sustainability Report](#) and [detailed appendix](#). The 2013 Sustainability Report will be available in late fall 2013.

Measure 5.1: Annual water consumption.

Objective: Use water efficiently.
Target: 50% decrease from 2008 levels by 2025
Method: Water consumption from Metro facilities (hundred cubic feet, CCF): data from water provider utilities and well water records
Data: Refer to table below¹

Annual water consumption for Metro facilities ²	CCF ³	% change over 2008 baseline
FY 08-09	275,131	
FY 09-10	263,134	-4%
FY 10-11	241,464	-12%
FY 11-12	253,903	-8%

¹ Data from the December 2012 Sustainability Report

² Information in this report is from Metro's Utility Manager database. Previous year's water consumption records are updated to reflect more accurate data now tracked in this database.

³CCF = 100 cubic feet of water; 100 CF = 748 gallons

Measure 5.2: Total amount of waste (garbage plus recycling) generated annually.

Objective: Generate less waste.
Target: Reduce overall generation of waste ten percent by 2015
Method: Total garbage plus recycling by weight, based on hauler reports
Data: Refer to table below¹

Tons of waste generated annually by Metro facilities	Tons	Average % change over 2008 baseline
2008	2,701	
2009	2,604	-4%
FY 10-11	2,931	9% ²
FY 11-12	3,172	17%

¹ Data from the December 2012 Sustainability Report

² The percent change over the 2008 baseline year for the FY10-11 indicator is corrected in this report. The percent change was incorrectly reported as 7% in the 2012 Sustainability Report.

Measure 5.3: Percentage of waste recovered for recycling or compost.

Objective: Increasing recycling recovery rate.
 Target: Recover all waste for recycling or compost (100% recovery) by 2025
 Method: Total waste generated divided by amount recovered for recycling or compost, by weight. Based on hauler reports and other data
 Data: Refer to table below¹

Average recycling recovery rate for Metro facilities	Recovery rate
2008 ²	51.1%
2009	50.7%
FY 10-11	56.9% ³
FY 11-12	59.9%

¹ Data from the December 2012 Sustainability Report

² The 2013 target for recycling recovery was set at 50 percent at the time the Sustainability Plan was written because the 2008 recycling average was approximately 44 percent. Since then, additional data was added for Metro facilities for 2008, which boosted the Metro-wide average to 51.1 percent

³ FY 10-11 recycling recovery rate updated to reflect corrected recycling information from Metro Paint.

Measure 5.4: Electricity consumption

Objective: Reduce electricity demand and associated greenhouse gas emissions.
 Target: Reduce direct and indirect greenhouse gas emissions (CO₂e) 80% below 2008 levels by 2050.
 Method: Electricity bills from PGE and Pacific Power, as entered into Metro's Utility Manager database
 Data: Refer to table below¹

Kilowatt hours of electricity consumed by Metro facilities ²	Kilowatt hours	% change over 2008 baseline
FY 08-09	31,927,014	
FY 09-10	31,740,216	-1%
FY 10-11	30,900,573	-3%
FY 11-12	29,379,651	-8%

¹ Data from the December 2012 Sustainability Report

² All Metro facilities on PGE or Pacific Power service

DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices.

Measure 6.1: Percent of available MWESB1 contract dollars awarded

Objective: Improve diversity in procurement
 Target: 18%
 Method: MWESB annual report is published in October of each year using financial records and acquired data from first tier subcontractors²
 Data: Refer to table below

	By contracts	By dollars
FY 09-10	34%	24%
FY 10-11	18%	11%
FY 11-12	13%	5%
FY 12-13²	Fall 2013	Fall 2013

¹ MWESB refers to minority-owned businesses, women-owned businesses and emerging small businesses

² MWESB annual report is published in October of each year

Measure 6.2: Our organization is taking sufficient action to address and manage diversity

Objective: Organizational action
 Target: 2013 survey results show 55% strongly agree or agree with this statement; 2015 survey results show 90% strongly agree or agree with this statement
 Method: Biennial Cultural Compass diversity and Employee Sightline surveys
 Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	5.3%	30.7%	28.6%	21.4%	6.0%	8.0%	36.0%
FY 12-13	12.4%	37.5%	27.8%	12.6%	5.2%	4.4%	49.9%

Measure 6.3: All employees regardless of their differences are respected and valued for their contribution to our organization

Objective: Organizational support of diversity
 Target: 2013 survey results show 80% strongly agree or agree with this statement; 2015 survey results show 90% strongly agree or agree with this statement
 Method: Biennial Cultural Compass diversity and Employee Sightline surveys
 Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	12.4%	39.6%	21.8%	18.0%	18.0%	5.8%	52.0%
FY 12-13	12.7%	36.3%	21.2%	18.1%	8.8%	2.8%	49.0%

Measure 6.4: Workforce meets or exceeds the placement goals as set forth in the Affirmative Action Plan

Objective: Diverse workforce
Target: Meet utilization goals in all categories
Method: Biennial Affirmative Action Utilization Update
Data: Refer to table below for results from Fall 2012.

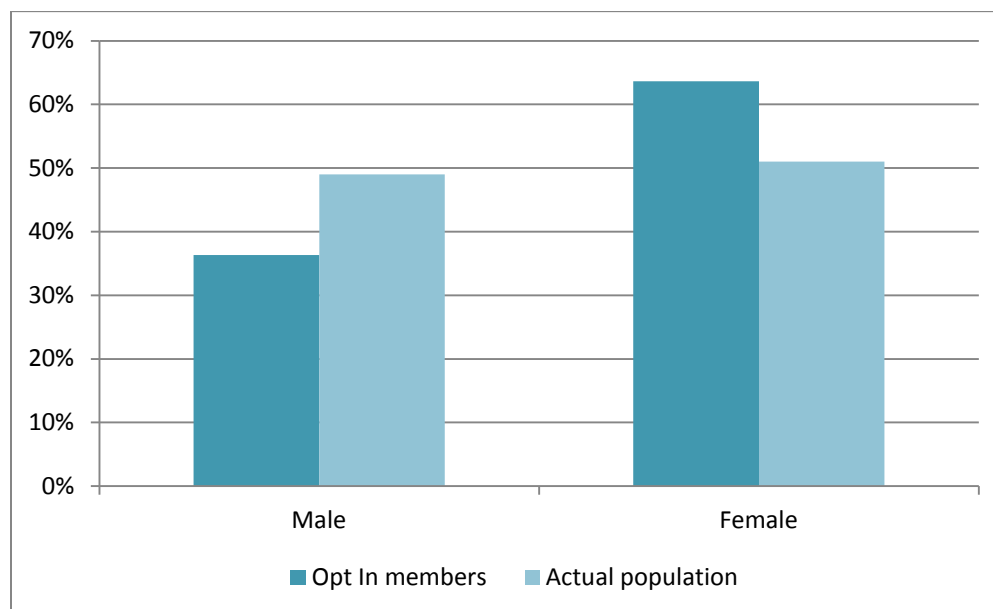
Fall 2012 Biennial utilization goal status

EEO category	Female	Minority
Office and clerical	Met	Met
Officials and administrators	Met	Did not meet
Paraprofessionals	Met	Did not meet
Protective services	Did not meet	Met
Service maintenance	Met	Did not meet
Skilled craft	Met	Did not meet
Technicians	Met	Did not meet

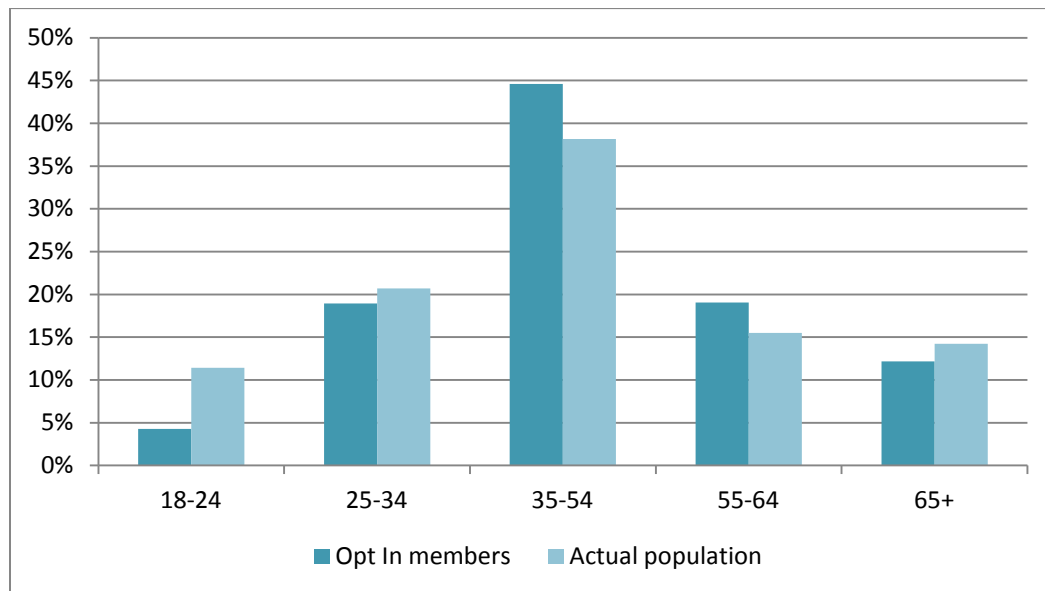
Measure 6.5: Demographics of people participating in public involvement activities

Objective: Improve diversity in public involvement
Targets: 1. Diversity of membership in OptIn is robust enough to provide data that is representative of the region's demographics.
2. By 2015, percentage of residents enrolled in OptIn is reflective of the region's demographics.
Method: Comparison of demographics of residents enrolled in OptIn versus actual population percentages¹.
Data: Refer to graphs below²

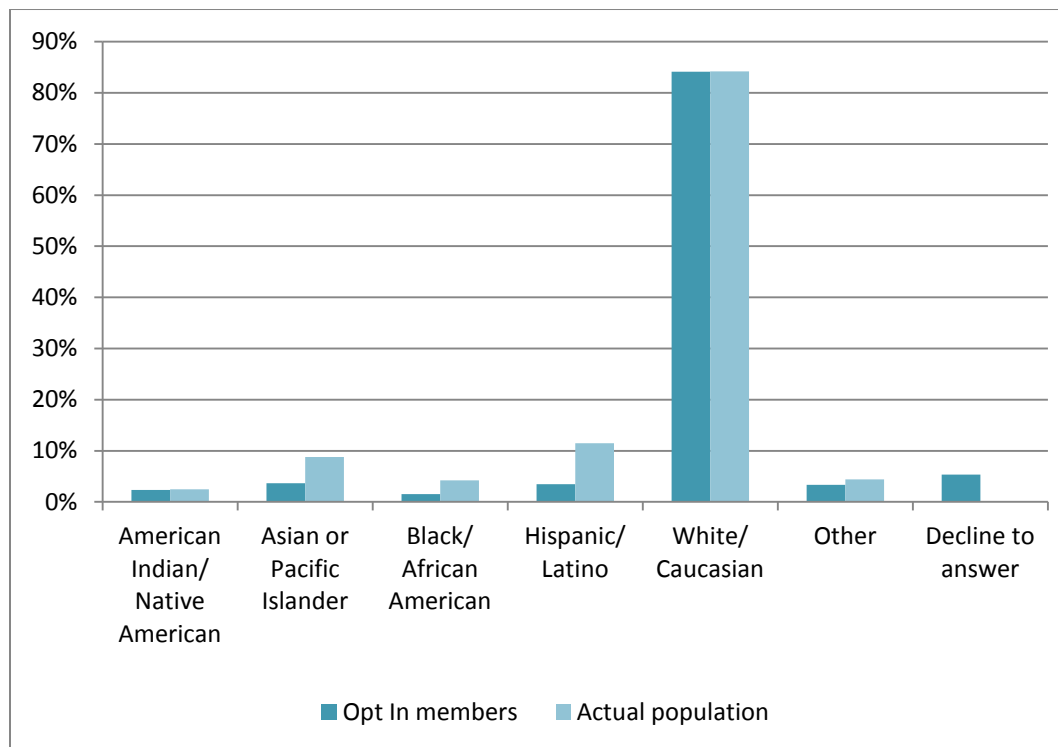
Gender



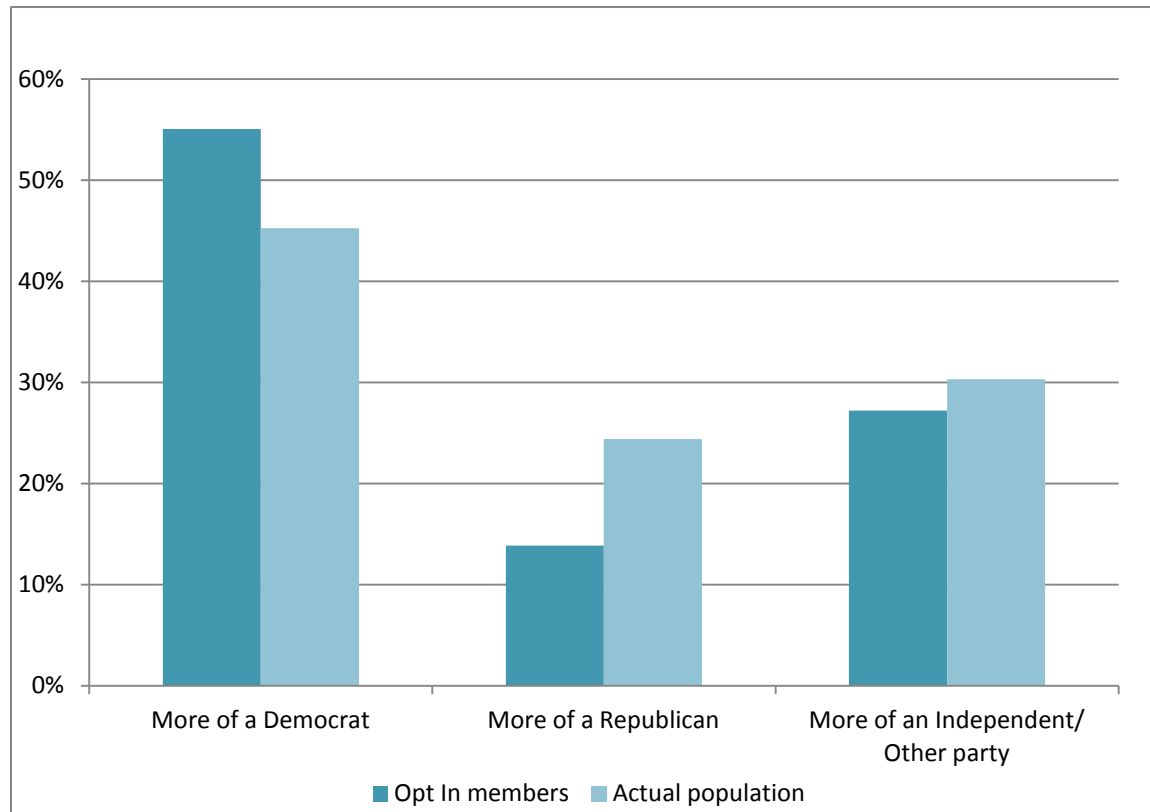
Age



Race and Ethnicity



Political Party Identification



¹Actual population data sources: U.S. Census Bureau, 2007-2011 American Community Survey.

²The Opt In panel grew from approximately 8,000 members at the end of FY 10-11 to approximately 23,918 members at the end of FY 12-13.

Agenda Item No. 3.0

**APPROVING FY 2012-2013 FUNDING
FOR COMMUNITY PLANNING AND
DEVELOPMENT GRANTS FUNDED WITH
CONSTRUCTION EXCISE TAX**

Metro Council Work Session
Tuesday, August 6, 2013
Metro, Council Chamber

METRO COUNCIL

Work Session Worksheet

PRESENTATION DATE: August 6, 2013

TIME: 2:00 PM

LENGTH: 30 minutes

PRESENTATION TITLE: Approving FY 2012-2013 Funding for Community Planning and Development Grants funded with Construction Excise Tax

DEPARTMENT: Planning and Development

PRESENTER(s): Martha Bennett, Chief Operating Officer – ext. 1541 and Tim Smith, Chair, CET Screening Committee – 503-445-7385

WORK SESSION PURPOSE & DESIRED OUTCOMES

- Purpose: review and discuss applications for the Community Planning and Development Grants (CPDG) funded with construction excise tax, and also review and discuss the recommendations of the Chief Operating Officer (COO) to the Council, and the recommendations of the CPDG Screening Committee to the COO.
- Outcome: Council direction on grant awards to help cities and counties put in place community plans to achieve on-the-ground development and redevelopment.

TOPIC BACKGROUND & FRAMING THE WORK SESSION DISCUSSION

Metro Ordinance No. 06-1115 created the construction excise tax to provide grants for regional and local planning in expansion areas added to the urban growth boundary (UGB) in 2002 and 2004. During this initial grant cycle, 25 planning projects benefited from the awards. In 2009, Metro Council extended the construction excise tax to September 2014 (Ordinance No. 09-1220) to provide funding for local and regional planning to make land ready for development. Pursuant to the 2009 Ordinance, the COO approved Administrative Rules that set a competitive grant application process to distribute the funds in two cycles (Cycles 2 and 3). Seventeen planning and development projects benefited from Cycle 2 grant awards.

Grant Cycles	Project Type	Start	Total Grant Awards	Number of Projects
Cycle 1	Focused on concept planning for areas recently brought into UGB	FY 2006-2007	\$6.2 million	25
Cycle 2	Focused on community and economic development inside the UGB	FY 2009-2010	\$3.7 million	17
Cycle 3	Intended for community and economic development inside the UGB and 50% for new urban areas and urban reserves.	Proposed FY 2012-2013	(Anticipated funding revised up from \$3.7m to \$4.0m)	TBD

As stated in the Administrative Rules, 50 percent of projected revenue for Cycle 3 grants is earmarked for planning projects in areas added to the UGB since 2009 and Urban Reserves. The current cycle was initiated with discussions with Metro Council to provide direction to staff on how to implement the new concept planning process, how to revise the Administration Rules to accommodate the new concept planning process, and stakeholders participation in the revision of the CET Administrative Rules Advisory Committee and Grants Screening Committee.

In November 2012, the CET Administrative Rules Advisory Committee was convened. The Committee reviewed the Administrative Rules and recommended new criteria for evaluating projects proposed in the new urban areas and urban reserves, and recommended changes to the existing criteria for evaluating projects proposed inside the UGB.

After consultation with the Metro Council, the Chief Operating Officer (COO) approved revised Administrative Rules that stated the criteria for evaluating community planning and development projects proposed in areas outside the UGB and areas inside the UGB.

On January 16, 2013, the Cycle 3 grant process was initiated with a pre-application meeting with potential applicants. By the February 15, 2013 deadline for local governments to submit pre-grant-letters of intent (LOIs), Metro received 31 LOIs from 18 local governments. The Screening Committee and staff reviewed the LOIs and provided comments to local governments. By the April 18, 2013 deadline for applications, Metro received six applications for projects outside the UGB (in new urban areas and urban reserves) submitted from six local governments requesting \$1,350,141, and 20 applications for projects inside the UGB from 11 local governments requesting \$4,098,198, bring the grant total request to \$5,448,339..

The nine-member Screening Committee selected by the Metro Chief Operating Officer in accordance with the CET Administrative Rules met three times between May and July to review the applications. On July 22, 2013 the Screening Committee submitted recommendations to the Metro COO, including recommended grant amounts for each application.

The COO is reviewing the recommendations of the Screening Committee and will prepare her own recommendations for the Metro Council, based on the Screening Committee's recommendations, the Grant Evaluation Criteria set forth in the Administrative Rules, and the Grant Applications themselves.

Since the Screening Committee submitted its recommendations to the COO, Metro Finance Department has revised their projected CET collections for Cycle 3 upward, from \$3.7 million to \$4.0 million. The COO will likely apply the additional grant money in her recommendations. The COO will provide her recommendations to the Metro Council separately, and thereafter the Metro Council will make the final grant decisions at a public hearing (currently scheduled for August 15, 2013).

The COO's recommendations will be sent to the Metro Council prior to the date for public hearing. After reviewing the COO's Grant recommendations, the Grant Screening Committee's recommendations, the Grant Evaluation Criteria, the Grant Applications themselves, and after taking public testimony, the Metro Council may adopt by resolution all of the COO's Grant recommendations, or may change some of them; the final decision regarding the Grants will be made by the Metro Council.

The total amount of grants requested in this Cycle 3 is approximately \$1.4 million dollars more than the amount of funding that will be available in this cycle; therefore not all grant applications will be funded. If the Metro Council decides to extend the construction excise tax after it sunsets in September 2014, there will be another Grant Cycle, providing local jurisdictions that were not previously funded, as well as those that were, another opportunity to receive construction excise grant funding.

QUESTIONS FOR COUNCIL CONSIDERATION

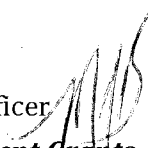
- What questions do you have about these proposed community planning and development projects?
- What questions do you have about the recommendations of the COO?
- What questions do you have about how the COO recommendations match the terms outlined in the draft IGA resolution?

PACKET MATERIALS

- Would legislation be required for Council action ☐ Yes ☐ No
- If yes, is draft legislation attached? ☒ Yes ☐ No
- What other materials are you presenting today? [Staff Report]



Metro | Memo

Date: Tuesday, July 30, 2013
To: President Tom Hughes
Metro Council
From: Martha Bennett, Chief Operating Officer 
Subject: **Community Planning & Development Grants – Cycle 3**

I am pleased to present my recommendations for the Community Planning and Development Grants funded with the construction excise tax (CET). You will consider my recommendations contained in Resolution No. 13-4450. About 66 percent of the grants will increase the ability of local governments and the region to achieve on the ground development and redevelopment in centers and employment areas, promote public/private partnerships, develop innovative new practices and provide much-needed investment in our existing communities. The remaining 34 percent of the grants will support local governments to develop concept plans for the urban reserves prior to Metro Council decision to bring these areas into the urban growth boundary (UGB).

Earlier this year, I appointed a nine-member Screening Committee with expertise in the private and public sector. They presented their recommendations to me on July 22, 2013. I endorse their recommendations with minor changes to the grant amounts recommended. I am pleased to inform you that the Office of the Chief Financial Officer has revised the projected revenue for Cycle 3 grants up from \$3.7 million to \$4 million. As shown in Attachment A, I am recommending full funding for 15 projects and partial funding for 5 projects for a total of \$4.0 million. These projects will be completed over a one year to three year time period. Six projects were not recommended for funding and I encourage the applicants to refine their proposals in case the CET is extended. Attachment B contains the information we will use for the intergovernmental agreements with the local governments you award grants to, including funding conditions and applicant match.

These recommendations reflect the efforts of many other contributions over the last year. On September 25, 2012 I came to you with Planning and Development Department staff for direction on how to evaluate applications for projects proposed in the new urban areas and Urban Reserves since 50 percent of projected revenue for Cycle 3 grants is earmarked for planning projects in those areas. In November 2012, I convened the CET Administrative Rules Advisory Committee to review the Administrative Rules and recommended new criteria for evaluating projects proposed in the new urban areas and Urban Reserves and recommended changes to the existing criteria for evaluating projects proposed inside the UGB. After consultation with you, I approved revised Administrative Rules that stated the criteria for evaluating applications for projects proposed in areas outside the UGB and areas inside the UGB.

After reading the applications, I believe you will share with me an appreciation for the high quality of planning and development in our region and pride for the contribution that Metro can make to these efforts through these grants. Please let me or Gerry Uba, project manager, know if you have any questions.

Attachments

**Attachment A (COO Recommendations to Metro Council)
2013 Community Planning and Development Grants**

Projects Recommended for Full Funding (Outside & Inside UGB)

City/County	Project Name	Amount Requested	Funding Recommendation	Outside/ Inside the UGB	Funding Condition Yes / No
Beaverton	South Cooper Mtn. Concept & Community Plan	\$469,397	\$469,397	Outside	Yes
Cornelius	Urban Reserves Concept Plan	\$73,000	\$73,000	Outside	Yes
Forest Grove	Forest Grove Westside Planning Program	123,000	123,000	Outside	Yes
Sherwood	West Sherwood Concept Plan	221,139	221,139	Outside	Yes
Wilsonville	Frog Pond / Advance Road Concept Plan	341,000	341,000	Outside	Yes
Washington Co. (County Rank #1)	Concept Planning of Area 93	122,605	122,605	Outside	Yes
Gresham (City Rank #1)	Gresham Vista Business Park Eco-Industrial Strategies	100,000	100,000	Inside	-
Happy Valley	Rock Creek Employment Center Infrastructure Funding Plan	53,100	53,100	Inside	Yes
King City	King City Town Center Action Plan	75,000	75,000	Inside	Yes
Lake Oswego (City Rank #2)	Lake Oswego SW Employment Area Plan	80,000	80,000	Inside	-
Tigard (City Rank #1)	River Terrace Community Plan Implementation	245,000	245,000	Inside	-
Tigard (City Rank #2)	Downtown Tigard Mixed-Use Development Projects	100,000	100,000	Inside	Yes
West Linn	Arch Bridge/Bolton Center	220,000	220,000	Inside	-
Clackamas County (County Rank #3)	Clackamas Regional Center Area Performance Measures and Multi Modal Area Project	160,000	160,000	Inside	Yes
TOTAL		\$2,383,241	\$2,383,241		

Projects Recommended for Partial Funding (Inside UGB)

City/County	Project Name	Amount Requested	Funding Recommendation	Outside/ Inside the UGB	Funding Condition Yes / No
Gresham & Portland (Gresham City Rank #2) (Portland Rank #3)	Powell-Division Transit & Development Project	\$812,290	\$481,000	Inside	Yes
Oregon City	Willamette Falls Visioning/Master Plan	400,000	*300,000	Inside	Yes
Portland (Rank #1)	Mixed-Use Zoning Project	425,502	380,759	Inside	Yes
Sherwood (City Rank #2)/Washington County (City Rank #2)	Tonquin Employment Master Plan/Washington County Large Lot Ind. Site Assessments	371,495	255,000	Inside	Yes
Clackamas County (County Rank #1)	Strategically Significant Employment Lands Project	221,000	200,000	Inside	-
TOTAL		\$2,230,287	\$1,616,759		

*In addition to \$100,000 from Natural Areas Program for portion of project related to public access.

Attachment A (continued)

CPDG Screening Committee Recommendations for Increased, Full, Partial, and No Funding

Projects Recommended for No Funding (Inside the UGB)

City/County	Project Name	Amount Requested
Hillsboro	Downtown 10th Avenue Corridor Plan	\$185,000
Lake Oswego (City Rank #1)	Lake Grove Village Center Parking Plan	60,000
Portland (City Rank #2)	Central City Parking Policy Project	250,358
Portland (City Rank #4)	Campus Institution Zoning Update	110,000
Clackamas County (County Rank #2)	Multi-use Development in Corridors	160,000
Washington County (County Rank #3)	Urban Design for North Bethany Main Street	107,253
	TOTAL	\$872,611

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Projects Outside the UGB

Jurisdiction	Project	Award
Beaverton	South Cooper Mountain Planning	\$469,397 (Applicant Match: \$769,833)

Project Description:

Preparation of a concept plan establishing a long-term vision for urbanizing the 2,300 acre project area, including: the 2002 Cooper Mountain UGB addition; the 2011 South Cooper Mountain UGB Addition; and the balance of urban reserve 6B. Title 11 compliant community plans will be prepared for the areas in the UGB to implement the vision in the near-term.

Funding Conditions:

- Develop the deliverables that payments to the city are linked too.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Cornelius	Urban Reserves Concept Plan	\$73,000 (Applicant Match: \$7,000)
------------------	------------------------------------	---

Project Description:

The purpose of this project is to prepare and position the Cornelius Urban Reserves for UGB expansion, urbanization and annexation into the City. The project proposes to inventory conditions, estimate build-out, analyze transportation and utility services for development of a Concept Plan.

Funding Conditions:

- Metro should explore encouraging the county to provide matching funds
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Address sustainability, including stormwater/low impact development
- Offer transportation choices.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Forest Grove	Westside Planning Program	\$123,000 (Application Match: \$49,000)
---------------------	----------------------------------	---

Project Description:

Adoption of land use plan, sustainability framework, geo-technical analysis, conceptual traffic network to streamline development review process and issuance of building permits in the developing western portion of city. This project includes completion of a UGMFP Title 11 concept plan for Urban Reserve 7B to support large lot industrial needs.

Funding Conditions:

- It would be good for Forest Grove to talk to Gresham about their eco-industrial site project.
- They should get and use the eco-industrial brochures so they would be aware of those kinds of projects.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Address sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Sherwood	West Concept Plan	\$221,139 (Applicant Match: \$24,570)
-----------------	--------------------------	---

Project Description:

This project identifies the location and type of housing that will best meet the community needs and support multi-modal access and well-connected transportation systems consistent with Title 11. This project will assess barriers and identify the infrastructure investments necessary to support the full build out of the area. Finally, this project will develop a phasing plan for incremental development or inclusion in the UGB while laying the foundation for full build out and provide coordination with Washington County.

Funding Conditions:

- They should be open to best practices and innovation.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Address sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Wilsonville	Frog Pond/Advance Road Planning	\$341,000 (Applicant Match: \$117,500)
--------------------	--	--

Project Description:

The project will create one Concept Plan for the Frog Pond and Advance Road areas, and a more detailed Master Plan for the Frog Pond area. The outcome will be Title 11-compliant plans that resolve land use and infrastructure issues and position each area for the next step in urbanization. The Master Plan would detail the land use policies to be applied upon annexation of the property into the city, and include a financing plan for providing needed sewer infrastructure.

Funding Conditions:

- Adresse sustainability, including stormwater/low impact development.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Washington County	Concept Planning of Area 93	\$122,605 (Applicant match: \$97,000)
--------------------------	------------------------------------	---

Project Description:

Once the area is legislatively redistricted, Washington County proposes to complete the concept plan initiated by Multnomah County in 2009. The revised plan will meet county standards, continue public engagement, include existing conditions and transportation framework analysis, and re-initiate partnership support with service providers.

Funding Conditions:

- Adresse sustainability, including stormwater/low impact development.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Projects Inside the UGB

Gresham	Vista Business Park Eco-Industrial Strategies	\$100,000 (Applicant Match: \$415,300)
----------------	--	--

Project Description:

The Gresham Vista Business Grant Park grant request – a partnership between the City of Gresham and Port of Portland – will implement four strategies identified in the Gresham Vista Eco-Efficient Implementation Action Plan, provide a framework for eco-industrial development at the site, and a lessons learned report to guide other industrial developments in the region.

Cities of Gresham and Portland	Powell-Division Transit and Development Project	\$481,000 (Applicant(s) Match: \$166,864)
---------------------------------------	--	---

Project Description:

Gresham: This project, a collaborative effort of Gresham, Portland, Metro and TriMet, will engage the community to create a concept plan for the Inner Powell – Outer Division corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and placemaking opportunities.

Portland: Engage the community to create a Concept Plan for the Inner Powell –Outer Division Corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and place-making opportunities.

Funding Conditions:

- Revise the scope of work and budget to match amount of award
- Funding should be used for mostly consultant and/or staff that know how to achieve the assigned objective.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Leverage knowledge from other (corridor) work done.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Happy Valley	RCEC Infrastructure Funding Plan	\$53,100 (Applicant Match: \$20,500)
--------------	----------------------------------	---

Project Description:

The preliminary scope of the project is to create a RCEC Infrastructure Funding Plan as the next toward “development ready” sites in this approximately 200 buildable acre, Regionally Significant Industrial/Employment Area.

Funding Conditions:

- Encourage city to be creative.
- Metro has a tool kit they can utilize.
- City must guarantee the match.

King City	King City Town Center Plan & Implementation Strategy	\$75,000 (Applicant Match: \$15,000)
-----------	--	---

Project Description:

Refine the King City Town Center/Corridor concepts developed by Metro and Tigard into a specific plan including: land use/urban design/circulation/redevelopment provisions, a detailed implementation strategy, with a focus on redevelopment, spelling out tasks to complete immediately and in the short-long-term, the responsible parties, known and funding sources, and necessary coordination.

Funding Conditions:

- Metro should build conditions into the IGA that the City go back to the private sector for some involvement; This provides an opportunity for a strong letter of interest from a developer who will consider implementation.
- Contacting property owners could be done as an early milestone in the IGA.
- City should involve a contract city engineer.
- City must guarantee the match.
- They should consider and address how this project would leverage the work done in the Southwest Corridor Plan.

Lake Oswego	SW Employment Area Plan	\$80,000 (Applicant Match: \$71,000)
-------------	-------------------------	---

Project Description:

The City proposes creation of a special district plan that will involve the community a redevelopment plan for an underdeveloped industrial area in southwestern Lake Oswego. The plan will address the mix of uses to be permitted, transportation and multi-modal improvements, regulatory standards, and financing strategies.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Oregon City	Willamette Falls Legacy Project	\$300,000 (Applicant Match: \$281,641)
--------------------	--	--

Project Description:

The purpose of this grant is to select a Consulting Team to assist the City of Oregon City, in cooperation with the bankruptcy trustee, in completing a Master Plan and Rezoning of the former Blue Heron Paper Mill Site. This planning project will create a vision for the site through a robust public process that respects the history and nature of the land and provides needed certainty to the development community by removing or reducing barriers to site redevelopment.

Funding Conditions:

- A primary factor for the Screening Committee comments and recommendations was the mandate to focus on applications that produce short-term investment and implementation. In that spirit, there was a consensus that this is an important project and recommends a potential grant of \$300,000, which is however, conditioned on the applicant submitting a revised proposal that addresses the committee's concern that the goals of the owners as represented by the trustee, City of Oregon City, Metro, and the wishes and ideas resulting from public involvement in the design consultant team process, will align with the capabilities and willingness of the purchaser. The concern is, can the process effectively lead to implementation. The overriding basis for recommending funding is the assurance that implementation and the methods for accomplishing such are the immediate focus, and it is in that spirit that the Committee provides this important upfront communication about capacity to implement.
- Metro could fund an initial start-up cost to see if the trustee will work with the city and/or to develop an agreement between the two. It is pointless to fund a property for someone else to develop without them being involved. The potential owner needs to get involved somehow.
- What complicates this application is that now there are new circumstances due to a possible buyer and the committee wants to make sure that the conditions reflect the current development.

**The COO recommends Metro allocate an additional \$100,000 from the Natural Areas Programs for this project.*

Portland (Ranked #1)	Mixed-Use Zoning Project	\$380,759 (Applicant Match: \$207,900)
-----------------------------	---------------------------------	--

Project Description:

Revise Portland's mixed use zoning regulations to better implement new Comprehensive Plan policies that focus growth and development in mixed-use centers, corridors, and station areas across the city, providing local services, additional housing, and employment opportunities. Engage neighborhoods and the development community to ensure that both perspectives are represented in solutions.

Funding Conditions:

- Revise the scope of work and budget to match amount of award
- City must guarantee the match.
- Shift some of the labor from staff to consultant/s

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Tigard (Ranked #1)	Terrace Community Plan Implementation	\$245,000 (Applicant Match: \$432,473)
---------------------------	--	--

Project Description:

A concept plan has been prepared for the area and adopted by the City. This grant application will fund two critical elements of the River Terrace Community Plan: a Public Facility Plan Update; and an infrastructure Financing Strategy. All other aspects of the Community Plan will be funded by the City with existing resources.

Tigard (Ranked #2)	Downtown Tigard Mixed-Use Development Projects	\$100,000 (Applicant Match: \$130,340)
---------------------------	---	--

Project Description:

The Tigard Mixed-Use Development Project will focus on two significant catalytic redevelopment opportunities that require pre-development analysis and strategy in order to be successful. George Diamond Properties and the City's urban renewal agency will partner on: a site owned by the City of approximately 3.26 acres; and a separate 3 acre site to be acquired by the developer.

Funding Conditions:

- The project could be conditioned based on the environmental clean-up.
- City must guarantee the match

Sherwood & Washington County	1) City of Sherwood/Tonquin Employment Area Implementation Plan 2) Washington County/ Industrial Lands Analysis	Recommendation: Combined Partial Funding for City of Sherwood and Washington County: \$255,000 (Combined Match: \$116,378)
---	--	--

Project Description:

Sherwood project: The City proposes to conduct implementation planning efforts for the Tonquin Employment Area, brought into the UGB in 2009 as a future employment area, and initially concept planned in 2010 and part of the 2012 Regional Industrial Site Readiness project. This project will refine the infrastructure needs for development with potential phases for annexation, re-examine the market conditions to determine highest and best use, identify barriers to those sectors, and develop a marketing strategy with SW Tualatin Concept Plan.

Washington County project: A partnership with Washington County and the cities of Hillsboro, Forest Grove, Sherwood, Tualatin and Wilsonville, with assistance from the Port of Portland. This project utilizes the framework of the 2012 Regional Industrial Site Readiness Project to complete detailed site assessments for 15 large lot industrial sites within Washington County.

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Funding Conditions:

- Funding conditions considered for these two projects in the same County with similar work scope of work:
 - Combine the two projects and state that Sherwood has to be studied for sure, as long as the direction to the jurisdictions is clear.
 - Washington County and City of Sherwood should share information
- County and City should revise the scope of work and budget to match amount of award
- City must guarantee the match.

West Linn	Arch Bridge/Bolton Center	\$220,000 (Applicant Match: \$80,000)
------------------	----------------------------------	---

Project Description:

The City requests funding for a master plan and financing strategy for the Arch Bridge/Bolton area, identified as a town center in the Metro 2040 Growth Concept, to guide redevelopment in the area, to maximize the potential of the area, complement plans for the redevelopment of the former Blue Heron mill across the river, and avoid independent actions that may foreclose preferred redevelopment options for the area.

Clackamas County (Ranked #1)	Clackamas County Strategically Significant Employment Lands	\$200,000 (Applicant Match: \$273,110)
-------------------------------------	--	--

Project Description:

Clackamas County has created an inventory of employment lands that has varying states of readiness. This Project will provide a better understanding of the investment required to make significant sites “development ready” as well as associated economic return, in order to ensure the County’s competitiveness.

Funding Conditions:

- Revise the scope of work and budget to match amount of award

ATTACHMENT B (COO Recommendations to Metro Council)
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Clackamas County (Ranked #3)	Clackamas Regional Center Area Performance Measures and Multi Modal Area Project	\$160,000 (Applicant Match: \$20,000)
-------------------------------------	---	---

Project Description:

The Project will recommend alternative transportation system performance measures and the designation of a Multi-modal Mixed-use Area (MMA) for the Clackamas Regional Center Area as allowed by the Transportation Planning Rule. The Project may also recommend an alternate approach to transportation infrastructure funding within the MMA.

Funding Conditions:

- The County should identify upfront what MMA best practices information they get and commit to sharing with Metro so that region learns from it.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING FY 2012-)	RESOLUTION NO. 13- 4450
2013 FUNDING FOR COMMUNITY PLANNING)	
AND DEVELOPMENT GRANTS FUNDED)	Introduced by Chief Operating Officer Martha
WITH CONSTRUCTION EXCISE TAX)	Bennett in concurrence with Council
		President Tom Hughes

WHEREAS, in 2006, Metro adopted Ordinance No. 06-1115, establishing a construction excise tax (CET) to provide funding to local governments for regional and local planning that is required to make land ready for development after its inclusion in the Urban Growth Boundary; and

WHEREAS, since 2006 Metro has provided approximately \$10 million in CET revenue as grants to local governments, who used the grants to fund their concept and comprehensive planning requirements for land added to the Urban Growth Boundary since 2002; and

WHEREAS, in June of 2009, in accordance with the recommendations of a CET Advisory Committee and Metro Policy Advisory Committee, Metro adopted Ordinance No. 09-1220 extending the Metro CET to September 2014 and maintaining the existing CET tax rate, to provide funding for regional and local planning that is required to make land ready for development after its inclusion in the Urban Growth Boundary; and

WHEREAS, in accordance with Metro Code Chapter 7.04 and the Construction Excise Tax Administrative Rules, the COO established a CET grant applications screening committee ("Grant Screening Committee") consisting of stakeholders with broad expertise to provide the COO an assessment of the strength of each grant request in accordance with the criteria for the grants program as set forth in Metro Code Chapter 7.04 and the CET Administrative Rules; and

WHEREAS, Metro received twenty six (26) grant request applications from seventeen (17) local governments and their partners; and

WHEREAS, local governments submitted applications for funding of concept planning efforts in Urban Reserve Areas consistent with Metro Title 11 requirements for efficient urbanization of future urban areas; and

WHEREAS, local governments submitted applications for planning projects within the existing UGB that will result in on-the-ground development in centers and employment areas, reuse existing infrastructure, promote private and public partnerships, develop innovative practices that could be transferable to other locations, and realize local aspirations; and

WHEREAS, on July 22, 2013 the Grant Screening Committee submitted its recommendations to the COO of the projects they recommended grant funding; and

WHEREAS, in accordance with Metro Code Chapter 7.04 and the CET Administrative Rules, the COO reviewed the recommendations of the Grant Screening Committee, and presented to the Metro Council the COO's grant recommendations, and the COO's analysis of the Grant Screening Committee's recommendations; and

WHEREAS, the Metro Council has reviewed the recommendations of the COO, the work done by the Grant Screening Committee, the grant applications, the grant evaluation criteria, and the public testimony of grant applicants and other interested members of the public;

NOW THEREFORE, BE IT RESOLVED as follows:

- (1) The Metro Council makes the grant awards for the FY 2012-2013 grant cycle totaling approximately \$4 million, as set forth in Exhibit A, attached hereto and incorporated herein, to those grant recipients and for those projects and in the amounts listed in Exhibit A, contingent upon receipt of adequate CET funds; and
- (2) The Metro Council hereby authorizes and directs the Metro COO and staff, and the Office of Metro Attorney and legal staff, to negotiate Intergovernmental Agreements (“IGAs”) with the grant recipients in substantially the IGA format executed for the 2009 grant cycle or in a format approved by the Office of Metro Attorney, which IGAs shall set forth milestones and funding allocation dates that comply with the Metro Code Construction Excise Tax Chapter 7.04, the CET Administrative Rules, this Resolution No. 13-_____ and Exhibit A attached hereto; and
- (3) The Metro Council hereby directs the Metro COO and her staff to develop a program for monitoring success of the investments over time.

ADOPTED by the Metro Council this _____ day of August, 2013

Tom Hughes, Council President

Approved as to Form:

Alison Kean Campbell
Metro Attorney

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Projects Outside the UGB

Jurisdiction	Project	Award
Beaverton	South Cooper Mountain Planning	\$469,397 (Applicant Match: \$769,833)

Project Description:

Preparation of a concept plan establishing a long-term vision for urbanizing the 2,300 acre project area, including: the 2002 Cooper Mountain UGB addition; the 2011 South Cooper Mountain UGB Addition; and the balance of urban reserve 6B. Title 11 compliant community plans will be prepared for the areas in the UGB to implement the vision in the near-term.

Funding Conditions:

- Develop the deliverables that payments to the city are linked too.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Cornelius	Urban Reserves Concept Plan	\$73,000 (Applicant Match: \$7,000)
------------------	------------------------------------	---

Project Description:

The purpose of this project is to prepare and position the Cornelius Urban Reserves for UGB expansion, urbanization and annexation into the City. The project proposes to inventory conditions, estimate build-out, analyze transportation and utility services for development of a Concept Plan.

Funding Conditions:

- Metro should explore encouraging the county to provide matching funds
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Address sustainability, including stormwater/low impact development
- Offer transportation choices.

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Forest Grove	Westside Planning Program	\$123,000 (Application Match: \$49,000)
---------------------	----------------------------------	---

Project Description:

Adoption of land use plan, sustainability framework, geo-technical analysis, conceptual traffic network to streamline development review process and issuance of building permits in the developing western portion of city. This project includes completion of a UGMFP Title 11 concept plan for Urban Reserve 7B to support large lot industrial needs.

Funding Conditions:

- It would be good for Forest Grove to talk to Gresham about their eco-industrial site project.
- They should get and use the eco-industrial brochures so they would be aware of those kinds of projects.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Address sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Sherwood	West Concept Plan	\$221,139 (Applicant Match: \$24,570)
-----------------	--------------------------	---

Project Description:

This project identifies the location and type of housing that will best meet the community needs and support multi-modal access and well-connected transportation systems consistent with Title 11. This project will assess barriers and identify the infrastructure investments necessary to support the full build out of the area. Finally, this project will develop a phasing plan for incremental development or inclusion in the UGB while laying the foundation for full build out and provide coordination with Washington County.

Funding Conditions:

- They should be open to best practices and innovation.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Address sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Wilsonville	Frog Pond/Advance Road Planning	\$341,000 (Applicant Match: \$117,500)
--------------------	--	--

Project Description:

The project will create one Concept Plan for the Frog Pond and Advance Road areas, and a more detailed Master Plan for the Frog Pond area. The outcome will be Title 11-compliant plans that resolve land use and infrastructure issues and position each area for the next step in urbanization. The Master Plan would detail the land use policies to be applied upon annexation of the property into the city, and include a financing plan for providing needed sewer infrastructure.

Funding Conditions:

- Adresse sustainability, including stormwater/low impact development.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

Washington County	Concept Planning of Area 93	\$122,605 (Applicant match: \$97,000)
--------------------------	------------------------------------	---

Project Description:

Once the area is legislatively redistricted, Washington County proposes to complete the concept plan initiated by Multnomah County in 2009. The revised plan will meet county standards, continue public engagement, include existing conditions and transportation framework analysis, and re-initiate partnership support with service providers.

Funding Conditions:

- Adresse sustainability, including stormwater/low impact development.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Projects Inside the UGB

Gresham	Vista Business Park Eco-Industrial Strategies	\$100,000 (Applicant Match: \$415,300)
----------------	--	--

Project Description:

The Gresham Vista Business Grant Park grant request – a partnership between the City of Gresham and Port of Portland – will implement four strategies identified in the Gresham Vista Eco-Efficient Implementation Action Plan, provide a framework for eco-industrial development at the site, and a lessons learned report to guide other industrial developments in the region.

Cities of Gresham and Portland	Powell-Division Transit and Development Project	\$481,000 (Applicant(s) Match: \$166,864)
---------------------------------------	--	---

Project Description:

Gresham: This project, a collaborative effort of Gresham, Portland, Metro and TriMet, will engage the community to create a concept plan for the Inner Powell – Outer Division corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and placemaking opportunities.

Portland: Engage the community to create a Concept Plan for the Inner Powell –Outer Division Corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and place-making opportunities.

Funding Conditions:

- Revise the scope of work and budget to match amount of award
- Funding should be used for mostly consultant and/or staff that know how to achieve the assigned objective.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- Leverage knowledge from other (corridor) work done.

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Happy Valley	RCEC Infrastructure Funding Plan	\$53,100 (Applicant Match: \$20,500)
---------------------	---	--

Project Description:

The preliminary scope of the project is to create a RCEC Infrastructure Funding Plan as the next toward “development ready” sites in this approximately 200 buildable acre, Regionally Significant Industrial/Employment Area.

Funding Conditions:

- Encourage city to be creative.
- Metro has a tool kit they can utilize.
- City must guarantee the match.

King City	King City Town Center Plan & Implementation Strategy	\$75,000 (Applicant Match: \$15,000)
------------------	---	--

Project Description:

Refine the King City Town Center/Corridor concepts developed by Metro and Tigard into a specific plan including: land use/urban design/circulation/redevelopment provisions, a detailed implementation strategy, with a focus on redevelopment, spelling out tasks to complete immediately and in the short-long-term, the responsible parties, known and funding sources, and necessary coordination.

Funding Conditions:

- Metro should build conditions into the IGA that the City go back to the private sector for some involvement; This provides an opportunity for a strong letter of interest from a developer who will consider implementation.
- Contacting property owners could be done as an early milestone in the IGA.
- City should involve a contract city engineer.
- City must guarantee the match.
- They should consider and address how this project would leverage the work done in the Southwest Corridor Plan.

Lake Oswego	SW Employment Area Plan	\$80,000 (Applicant Match: \$71,000)
--------------------	--------------------------------	--

Project Description:

The City proposes creation of a special district plan that will involve the community a redevelopment plan for an underdeveloped industrial area in southwestern Lake Oswego. The plan will address the mix of uses to be permitted, transportation and multi-modal improvements, regulatory standards, and financing strategies.

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Oregon City	Willamette Falls Legacy Project	\$300,000 (Applicant Match: \$281,641)
--------------------	--	--

Project Description:

The purpose of this grant is to select a Consulting Team to assist the City of Oregon City, in cooperation with the bankruptcy trustee, in completing a Master Plan and Rezoning of the former Blue Heron Paper Mill Site. This planning project will create a vision for the site through a robust public process that respects the history and nature of the land and provides needed certainty to the development community by removing or reducing barriers to site redevelopment.

Funding Conditions:

- A primary factor for the Screening Committee comments and recommendations was the mandate to focus on applications that produce short-term investment and implementation. In that spirit, there was a consensus that this is an important project and recommends a potential grant of \$300,000, which is however, conditioned on the applicant submitting a revised proposal that addresses the committee's concern that the goals of the owners as represented by the trustee, City of Oregon City, Metro, and the wishes and ideas resulting from public involvement in the design consultant team process, will align with the capabilities and willingness of the purchaser. The concern is, can the process effectively lead to implementation. The overriding basis for recommending funding is the assurance that implementation and the methods for accomplishing such are the immediate focus, and it is in that spirit that the Committee provides this important upfront communication about capacity to implement.
- Metro could fund an initial start-up cost to see if the trustee will work with the city and/or to develop an agreement between the two. It is pointless to fund a property for someone else to develop without them being involved. The potential owner needs to get involved somehow.
- What complicates this application is that now there are new circumstances due to a possible buyer and the committee wants to make sure that the conditions reflect the current development.

**The COO recommends Metro allocate an additional \$100,000 from the Natural Areas Programs for this project.*

Portland (Ranked #1)	Mixed-Use Zoning Project	\$380,759 (Applicant Match: \$207,900)
-----------------------------	---------------------------------	--

Project Description:

Revise Portland's mixed use zoning regulations to better implement new Comprehensive Plan policies that focus growth and development in mixed-use centers, corridors, and station areas across the city, providing local services, additional housing, and employment opportunities. Engage neighborhoods and the development community to ensure that both perspectives are represented in solutions.

Funding Conditions:

- Revise the scope of work and budget to match amount of award
- City must guarantee the match.
- Shift some of the labor from staff to consultant/s

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Tigard (Ranked #1)	Terrace Community Plan Implementation	\$245,000 (Applicant Match: \$432,473)
---------------------------	--	--

Project Description:

A concept plan has been prepared for the area and adopted by the City. This grant application will fund two critical elements of the River Terrace Community Plan: a Public Facility Plan Update; and an infrastructure Financing Strategy. All other aspects of the Community Plan will be funded by the City with existing resources.

Tigard (Ranked #2)	Downtown Tigard Mixed-Use Development Projects	\$100,000 (Applicant Match: \$130,340)
---------------------------	---	--

Project Description:

The Tigard Mixed-Use Development Project will focus on two significant catalytic redevelopment opportunities that require pre-development analysis and strategy in order to be successful. George Diamond Properties and the City's urban renewal agency will partner on: a site owned by the City of approximately 3.26 acres; and a separate 3 acre site to be acquired by the developer.

Funding Conditions:

- The project could be conditioned based on the environmental clean-up.
- City must guarantee the match

Sherwood & Washington County	1) City of Sherwood/Tonquin Employment Area Implementation Plan 2) Washington County/Industrial Lands Analysis	Recommendation: Combined Partial Funding for City of Sherwood and Washington County: \$255,000 (Combined Match: \$116,378)
---	---	--

Project Description:

Sherwood project: The City proposes to conduct implementation planning efforts for the Tonquin Employment Area, brought into the UGB in 2009 as a future employment area, and initially concept planned in 2010 and part of the 2012 Regional Industrial Site Readiness project. This project will refine the infrastructure needs for development with potential phases for annexation, re-examine the market conditions to determine highest and best use, identify barriers to those sectors, and develop a marketing strategy with SW Tualatin Concept Plan.

Washington County project: A partnership with Washington County and the cities of Hillsboro, Forest Grove, Sherwood, Tualatin and Wilsonville, with assistance from the Port of Portland. This project utilizes the framework of the 2012 Regional Industrial Site Readiness Project to complete detailed site assessments for 15 large lot industrial sites within Washington County.

Funding Conditions:

- Funding conditions considered for these two projects in the same County with similar work scope of work:

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

- Combine the two projects and state that Sherwood has to be studied for sure, as long as the direction to the jurisdictions is clear.
 - Washington County and City of Sherwood should share information
- County and City should revise the scope of work and budget to match amount of award
- City must guarantee the match.

West Linn	Arch Bridge/Bolton Center	\$220,000 (Applicant Match: \$80,000)
------------------	----------------------------------	---

Project Description:

The City requests funding for a master plan and financing strategy for the Arch Bridge/Bolton area, identified as a town center in the Metro 2040 Growth Concept, to guide redevelopment in the area, to maximize the potential of the area, complement plans for the redevelopment of the former Blue Heron mill across the river, and avoid independent actions that may foreclose preferred redevelopment options for the area.

Clackamas County (Ranked #1)	Clackamas County Strategically Significant Employment Lands	\$200,000 (Applicant Match: \$273,110)
-------------------------------------	--	--

Project Description:

Clackamas County has created an inventory of employment lands that has varying states of readiness. This Project will provide a better understanding of the investment required to make significant sites “development ready” as well as associated economic return, in order to ensure the County’s competitiveness.

Funding Conditions:

- Revise the scope of work and budget to match amount of award

EXHIBIT A
COMMUNITY PLANNING & DEVELOPMENT GRANTS RECIPIENTS, AMOUNTS, AND CONDITIONS*
FOR FUNDING FOR FY 2012-13 CYCLE

*Funding conditions to be addressed in the Intergovernmental Agreement (IGA)

Clackamas County (Ranked #3)	Clackamas Regional Center Area Performance Measures and Multi Modal Area Project	\$160,000 (Applicant Match: \$20,000)
-------------------------------------	---	---

Project Description:

The Project will recommend alternative transportation system performance measures and the designation of a Multi-modal Mixed-use Area (MMA) for the Clackamas Regional Center Area as allowed by the Transportation Planning Rule. The Project may also recommend an alternate approach to transportation infrastructure funding within the MMA.

Funding Conditions:

- The County should identify upfront what MMA best practices information they get and commit to sharing with Metro so that region learns from it.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 13-4450, FOR THE PURPOSE OF APPROVING FY 2012-2013 FUNDING FOR COMMUNITY PLANNING AND DEVELOPMENT GRANTS FUNDED WITH CONSTRUCTION EXCISE TAX

Date: July 30, 2013

Prepared by: Gerry Uba, 503-797-1737

BACKGROUND

Over the years, Metro and local governments have used the 2040 Growth Concept to manage growth in this region, and have made progress in creating vibrant and livable centers and communities across the region. Despite the progress, this region continues to face challenges in providing jobs, improving aging infrastructure, providing transportation and housing choices, supporting sustainable development, and carrying out planning and development to accommodate the growth expected. These challenges prompted the Metro Council to establish the construction excise tax (CET) grant in 2006 to promote planning activity that makes land ready for development, removes barriers to private investment in development and realize the aspirations of communities in the region. The first grant cycle funded concept planning projects in areas brought into the Urban Growth Boundary in 2002 and 2004.

In 2009, The Metro Chief Operating Officer (COO) appointed a CET Advisory Committee to provide advice regarding the extension of the CET for the purpose of funding local and regional planning efforts. The committee concluded that it was in the best interest of the region to extend the CET. In June 2009, Metro Council adopted Ordinance No. 09-1220 which extended the Metro CET to September 2014, and maintained the existing CET tax rate to provide funding for local and regional planning. Per council direction, the Chief Operating Officer promulgated administrative rules for the CET that specify a competitive grant application process, eligibility requirements, evaluation criteria, and call for review of the grant applications by an outside grant screening committee.

As stated in the Administrative Rules, 50 percent of projected revenue for Cycle 3 grants is earmarked for planning projects in areas added to the UGB since 2009 and Urban Reserves. In November 2012, the COO convened the CET Administrative Rules Advisory Committee to review the Administrative Rules and recommended new criteria for evaluating projects proposed in the new urban areas and Urban Reserves, and recommended changes to the existing criteria for evaluating projects proposed inside the UGB. After consultation with the Metro Council, the Chief Operating Officer (COO) approved revised Administrative Rules that stated the criteria for evaluating community planning and development projects proposed in areas outside the UGB and areas inside the UGB.

The chart below shows the distribution of the grant funds since 2006 with 25 planning projects receiving the fund from Cycle 1, and 17 projects receiving Cycle 2 grant awards in FY 2009-10.

Grant Cycles	Project Type	Start	Total Grant Awards	Number of Projects
Cycle 1	Focused on concept planning for areas recently brought into UGB	FY 2006-2007	\$6.2 million	25
Cycle 2	Focused on community and economic development inside the UGB	FY 2009-2010	\$3.7 million	17
Cycle 3	Intended for community and economic development inside the UGB and 50% for new urban areas and urban reserves.	Proposed FY 2012-2013	(Anticipated funding revised up from \$3.7m to \$4.0m)	TBD

On January 16, 2013, the Cycle 3 grant process was initiated with a pre-application meeting with potential applicants and solicited applications from all 25 cities and three counties within the Metro jurisdictional boundary, and any other local governments as defined in ORS 174.116 in partnership with such city or county. Staff used the Application Handbook to explain the grant process and the evaluation criteria (summarized below).

Evaluation Criteria

The CET Administrative Rules established two sets of criteria; one for use in evaluating the applications for projects in new urban areas and Urban Reserves, and the other set for use in evaluating the applications for projects inside the UGB.

The criteria for evaluating the applications for projects proposed in new urban areas and Urban Reserves are summarized as:

- *Title 11 requirements for concept plan or comprehensive plan:* Describe how the proposed planning grant will address the requirements for either a concept plan or comprehensive plan or both as described in Title 11.
- *Requirements for meeting local needs and contributing solutions to regional need:* Describe how the proposal will meet community needs such as mixed use development and/or large lot industrial sites which are anticipated to continue to be regional needs.
- *Title 11 requirements for jurisdictional and service provider commitments:* Describe the commitment of all local governments involved in the planning effort, and describe how governance issues, including roles and responsibilities will be resolved through the planning process.
- *Readiness of land for development in areas added to the UGB since 2009:* Demonstrate that market conditions would be ready to support development and efficient use of land or how the project would influence market conditions.
- *Best practices:* Highlight the elements of the proposed project that reflect best practices and how the expected outcomes from the project will be shared.
- *Leverage:* Describe how the proposed project will leverage past or future public or private investments such as past or future investments in high capacity transit in station areas.
- *Match Fund/Potential:* Describe the match potential, committed or pending, and document same in the proposed budget and in letters of commitment and supports.

- *Equity*: Describe the extent that your community has or has not received grants funded through the CET and the extent that your community generates these funds. Describe the special resource needs for your jurisdiction.
- *Public Involvement*: Describe how the public, including citizens and businesses and appointed advisory committees will be involved in the proposed project.

The criteria for evaluating the applications for projects proposed inside the UGB are summarized as:

- *Expected development outcome*: Describe the partnerships with property owners or other conditions that affect your estimate that the proposed project will lead to issuance of development permits within two or five years. For community readiness, describe the past investments and actions that are in place now that will support the expected outcomes of the project.
- *Regionally significant*: Describe the elements of the project that will support vibrant communities, economic prosperity, safe and reliable transportation, sustainability and climate smart communities, the healthy environment and equity, considering disadvantaged populations and other needs.
- *Location*: Describe how the proposed project will promote the vision for centers and corridors, employment and industrial areas on the 2040 Growth Concept map.
- *Best practices*: Highlight the elements of the proposed project that reflect best practices and how the expected outcomes from the project will be shared.
- *Leverage*: Describe how the proposed project will leverage past or future public or private investments such as past or future investments in high capacity transit in station areas.
- *Match Fund/Potential*: Describe the match potential, committed or pending, and document same in the proposed budget and in letters of commitment and supports.
- *Equity*: Describe the extent that your community has or has not received grants funded through the CET and the extent that your community generates these funds. Describe the special resource needs for your jurisdiction.
- *Public Involvement*: Describe how the public, including citizens and businesses and appointed advisory committees will be involved in the proposed project.

Letters of Intent and Applications

The Administrative Rules required applicants to submit pre-grant-letters of intent (LOI) for the Screening Committee and staff to review them for completeness and suggest how the proposals could be strengthened for full applications. By the February 15, 2013 deadline, Metro received 31 LOIs from 18 local governments. By the April 18, 2013 deadline for applications, Metro received six applications for projects outside the UGB submitted by six local governments requesting \$1,350,141, and 20 applications for projects inside the UGB from 12 local governments requesting \$4,098,198. In total, the applications requested approximately \$5.4 million (see Attachment 1).

The proposed projects fell into seven broad categories; a) concept planning; b) concept planning with development of comprehensive plan; c) development of area plans that promotes use of the infrastructure that is in place to boost redevelopment and revitalize the areas for sustainable new sectors; d) development of area plans for financing new infrastructure and infrastructure update to get employment land ready for development and attract private investment in these areas; e) implementation of strategies for attracting public and private investment in targeted mixed used areas; f) zoning regulation update to implement comprehensive plan goals and objectives; and g) longer term planning studies to identify locations to optimize urban land use patterns and develop the infrastructure

needed to meet local aspirations. Most of the proposed projects are in single locations of 3.26 acres to 2,300 acres scale, while few of them are intended to focus on multiple locations, and others will focus on long corridors of one to 13 miles.

Screening Committee and the Review Process

Upon approving the revised Administrative Rules in December 2012, the COO appointed the nine member Screening Committee reflecting varied expertise in the public and private sector in finance, planning, design and development fields. The Committee was required to review the applications with evaluation criteria and present their recommendations to the COO. The Screening Committee met and evaluated the 26 applications in May through July 2013. See Attachment 2 for the evaluation criteria in the Application Handbook.

Recommendations

The Screening Committee concluded that most of the proposed projects in the applications reflected a strong commitment to make this region a great place. On July 22, 2013 the Screening Committee submitted recommendations to the Metro COO, including recommended grant amounts for each application (see Attachment 3).

The Committee recommended funding as follows:

- Increase Funding for two projects for a total of \$275,000
- Full Funding for twelve projects for a total of \$2,456,241
- Partial Funding four projects for a total of \$1,005,000

After considering the Screening Committee recommendations, the COO prepared her recommendations, as presented in this resolution. The initial projected CET revenue was revised by the Office of the Chief Financial Officer from \$3.7 million to \$4 million. With these information, the COO recommendations call for:

- No increased funding for any project.
- Full Funding for 14 projects for a total of \$2,383,241
- Partial Funding six projects for a total of 1,616,759

The COO sent her recommendations to the Metro Council separately from this resolution. The recommendations reflect the Screening Committee recommendations with a few exceptions and the slight increase in projected CET revenue.

The recommended projects have the potential to create visible impact in the communities, attract a variety of partners, and produce innovative best practices that can be transferred to other communities. In total, the recommended projects have the ability to leverage an additional \$4 million in public and private match contributions.

The COO recommendations include some funding conditions to be fulfilled by grant recipients. These conditions are shown in Exhibit A to this resolution. These conditions are intended to ensure that the projects are successful and meet the objectives of the grant program.

The recommendations of the Screening Committee and the COO do not include funding for six applications. The COO encourages these jurisdictions to refine their project proposals and be ready to

resubmit them if the Metro Council extends the CET. In addition, the COO encourages local government staff to seek the input and assistance from Metro staff in refining their applications.

Upon award of the grants by the Metro Council, staff will negotiate intergovernmental agreements (IGA) with the grantees. Additional conditions may be included in the IGA, such as metrics for successful planning to be used to inform the citizens of the region about the results of individual projects, payment procedures, eligible expenses, documentation related to implementation of tasks involved in the projects, maintenance of project records, and audits, inspections and retention of records, and encouraged to seek out local minority-owned, women-owned and emerging small businesses for professional services.

ANALYSIS/INFORMATION

1. Known Opposition

There is no known opposition to the proposed Grant allocation amounts, except potentially from several of the grant applicants who will not be receiving CET funding.

2. Legal Antecedents

Ordinance 06-1115, "Creating a New Metro Code Chapter 7.04 Establishing a Construction Excise Tax" was adopted on March 23, 2006; Ordinance 09-1220, "Extending the Metro Construction Excise Tax and Amending Metro Code Chapter 7.04" was adopted on June 11, 2009.

3. Anticipated Effects

This Resolution designates Community Planning and Development Grant Awards funded with CET subject to receipt of CET funds. The planning projects will be implemented over a period of one to three and half years.

4. Budget Impacts

The FY 2012/2013 and FY 2013/2014 budgets included resources for staff in the Planning and development to work on this project. In the FY 2013/2014 budget there are sufficient funds to produce and distribute the next brochure to inform stakeholders and other citizens of the region about how the grant is supporting local communities and the region to put plans into actions.

RECOMMENDED ACTION

The Chief Operating Officer recommends adoption of Resolution No. 13-4450.

ATTACHMENT 1 (to Staff Report)

Metro Cycle 3 CPD Grants Applications and Amount Requested (7/29/13)

#	Jurisdiction	Proposed Project	Amount Requested
PROJECTS LOCATED IN AREAS ADDED TO THE UGB SINCE 2009 AND IN URBAN RESERVES			
1	Beaverton	South Cooper Mtn. Concept & Community Plan (1)	469,397
2	Cornelius	City of Cornelius Urban Reserves Concept Plan	73,000
3	Forest Grove	Forest Grove Westside Planning Program	123,000
4	Sherwood	West Sherwood Concept Plan	221,139
5	Wilsonville	Frog Pond / Advance Road Concept Plan	341,000
6	Washington County	Concept Planning of Area 93 (1)	122,605
Subtotal			\$1,350,141
PROJECTS LOCATED INSIDE THE UGB			
1	Gresham	GVBP Eco-Ind. Green Infra. MP Design/Dev. Standards (1)	100,000
2	Gresham & Portland	Powell-Division Transit & Dev. Project (2) (Gresham portion)	364,000
		Powell-Division Transit & Dev. Project (3) (Portland portion)	450,000
3	Happy Valley	RCEC Infrastructure Funding Plan	53,100
4	Hillsboro	Hillsboro Downtown 10th Avenue Corridor Plan	185,000
5	King City	King City Town Center Action Plan	75,000
6	Lake Oswego	Lake Grove Village Center Parking Plan (1)	60,000
7		Lake Oswego SW Employment Area Plan (2)	80,000
8	Oregon City	Willamette Falls Visioning/Master Plan	400,000
9	Portland	Mixed-used Zoning Project (1)	425,500
10		Central City Parking Policy Project (2)	250,000
11		Campus Institution Zoning Update (4)	110,000
12	Sherwood	Tonquin Employment Area Master Plan (?)	143,955
13	Tigard	River Terrace Community Plan Implementation (1)	245,000
14		Downtown Tigard Mixed-Use Dev. Projects (2)	100,000
15	West Linn	Arch Bridge / Bolton Center	220,000
16	Clackamas County	Strategically Significant Employment Lands Project (1)	221,000
17		Multi-Use Development in Corridors (2)	120,890
18		Performance Measures and MMA Project (3)	160,000
19	Washington County	Washington County Large Lot Ind. Site Assessments (2)	227,500
20		Urban Design Plan for N. Bethany Main Street (3)	107,253
Subtotal			\$4,098,198
GRANT TOTAL			\$5,448,339

ATTACHMENT 2 (to Staff Report)

Evaluation Criteria for Applications submitted for Cycle 3 Community Planning and Development Grants funded with construction excise tax

Evaluation criteria for projects located within the current Urban Growth Boundary (pre 2009)

Expected Development Outcomes: Explain how the proposed planning and development grant will increase ability to achieve on-the-ground development/redevelopment outcomes. Address:

- a) Identification of opportunity site/s within the boundary of the proposed project area with catalyst potential that focus on jobs growth and/or housing. Explain the characteristics of the site/s and how the proposed project will lead to a catalytic investment strategy with private and public sector support.
- b) The expected probability that due to this planning and development grant, development permits will be issued within two years;
- c) The expected probability that due to this planning and development grant, development permits will be issued within five years;
- d) The level of community readiness and local commitment to the predicted development outcomes; considerations include:
 - 1) Development sites of adequate scale to generate critical mass of activity;
 - 2) Existing and proposed transportation infrastructure to support future development;
 - 3) Existing urban form provides strong redevelopment opportunities;
 - 4) Sound relationship to adjacent residential and employment areas;
 - 5) Compelling vision and long-term prospects;
- e) Describe the roles and responsibilities of the applicant and county or city, and relevant service providers for accomplishing the goals of the proposed project.

Regionally Significant: Clearly identify how the proposed planning grant will benefit the region in achieving established regional development goals and outcomes, including sustainability practices¹, expressed in the 2040 Growth Concept and the six Desired Outcomes adopted by the region to guide future planning, which include:

- a. People live and work in vibrant communities where they can choose to walk for pleasure and to meet their everyday needs;
- b. Current and future residents benefit from the region's sustained economic competitiveness and prosperity;
- c. People have safe and reliable transportation choices that enhance their quality of life;
- d. The region is a leader in minimizing contributions to global warming;
- e. Current and future generations enjoy clean air, clean water and healthy ecosystems;
- f. The benefits and burdens of growth and change are distributed equitably.

¹ Explain how the proposed project will incorporate sustainability practices, such as using centers and corridors to refocus urban land uses, fostering urban redevelopment that uses existing infrastructure and recycling existing buildings, incorporating eco-industrial and eco-district development concepts, consideration of the impact of housing and transportation costs in planning and development decisions, incorporating natural areas, open spaces and green infrastructure development for treating waste and storm water, and incorporating urban agriculture and other means of enriching the regional food system.

Location: Discuss whether and how the proposed planning grant facilitates development or redevelopment of:

- a. Centers;
- b. Corridors/Main Streets;
- c. Station Centers; and/or
- d. Employment & Industrial Areas
- e. Areas where concept planning has been completed but where additional planning and implementation work is needed in order to make these areas development ready.

Best Practices Model: Consideration will also be given to applications that can be easily replicated in other locations and demonstrate best practices.

Leverage: Discuss whether and how the proposed planning grant will leverage outcomes across jurisdictions and service providers, or create opportunities for additional private/public investment. Investments can take the form of public or private in-kind or cash contributions to the overall planning activity.

Matching Fund/Potential: Discuss whether any portion of the total project cost will be incurred by the applicant and/or its partners. Explain specific portions of the work scope the match money would fund.

Equity: Discuss whether and how the proposed planning grant will further the equitable distribution of funds, based on collections of revenues, past funding, and planning resource needs.

Public Involvement: Discuss whether and how the public, including neighbors to the project, businesses, property owners and other key stakeholders, and disadvantaged communities including low income and minority populations, will be informed on the progress of the project and how their input will be used to strengthen the project outcome.

Attachment B (continued)

Evaluation Criteria for Applications submitted for Cycle 3 Community Planning and Development Grants funded with construction excise tax

Grant Evaluation Criteria for projects located within areas added to the UGB since 2009 and Urban Reserves

The grant request for proposed projects in both areas added to the UGB since 2009 and Urban Reserves shall specifically address how the proposed grant achieves, does not achieve, or is not relevant to the following criteria, drawn from the Urban Growth Management Functional Plan (UGMFP). While the UGMFP's Title 11 (Planning for New Urban Areas) calls for completion of a concept plan prior to Council decision to add the area to the UGB, Metro Council award of grants for concept planning in Urban Reserves should not be interpreted as a commitment by the Council to add the rest of the area to the UGB in the next cycle. Applications should note whether the planning project includes an Urban Reserve area currently being appealed in the Court of Appeals or other venues. The Screening Committee shall emphasize using available funds to spur development.

Addresses Title 11 requirements for concept plan or comprehensive plan: Clearly describe how the proposed planning grant will address the requirements for either a concept plan or comprehensive plan or both as described in Title 11.

- a) If not proposing to complete a full plan, describe how the portion proposed will result in an action that secures financial and governance commitment for the next steps in the planning process.
- b) If not proposing a planning grant for the full Urban Reserve area, describe how the proposal would address the intent for complete communities as described in the urban reserve legislative intent, Urban and Rural Reserve intergovernmental agreements between Metro and counties, and Title 11.

Addresses how the proposed projects will meet local needs and also contribute solutions to regional need: Describe how the proposal will meet a variety of community needs, including land uses such as mixed use development and/or large lot industrial sites which are anticipated to continue to be regional needs.

Demonstrates jurisdictional and service provider commitments necessary for a successful planning and adoption process: Applications should reflect commitment by county, city and relevant service providers to participate in the planning effort and describe how governance issues will be resolved through the planning process. Describe the roles and responsibilities of the county, city and relevant service providers for accomplishing the commitments.

Address readiness of land for development in areas added to the UGB since 2009: For applications in areas added to the UGB since 2009, demonstrate that market conditions would be ready to support development and efficient use of land or define the steps that the project would undertake to influence market conditions.

Best Practices Model: Consideration will also be given to applications that can be easily replicated in other locations and demonstrate best practices.

Leverage: Discuss whether and how the proposed planning grant will leverage outcomes across jurisdictions and service providers, or create opportunities for additional private/public investment. Investments can take the form of public or private in-kind or cash contributions to the overall planning activity.

ATTACHMENT 3

(to Staff Report)

600 NE Grand Ave.
Portland, OR 97232-2736

www.oregonmetro.gov



Metro | Memo

Date: July 22, 2013
To: Martha Bennett, Chief Operating Officer
From: Tim Smith, Chair, CPDG Screening Committee
Subject: Community Planning & Development Grant Screening Committee Recommendations

A handwritten signature in black ink, likely belonging to Tim Smith, the Chair of the CPDG Screening Committee.

As chair of the Community Planning and Development Grant Screening Committee, I am pleased to present our recommendations for the Cycle 3 grant awards. The Committee reviewed and provided comments on the Letters of Intent submitted by prospective applicants/local governments before they sent their full grant applications. Over three meetings in the last two months, we reviewed and evaluated 26 applications submitted by 16 local governments across the Metro region. Based on the mix of views and background of the committee members, we had a lively and thorough discussion of the merits of the applications. Our discussions were guided by an overarching direction in the Construction Excise Tax Administrative Rule – “The Screening Committee shall emphasize using funds to spur development.”

My colleagues on the Committee and I were impressed with most of the proposed community planning and development projects. These projects reflect a strong commitment to make the Metro region a great place. These applications addressed most or some of the two sets of criteria established in the Administrative Rules for projects proposed outside the UGB (in new urban areas and Urban Reserves) and inside the UGB. The total request for the six projects outside the UGB was \$1,350,141, while the total request for the 20 projects inside the UGB was \$4,096,858, bringing the grant total request to \$5,446,999. As you know, the estimated CET revenue for Cycle 3 grant awards was \$3.7 million, which meant that the Committee needed to make some tough decisions. Our recommended funding levels for projects both outside and inside the UGB has been revised up from \$3,697,131 to \$3,736,241 due to an error in the information we worked with at our last meeting. However your staff has assured me that the agency will be able to meet this funding level. We started our evaluation with projects outside the UGB because the total request (\$1,350,141) was less than 50% of estimated construction excise tax revenue (\$1,850,000), and the remaining balance was added to the fund available for projects inside the UGB.

Attachment A contains the lists of projects recommended for increased funding, full funding, partial funding, and no funding while Attachment B contains summary information for each project and our recommendation summary, concerns and funding conditions. Attachment B is organized by two major sections: “community planning and development projects recommended for funding” and “community planning and development projects recommended for no funding.” Within the first section, there are two subsections “projects outside the UGB” and “projects inside the UGB.”

Following are the community planning and development planning projects recommended for increased funding, full funding, partial funding, and for no funding.

Projects recommended for Increased Funding for a total of \$275,000:

These projects are needed and there was unanimous agreement that the cost of implementing these two projects were grossly underestimated by the applicants. We are recommending levels of funding that should be adequate, but have attached conditions to the increased funding. Our Committee strongly recommends that Metro should encourage applicants of these projects to implement the funding conditions (Attachment B) we recommend so as to achieve the goals of these projects. The projects are:

- *Outside the UGB:* Cornelius: Urban Reserves Concept Plan
- *Inside the UGB:* King City: Town Center Action Plan

Projects recommended for Full Funding for a total of \$2,456,241:

These projects scored high on most of the evaluation criteria. The projects outside the UGB reflect viable future urban development. Those inside the UGB reflect broad geographic distribution, 2040 centers and corridors locations, and a mix of industrial and mixed use development. These projects also demonstrate potential to have visible results in the short term and make large impacts on the community. Most of them include business endorsements and partnerships and public involvement in the planning process. Many proposed innovative approaches that could be transferable to other locations and would serve needy areas. The applicants and projects are:

Outside the UGB:

- Beaverton: South Cooper Mountain Concept & Community Plan
- Forest Grove: Westside Planning Program
- Sherwood: West Sherwood Concept Plan
- Wilsonville: Frog Pond/Advance Road Concept Plan
- Washington County (County Rank #1): Washington County Concept Planning of Area 93

Inside the UGB:

- Gresham Vista Business Park Eco-Industrial Strategies
- Happy Valley: Rock Creek Employment Center Infrastructure Funding Plan
- Lake Oswego: SW Employment Area Plan
- Tigard (City Rank #1): River Terrace Community Plan Implementation
- Tigard (City Rank #2): Downtown Tigard Mixed-Use Development Projects
- West Linn: Arch Bridge/Bolton Center
- Clackamas County (County Rank #1): Strategically Significant Employment Lands Project
- Clackamas County (County Rank #3): Clackamas Regional Center Area Performance Measures and Multi Modal Area Project

The Committee has recommended conditions of funding for many of these projects.

Projects recommended for Partial Funding for a total of \$1,005,000:

These applications present the challenges of short/versus long-term planning for development projects that will start in two to five years. In most cases these projects proposed tasks and deliverables that were unclear, but proposed long term concept planning that has the potential to lay a solid foundation for the creation of livable and sustainable communities. Our Committee strongly recommends that Metro should encourage applicants of these projects to work with Metro to implement the funding conditions we recommend for achieving the goals of these projects. The applicants and projects are:

Outside the UGB: None

Inside the UGB:

- Gresham (City Rank #2) and Portland (City Rank #3): Powell-Division Transit & Development Project
- Oregon City: Willamette Falls Visioning/Master Plan
- Portland (City Rank #1): Mixed-Use Zoning Project
- Sherwood /Washington County (County Rank #2): Tonquin Employment Master Plan/ Washington County Large Lot Ind. Site Assessments

Projects recommended for No Funding:

Our Committee did not rate these projects highly for a variety of reasons including the following: The perception that the proposal was not persuasive; the proposal did not address most of the criteria well; the proposed tasks and deliverables were unclear; it was unclear who would benefit from the project; the proposal lacked buy-in of property owners, past efforts have been unsuccessful; and a lack of clarity as to how the project would leverage development. Our Committee strongly recommends that Metro should encourage applicants of those projects to improve their applications and re-submit them in the next grant cycle.

The applicants and projects are:

Outside the UGB: None

Inside the UGB:

- Hillsboro: Downtown 10th Avenue Corridor Plan
- Lake Oswego (City Rank #1): Lake Grove Village Center Parking Plan
- Portland (City Rank #2): Central City Parking Policy Project
- Portland (City Rank #4): Campus Institution Zoning Update
- Clackamas County (County Rank #2): Multi-use Development in Corridors
- Washington County (County Rank #3): Urban Design for North Bethany Main Street

Other Recommendations:

Our Committee also recommends the following actions for Metro:

- Consider forming a finance and governance team to provide technical assistance to the jurisdictions undertaking concept planning of urban reserves because most of the applications were weak in this area. This approach will minimize or eliminate the matter of local governments going through the same planning problems repeatedly.
- Consider creating an infrastructure analysis team to assist with concept planning of urban reserves. Predicting 50 or more percent of future required infrastructure is difficult. While a lot of concept planning has been completed it has not yielded a lot of development because of this infrastructure issue.
- Work closely with cities to coordinate and connect with neighboring jurisdictions embarking on similar community planning and development planning projects, such as Cooper Mountain and Frog Pond.
- Work closely with Clackamas County on the Clackamas Regional Center Area Performance Measures and Multi-Modal Area Project which could be an effective pilot project for other jurisdictions. Currently the transportation system performance measures and the designation of Multi-Modal Mixed Use Areas restrict development in centers. If this project is successful, it could be applied throughout the region.
- Consider using future changes to the CET Administrative Rules as the medium for addressing some the above recommendations, as well as review the skill set and structure of the Screening Committee so as to accommodate the absence of any skill during the evaluation meetings.

I will be happy to join you in presenting all of these recommendations to the Metro Council in August if you so desire.

On behalf of the members of the Screening Committee, I want to thank you for giving us the opportunity to participate in this process and to assist Metro in funding community planning and development planning projects that support the 2040 vision.

Attachments

Attachment A (Chair Smith memo to COO)

CPDG Screening Committee Recommendations for Increased, Full, Partial, and No Funding

Projects Recommended for Increase Funding (Outside & Inside UGB)

City/County	Project Name	Amount Requested	Funding Rec.	Outside/ Inside the UGB	Funding Condition Yes / No
Cornelius	Urban Reserves Concept Plan	\$73,000	\$125,000	Outside	Yes
King City	King City Town Center Action Plan	75,000	150,000	Inside	Yes
	TOTAL	\$148,000	\$275,000		

Projects Recommended for Full Funding(Outside & Inside UGB)

City/County	Project Name	Amount Requested	Funding Rec.	Outside/ Inside the UGB	Funding Condition Yes / No
Beaverton	South Cooper Mtn. Concept & Community Plan	\$469,397	\$469,397	Full	Yes
Forest Grove	Forest Grove Westside Planning Program	123,000	123,000	Full	Yes
Sherwood	West Sherwood Concept Plan	221,139	221,139	Full	Yes
Wilsonville	Frog Pond / Advance Road Concept Plan	341,000	341,000	Full	Yes
Washington Co. (County Rank #1)	Concept Planning of Area 93	122,605	122,605	Full	Yes
Gresham (City Rank #1)	Gresham Vista Business Park Eco-Industrial Strategies	100,000	100,000	Inside	-
Happy Valley	Rock Creek Employment Center Infrastructure Funding Plan	53,100	53,100	Inside	Yes
Lake Oswego (City Rank #2)	Lake Oswego SW Employment Area Plan	80,000	80,000	Inside	-
Tigard (City Rank #1)	River Terrace Community Plan Implementation	245,000	245,000	Inside	-
Tigard (City Rank #2)	Downtown Tigard Mixed-Use Development Projects	100,000	100,000	Inside	Yes
West Linn	Arch Bridge/Bolton Center	220,000	220,000	Inside	-
Clackamas County (County Rank #1)	Strategically Significant Employment Lands Project	221,000	221,000	Inside	-
Clackamas County (County Rank #3)	Clackamas Regional Center Area Performance Measures and Multi Modal Area Project	120,890 160,000	120,890 160,000	Inside	Yes
	TOTAL	\$2,456,241	\$2,456,241		

Attachment A (continued)

CPDG Screening Committee Recommendations for Increased, Full, Partial, and No Funding

Projects Recommended for Partial Funding (Inside UGB)

City/County	Project Name	Amount Requested	Funding Rec.	Outside/ Inside the UGB	Funding Condition Yes / No
Gresham & Portland (Gresham Portion) (Gresham City Rank #2) (Portland Rank #3)	Powell-Division Transit & Development Project	\$812,290	\$200,000	Inside	Yes
Oregon City	Willamette Falls Visioning/Master Plan	400,000	300,000	Inside	Yes
Portland (Rank #1)	Mixed-Use Zoning Project	425,502	250,000	Inside	Yes
Sherwood (City Rank #2)/Washington County (City Rank #2)	Tonquin Employment Master Plan/Washington County Large Lot Ind. Site Assessments	371,495	255,000	Inside	Yes
TOTAL		\$2,009,287	\$1,005,000		

Projects Recommended for No Funding (Inside the UGB)

City/County	Project Name	Amount Requested
Hillsboro	Downtown 10th Avenue Corridor Plan	\$185,000
Lake Oswego (City Rank #1)	Lake Grove Village Center Parking Plan	60,000
Portland (City Rank #2)	Central City Parking Policy Project	250,358
Portland (City Rank #4)	Campus Institution Zoning Update	110,000
Clackamas County (County Rank #2)	Multi-use Development in Corridors	160,000
Washington County (County Rank #3)	Urban Design for North Bethany Main Street	107,253
TOTAL		\$872,611

COMMUNITY PLANNING & DEVELOPMENT GRANT PROJECTS (20) RECOMMENDED FOR FUNDING

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

PROJECTS OUTSIDE THE UGB

Screening Committee Recommendations Summary – FY 2009-2010 Cycle Community Planning and Development Grants Program

Applicant/Project	City of Beaverton /South Cooper Mountain Planning	Recommendation:	\$469,397
Full Fund Amount		Requested Grant	\$469,397
Applicant Match	\$769,833	Total Project Cost	\$1,239,230
Project Description	Preparation of a concept plan establishing a long-term vision for urbanizing the 2,300 acre project area, including: the 2002 Cooper Mountain UGB addition; the 2011 South Cooper Mountain UGB Addition; and the balance of urban reserve 6B. Title 11 compliant community plans will be prepared for the areas in the UGB to implement the vision in the near-term.		
Project Location	Generally on the southwest edge of Beaverton, north of SW Scholls Ferry Road, south of SW Gassner Road, east of SW Tile Flat Road, west of 175 th Avenue.		
Scale of project location	2,300 acres		
2040 Design Type/Land use of project location	Urban reserve		
Proposed project timeline	1 year, 5 months		

Recommendation Summary

- This application has a lot to do with water delivery and an annexation to Beaverton.
- Staff explained a lot of infrastructure planning is involved in the application and the area involves land already added to the UGB as well as land in the urban reserve.
- Infrastructure planning underway.
- Staff explained that the grant application included and covered an existing IGA for the area.
- If Beaverton does the work laid out in the application, will the area get into the UGB?
- The work Beaverton has done and the work they plan to do by the time stated will culminate will likely be considered by the Metro Council for addition to the UGB.
- This area should be considered in light of the problems with Damascus, etc.
- The Homebuilders consider this area viable for development.
- The area encompasses 2,300 acres and could become a really significant urban development.
- Significant involvement of property owners, business owners, agencies and affected jurisdictions to date
- South Cooper Mountain (SCM) Annexation complete.
- Storm water management best practices included.
- Multi-modal transit models will be applied.
- Significant financial and in kind funding matches secured.
- Significant involvement of property owners, business owners, agencies and affected jurisdictions to date.
- This grant application is mostly about infrastructure.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Concerns

None

Conditions for Funding

- Develop the deliverables that payments to the city are linked too.
- Metro staff should serve on the city's technical committee/s overseeing the planning work.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Cornelius/Urban Reserves Concept Plan	Recommendation: <u>Increased Funding</u> - \$125,000	
Full Fund Amount		Requested Grant	\$73,000
Applicant Match	\$7,000	Total Project Cost	\$80,000
Project Description	The purpose of this project is to prepare and position the Cornelius Urban Reserves for UGB expansion, urbanization and annexation into the City. The project proposes to inventory conditions, estimate build-out, analyze transportation and utility services for development of a Concept Plan.		
Project Location	East and southeast of the abutting City of Cornelius boundary with 62 acres north of TV Highway and 210 acres south of TV Highway.		
Scale of project location	272 acres		
2040 Design Type/Land use of project location	Urban Reserve		
Proposed project timeline	No timeline provided		

Recommendation Summary

- The city wanted to move forward but did not see how they could do it with their budget restraints.
- They will never be up to the task if they don't get enough money for consultant work.
- The amount requested is too low for what they need to do.
- The equity criteria should be considered: Needs are actually part of the criteria.
- Perhaps equity should be clarified for the future since two kinds of equity are referred to throughout this process and can be confusing.
- Specific local needs identified (high school, parks).
- IGA's in place with Washington County, Clean Water Services.
- Leveraging critical partnerships with other jurisdictions – Washington County, Hillsboro School District
- Citizen Involvement Committee

Concerns

- They did not fully address Title 11 and equity requirements.
- They have \$65,000 in consultant proposals but don't have a Scope of Work (the problem with this is that we are now in the second round of evaluation of their proposal; this concern should have been addressed already between the Letter of Intent and full application period).
- Metro's concept planning requirements are more stringent than they used to be, and the City should be ready to address all the requirements if funded.
- Applicant is providing in-kind matching funds, although small percentage of total grant request. No financial match provided.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

- Metro should explore encouraging the county to provide matching funds.
- They should make sure to address financing and governance commitment.
- Addressed sustainability, including stormwater/low impact development
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Forest Grove/Westside Planning Program	Recommendation:	\$123,000
Full Fund Amount		Requested Grant	\$123,000
Applicant Match	\$49,000	Total Project Cost	\$172,000
Project Description	Adoption of land use plan, sustainability framework, geo-technical analysis, conceptual traffic network to streamline development review process and issuance of building permits in the developing western portion of city. This project includes completion of a UGMFP Title 11 concept plan for Urban Reserve 7B to support large lot industrial needs.		
Project Location	Western portion of the Forest Grove area bounded by Gales Creek Road, UGB, Purdin Road, and Thatcher Road		
Scale of project location	1,140 acres		
2040 Design Type/Land use of project location	Urban Reserve		
Proposed project timeline	1 year, 5 months		

Recommendation Summary

"Forest Grove Westside Planning Program" ranked No. 3

- The application is relatively thin but they are starting at the very beginning of the process. They need the money to get going so should not be penalized for lack of detail in the application.
- Forest Grove has very limited resources but have provided CET funding.
- Starting from scratch. Get ahead of the "development pressure." Clean slate opportunity to plan sustainably.

Concerns

- If the city is not addressing basic threshold issues like stormwater by now, that's pretty bad.
- It's not clear how Council Creek Regional Trail will be addressed in this project.
- Leverage existing transportation system.
- Matching funds are about 40% of grant requests, although the matches are in-kind. No financial matches.
- Communicated intent but minimal specifics.

Conditions for Funding

- It would be good for Forest Grove to talk to Gresham about their eco-industrial site project.
- They should get and use the eco-industrial brochures so they would be aware of those kinds of projects.
- Addressed sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Sherwood /West Concept Plan	Recommendation:	\$221,139
Full Fund Amount		Requested Grant	\$221,139
Applicant Match	\$24,570	Total Project Cost	\$245,709
Project Description	This project identifies the location and type of housing that will best meet the community needs and support multi-modal access and well-connected transportation systems consistent with Title 11. This project will assess barriers and identify the infrastructure investments necessary to support the full build out of the area. Finally, this project will develop a phasing plan for incremental development or inclusion in the UGB while laying the foundation for full build out and provide coordination with Washington County.		
Project Location	Urban Reserve 5B is comprised of 1,291 acres west of Sherwood. The description of the area in the Urban Reserve designation indicates: The area is bounded by Chapman Road to the south, Lebeau Road to the north, and generally extends approximately ¾ miles west of Sherwood. The area consists of parcels that are in residential or agricultural use, including small woodlots and orchards.		
Scale of project location	1,239 acre		
2040 Design Type/Land use of project location	Urban Reserve		
Proposed project timeline	No timeline provided		

Recommendation Summary

- It is a really big area so does provide an opportunity.
- Could do something similar to Cornelius; want to make sure those issues are addressed.
- It seems they might be trying to maintain flexibility to react to different contingencies. The region might not need the whole 1,140 acres right away.
- They recognize market flexibility and reality.
- Phase able planning approach to match demand.
- Intent to collaborate; demonstrated history by applicant.
- Suggested model for a staged inclusion into the UGB.
- Applicant has no resources other than this grant to fund this effort.
- They have the Westside Bypass area also.

Concerns

- The city could have been more creative.
- The application was not very innovative.
- 10% funding match (of total cost). In-kind match only, no financial match.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

- They should be open to best practices and innovation.
- Address sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Wilsonville/Frog Pond/Advance Road Planning	Recommendation:	\$341,000
Full Fund Amount		Requested Grant	\$341,000
Applicant Match	\$117,500	Total Project Cost	\$458,500
Project Description	The project will create one Concept Plan for the Frog Pond and Advance Road areas, and a more detailed Master Plan for the Frog Pond area. The outcome will be Title 11-compliant plans that resolve land use and infrastructure issues and position each area for the next step in urbanization. The Master Plan would detail the land use policies to be applied upon annexation of the property into the city, and include a financing plan for providing needed sewer infrastructure.		
Project Location	The project will develop a Concept Plan for two adjacent areas of land, Frog Pond and Advance Road, and a Master Plan for Frog Pond. Frog Pond area was added to the UGB in 2002 but is unplanned; Advance Road is an adjacent Urban Reserve. Both areas are located in Clackamas County, immediately east of Wilsonville.		
Scale of project location	497 acres		
2040 Design Type/Land use of project location	Urban Reserve		
Proposed project timeline	2 years, 6 months		

Recommendation Summary

- They are considering the right mix of uses and want to make sure they are considering all the uses that make a complete community.
- Wilsonville has demonstrated ability to build a community with Villebois, a master-planned community.
- The area is close to other commercial areas.
- Making this area a walkable neighborhood community is important, but not something as big as a town center.
- This application also covers an area already inside the UGB and outside the UGB.
- Applicant is contributing funding matches of slightly over 40% of Grant Request, including financial match, in-kind match and consultant time match.
- Applicant has contributed significant revenue (CET taxes) and received no grants to date.
- What is important to the region is how does an area contribute to or create a community and what the Metro Council will consider when bringing areas into the UGB.

Concerns

- Wilsonville is not asking for a lot of money but there is not a lot of match either. The matching funds are not as good but a lot of the applications do not have any matching funds and this one has \$80,000 secured in matching funds.
- Can the project be tied to transportation choices more because it is a relatively compact area.
- It is hard to justify spending tax money on an area that won't come in for 40 years.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

- Addressed sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	Washington County /Concept Planning of Area 93	Recommendation:	\$122,605
Full Fund Amount		Requested Grant	\$122,605
Applicant Match	\$97,000	Total Project Cost	\$219,605
Project Description	Once the area is legislatively redistricted, Washington County proposes to complete the concept plan initiated by Multnomah County in 2009. The revised plan will meet county standards, continue public engagement, include existing conditions and transportation framework analysis, and re-initiate partnership support with service providers.		
Project Location	Bonny Slope West is in northwest Multnomah County, abutted by Washington County on the east and south. NW Thompson Road runs along the southern edge.		
Scale of project location	160 acres		
2040 Design Type/Land use of project location	Urban Reserve		
Proposed project timeline	1 year, 8 months		

Recommendation Summary

- Previous planning in this area was confronted with services couldn't be routed through Forest Park.
- The area is a rural reserve which is very hard to get services through also.
- This application has a lot of support letters and \$85,000 left over from grant to Multnomah County.
- This area will be transferred from Multnomah County to Washington County so that Washington County can receive the funds to complete their planning work and the planning work done by Multnomah County for this area.
- Prospective funding of CET revenue through development.

Concerns

- Recreational opportunities with Ward Creek were not addressed.
- Housing affordability opportunities should have been addressed.

Conditions for Funding

- Addressed sustainability, including stormwater/low impact development.
- They should make sure to address financing and governance commitment.
- Offer transportation choices.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

PROJECTS INSIDE THE UGB

Screening Committee Recommendations Summary – FY 2012 – 2013 Cycle Community Planning and Development Grants Program

Applicant/Project	City of Gresham(Ranked #1)/Gresham Vista Business Park Eco-Industrial Strategies	Recommendation:	\$100,000
Requested Amount	\$100,000	Amount Funded	
Applicant Match	\$415,300	Total Project Cost	\$515,300
Project Description	The Gresham Vista Business Grant Park grant request – a partnership between the City of Gresham and Port of Portland – will implement four strategies identified in the Gresham Vista Eco-Efficient Implementation Action Plan, provide a framework for eco-industrial development at the site, and a lessons learned report to guide other industrial developments in the region.		
Project Location	221-acre industrial/mixed use site owned by the Port of Portland and located in the City of Gresham, Oregon – adjacent to the cities of Fairview, Troutdale and Wood Village.		
Scale of project location	221 acres		
2040 Design Type/Land use of project location	Corridor		
Proposed project timeline	1 year, 3 months		

Recommendation Summary

- Very important project, potentially ground-breaking project because of focus on job creation in eastern portion of region and for the innovation around sustainability and best practices.
- Good partners.
- Good financial commitments.
- Need to address non-auto-oriented access.
- Would like to see more partners devoted to waste streams, food systems, local economics; perhaps some local non-profits in these areas.
- Large 100 acre site and proximity to I-84 and I-205 as well as airport make this regionally significant.
- There is no model presently for LEED best practices. This project would potentially create a standard.
- The project leverages multiple agencies and over time, significant private investment.
- Significant matching funds, in excess of grant request. Fund match is mostly financial rather than in-kind.
- Traded sector economic development will result in higher wage jobs.
- Fairly conventional level of public process with formal presentations. Some public presentations have already been initiated.
- Staged development potential, significant employment opportunities.
- Eco/green leadership, leverages location and proximity to transportation for job growth.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

- One of Governor's priority industrial areas.
- Unproven, but high potential concepts. Linkage and eco-concierge may provide model for other similar initiatives.
- Builds on previous work, engages multiple public entities. Strong tie to workforce development agencies.
- High level of match from partnership with Port.
- Past grants are double CET collections. New jobs create future revenues.
- Multiple public meetings and presentations.
- Seemed like a good development site/lot of potential.
- Business park would help job/housing imbalance
- Like the emphasis on green infrastructure.

Concerns

- Concerned that some development may occur before eco-industrial plan is in place.
- Will residents mentioned be active participants in shaping the resource flows within and around the site or just be kept informed of decisions made by consultants and City?
- Clear strategy to develop industrial campus for trade sector industries. "Eco-industrial" criteria not precisely defined.

Conditions for Funding

None.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	Cities of Gresham (Ranked #2) & City of Portland (Ranked #3) /Powell-Division Transit and Development Project	Recommendation: <u>Partial Funding</u> -- \$200,000 [Recommend also giving <u>additional \$100,000</u> to Gresham and Portland if fund is available]	
Combined Fund Amount		Combined Request	\$812,290
Gresham Amount		Requested Grant	\$362,290
Portland Amount		Requested Grant	\$450,000
Gresham Match	\$75,163	Total Project Cost	\$437,453
Portland Match	\$91,701	Total Project Cost	\$541,7000
Project Description	<p><u>Gresham:</u> This project, a collaborative effort of Gresham, Portland, Metro and TriMet, will engage the community to create a concept plan for the Inner Powell – Outer Division corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and placemaking opportunities.</p> <p><u>Portland:</u> Engage the community to create a Concept Plan for the Inner Powell –Outer Division Corridor that identifies a preferred transit mode and concept alignment, and potential transit station areas with the greatest development and place-making opportunities.</p>		
Project Location	<p><u>Gresham:</u> This project spans the city limit from west to east, and from Glisan St. southward to below Powell Blvd. It is within the UGB.</p> <p><u>Portland:</u> The project is located along the Powel Boulevard / Division Street transit corridor between the Portland Central City and the City of Gresham, Metro Council Districts: 1 and 6.</p>		
Scale of project location		13 miles	
2040 Design Type/Land use of project location		Corridor	
Proposed project timeline		3 years, 3 months	

Recommendation Summary

- This looks like a massive planning study but it can come back as a real plan.
- It has support as a needy area, but doesn't feel like the right study.
- This is the next big corridor study.
- The two cities could utilize some of the outcomes of the SW Corridors and save some money.
- Well defined corridor with nodes for development.
- Connects Portland and Gresham and supports interstitial development nodes.
- Stakeholder involvement contemplated.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Concerns

- They are asking for \$812,000.
- It's not forcing implementation. It has a feel good quality but does it really go anywhere?
- If this is the next big corridor study, how will this work integrate with, or complement, that corridor work.
- The project does not rank well on implementation – i.e., development outcome.
- Concern was expressed about the size of the grant and who was doing what.
- The funding limitations for the public transit results in this project being long range in nature and not resulting in near term project development.
- No financial match, only in-kind.
- Grant request primarily funding Portland and Gresham staff.
- Low funding match (As a percentage) and no financial match secured. All matches are in-kind.

Conditions for Funding

- The Committee considered matching their in-kind amount of \$166,000 for now.
- The Committee considered whether to recommend that funding should not be used for mostly consultant and/or staff that know how to achieve the assigned objective.
- Committee considered giving them half the grant amount requested.
- Also they should leverage knowledge from other (corridor) work done.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Happy Valley/RCEC Infrastructure Funding Plan	Recommendation:	\$53,100
Full Fund Amount		Requested Grant	\$53,100
Applicant Match	\$20,500	Total Project Cost	\$73,600
Project Description	The preliminary scope of the project is to create a RCEC Infrastructure Funding Plan as the next toward "development ready" sites in this approximately 200 buildable acre, Regionally Significant Industrial/Employment Area.		
Project Location	North of Hwy. 212, west of shared boundary between Happy Valley/Damascus, east of Rock Creek, south of unnamed tributary to Rock Creek.		
Scale of project location	200 acres		
2040 Design Type/Land use of project location	Industrial		
Proposed project timeline	1 year, 7 months		

Recommendation Summary

- The infrastructure looks older and they should ramp up sustainability measures.
- Good follow up to previous grant.
- This project needs more innovation in the provision of 21st century infrastructure. No mention of alternative transportation and sustainable energy, water and waste infrastructure.
- Needs more discussion with public about street character, green streets, bicycle access, etc.

Concerns

None.

Conditions for Funding

- Encourage city to be creative.
- Metro has a tool kit they can utilize.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of King City/King City Town Center Plan & Implementation Strategy	Recommendation: <u>Increased Funding</u> -- \$150,000	
Full Fund Amount		Requested Grant	\$75,000
Applicant Match	\$15,000	Total Project Cost	\$90,000
Project Description	Refine the King City Town Center/Corridor concepts developed by Metro and Tigard into a specific plan including: land use/urban design/circulation/redevelopment provisions, a detailed implementation strategy, with a focus on redevelopment, spelling out tasks to complete immediately and in the short-/long-term, the responsible parties, known and funding sources, and necessary coordination.		
Project Location	The focus of the project will be on the portion of King City within the Metro Town Center and Corridor designations in the Metro 2040 Growth Concept.		
Scale of project location		Within ½ mile	
2040 Design Type/Land use of project location		Town Center	
Proposed project timeline		1 year, 1 month	

Recommendation Summary

- This is a great project but they are not asking for enough money.
- This area needs help.
- Consider the recommendation to fund them with twice the amount requested.
- Recommend to increase the amount requested or don't fund the project at all.
- They are identifying barriers that existing residents and employers have for interacting with the town center and this application is to develop a new town center plan and implementation strategy to take what the city and Washington County did in the 20th century and move it forward.
- Moving towards an implementation plan. Intend to modify the Community development Code (CDC) in order to provide certainty to developers and private investment.
- Also incorporating the requirements of a regional transportation corridor, 99W into the effort.
- Intends to reach out to other jurisdictions that have taking strip retail and done transit-oriented redevelopment to identify Best Practice models.
- Builds upon previous work by Metro (2040 Growth Concept and SW Corridor Plan) and City of Tigard High Capacity Transit Land Use Plan.
- Metro should consider helping smaller jurisdictions with technical assistance on this type of planning.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Concerns

- All of the support letters in the application are from agencies; none from the private sector.
- Seems like the vision is supposed to be a walkable town village. The project needs more walkability. However, some key questions are; where will the people be coming from? Bull Mountain? What is the redevelopment going to be? A new face on the shopping center? What's the vision? Will there be more mixed use?

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

- Consider doubling the amount, but with the condition that the city should come back with one to three property owners who will make best effort to develop/improve the area.
- Metro should build conditions into the IGA that the City go back to the private sector for some involvement; This provides an opportunity for a strong letter of interest from a developer who will consider implementation.
- Contacting property owners could be done as an early milestone in the IGA.
- Consider a recommendation to fund the project, but give them money in phases as they progress.
- Good idea; the IGA could be done in phases.
- Should they increase their match?
- City should provide a contract city engineer.
- City must guarantee the match.
- They should come back with a real budget. They don't know what a transportation consultant would really cost. They have \$10,000 budgeted for a transportation consultant, that's not enough.
- They should come back with some real estimates and some real numbers – a more realistic budget.
- They should consider and address how this project would leverage the work done in the Southwest Corridor Plan.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	City of Lake Oswego (Ranked #2)/Lake Oswego SW Employment Area Plan	Recommendation:	\$80,000
Full Fund Amount		Requested Grant	\$80,000
Applicant Match	\$71,000	Total Project Cost	\$151,000
Project Description	The City proposes creation of a special district plan that will involve the community a redevelopment plan for an underdeveloped industrial area in southwestern Lake Oswego. The plan will address the mix of uses to be permitted, transportation and multi-modal improvements, regulatory standards, and financing strategies.		
Project Location	The project site includes Title 4 employment land in the southwestern quadrant of Lake Oswego, along and to the south of Boones Ferry Road.		
Scale of project location	150 acres		
2040 Design Type/Land use of project location	Industrial/Employment		
Proposed project timeline	1 year		

Recommendation Summary

- This area is in line with manufacturing.
- The area has access to I-5. It's not a huge area but it's a reasonable project.
- Has outside funding, not just in-kind.
- The current City Council supports it.
- That area is kind of a hodge podge.
- City is expecting more redevelopment and is trying to prepare for economic growth.
- They are trying to provide more flexibility in zoning to encourage development and consolidate lots.
- They know things are going to happen but want to make sure it happens in the most efficient way.
- They want more flexibility than what industrial zoning provides.
- Greater zoning flexibility and public amenities intended to provide developer certainty and encourage public investment.
- While primarily a local economic development strategy, the project objectives are consistent with Metro's 2040 growth concept and the site is immediately adjacent to regional transportation corridors.
- Using 3rd party experts to identify and model best practices for industrial area redevelopment and incorporation of green development practices.

Concerns

- City is providing matching funds, both financial and in-kind. Not yet secured, but carried in FY 2013-2014 budget.

Conditions for Funding

None

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

--

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	City of Oregon City/Willamette Falls Legacy Project	Recommendation: <u>Partial Funding</u> -- \$300,000	
Full Fund Amount		Requested Grant	\$400,000
Applicant Match	\$281,641	Total Project Cost	\$681,641
Project Description	The purpose of this grant is to select a Consulting Team to assist the City of Oregon City, in cooperation with the bankruptcy trustee, in completing a Master Plan and Rezoning of the former Blue Heron Paper Mill Site. This planning project will create a vision for the site through a robust public process that respects the history and nature of the land and provides needed certainty to the development community by removing or reducing barriers to site redevelopment.		
Project Location	22 acres of the former Blue Heron Paper Mill 419 Main Street, Oregon City, 97045		
Scale of project location	23 acres		
2040 Design Type/Land use of project location	Industrial to Mixed Use		
Proposed project timeline	1 year, 7 months		

Recommendation Summary

- There have been two offers to purchase this property so the application reflected a Scope of Work that was underway.
- Oregon City is doing a great job now with its downtown and the proposed project will suck attention away from that.
- The site does have potential buyers.
- It seems the City's idea was that the buyer(s) would want the best project possible and cooperate with it. An investor would need a master plan before the zoning could change anyway or before they invested money.
- The site is stuck at this time and needs public support. This is an interesting project because they are trying to get everyone to agree on a vision that will be converted into entitlements that will make it attractive to a buyer.
- Metro bond was a funding source for acquiring part of the property. That would be an asset for Metro. The other sources include \$5 million from the state legislature after the master plan and the work the trustee is supposed to do.
- Can the open space and park be used to catalyze other activity as well?
- It is Metro's understanding that there is no environmental problem with the soil, however there are things that need to be taken into consideration like the structures, some of which are being dismantled.
- This would have been the perfect opportunity to go the national parks service and pick up both sides of the river and the falls and get a true funding source. (The other side of the river is already sold)
- Having a master plan will send a positive signal to potential purchasers.
- From a city point of view, it makes more sense to have a plan in place.
- It is important to get the parties to agree to give more confidence that if the plan goes through it will lead somewhere.
- The trustee should make a good faith effort to find the best buyer for the property to implement the

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

project principles.

SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Concerns

- Is the request really for the master plan, or for developing future vision? So, nothing will happen on this property without this work being done?
- The questions to ask include: 1) Is this a good project to fund; and 2) Does the requested amount change if a developer purchases the property?
- This is not a very good retail location and is an extremely difficult site. The site has limited access with the floodplain; buildings that can't be removed, and there is the governance issue.
- Money could be thrown at this site forever and end up with an uncooperative buyer. It's too bad because it is a beautiful site.
- It seems this amount requested is for paying for the Walker Macy project
- Should the region fund this huge amount of money at this time, whether or not Walker Macy and/or others are interested.
- This is a big request for capital.
- Does the trustee care about what happens to the site? The trustee wants to get the best price for the owner/workers. The city and the region could end up with a mediocre shopping center owner and not achieve the goals in this application
- It is unclear now what can be done on this site; it's zoned industrial
- It's also unclear if anything will happen at this site if this application is not funded
- There is no assurance that the trustee will care if the master plan is in place or not.
- All this money could be spent on a master plan and then no one might like it.

Conditions for Funding

- A primary factor for the Screening Committee comments and recommendations was the mandate to focus on applications that produce short-term investment and implementation. In that spirit, there was a consensus that this is an important project and recommends a potential grant of \$300,000, which is however, conditioned on the applicant submitting a revised proposal that addresses the committee's concern that the goals of the owners as represented by the trustee, City of Oregon City, Metro, and the wishes and ideas resulting from public involvement in the design consultant team process, will align with the capabilities and willingness of the purchaser. The concern is, can the process effectively lead to implementation. The overriding basis for recommending funding is the assurance that implementation and the methods for accomplishing such are the immediate focus, and it is in that spirit that the Committee provides this important upfront communication about capacity to implement.
- Metro could fund an initial start-up cost to see if the trustee will work with the city and/or to develop an agreement between the two. It is pointless to fund a property for someone else to develop without them being involved. The potential owner needs to get involved somehow.
- Consider an allocation of \$50,000 for a pilot project to convince Metro that this project is viable. The conviction could be in the form of the list issues and tasks on getting agreement between the parties, and assurance that remaining \$350,000 will go somewhere and not be wasted.
- What complicates this application is that now there are new circumstances due to a possible buyer and the committee wants to make sure that the conditions reflect the current development.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Portland (Ranked #1) Mixed-Use Zoning Project	Recommendation: Partial Funding -- \$250,000	
Full Fund Amount		Requested Grant	\$425,000
Applicant Match	\$207,900	Total Project Cost	\$633,400
Project Description	Revise Portland's mixed use zoning regulations to better implement new Comprehensive Plan policies that focus growth and development in mixed-use centers, corridors, and station areas across the city, providing local services, additional housing, and employment opportunities. Engage neighborhoods and the development community to ensure that both perspectives are represented in solutions.		
Project Location	New mixed-used regulations will be applied to Portland centers, corridors, transit station areas, and neighborhood business districts outside of the Central City, Metro Council Districts 1, 5 and 6.		
Scale of project location		12,300 tax lots in Mixed Use commercial zones	
2040 Design Type/Land use of project location		Mixed Use	
Proposed project timeline		1 year, 6 months	

Recommendation Summary

- This project is consistent with Metro's goals for the region for mixed use, but Portland should figure out how to simplify mixed use codes for corridors and centers, and the grant funding will be contingent on the revised proposal they come back with.
- The whole code should be simplified anyway, not just for commercial but also for housing.
- Portland should simply simplify its code and make it easier for developers to navigate; the City should go through and use the simplified communities' process with the Urban Land Institute.
- This project should be viewed also with the equity criteria lens.
- Neighborhood associations already engaged and supportive of effort.

Concerns

- The proposed cost is very expensive.
- This is normal housekeeping and maintaining of the comprehensive plan.
- It is unclear how Portland simplifying their code would lead to greater economic development. They already have staff to help with the design process. Would changing zoning lead to that much improvement?
- Is the timing right? Should it be done now?
- Although it may be a critical work to do but way over priced; City should consider paying for the project.
- Geographically broad in scope, resulting in regional significance; risk to effort being too broad in scope?
- Communication of intent to use best practices, but not much specifics.
- New zoning should provide better certainty to allow for private investment to flourish.
- Significant in-kind match, but No financial funding match.
-

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

- The Committee had consensus to recommend that Metro ask the City of Portland to revise the proposal based on the concerns and recommendations listed above and keeping \$250,000 as a placeholder for the City of Portland Mixed-use Zoning Project. If Portland did not feel they could come back to Metro with a revised proposal, the \$250,000 could be allocated elsewhere. The new proposal needs to be less internally focused. The Committee wants to see a lighter and easier code to navigate, however, the Committee is disturbed by a request that seems to be asking for CET dollars to fund internal operations the City should be paying for anyway.
- If the City had consultants to help it with a more tightly defined goal, the proposal would be more acceptable.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Tigard (Ranked #1) River Terrace Community Plan Implementation	Recommendation:	\$245,000
Full Fund Amount		Requested Grant	\$245,000
Applicant Match	\$432,473	Total Project Cost	\$677,473
Project Description	A concept plan has been prepared for the area and adopted by the City. This grant application will fund two critical elements of the River Terrace Community Plan: a Public Facility Plan Update; and an infrastructure Financing Strategy. All other aspects of the Community Plan will be funded by the City with existing resources.		
Project Location	River Terrace is a 550 acre area located south of Scholls Ferry Road, and generally west of Roy Rogers Road, within the City of Tigard. The area is within the UGB and has been annexed by the City.		
Scale of project location		500 acres	
2040 Design Type/Land use of project location		Mixed use neighborhood community center	
Proposed project timeline		2 years, 4 months	

Recommendation Summary

- This project seems very well-positioned for success given previous work.
- “Softly” addresses the six desirable outcomes of 2040 Growth Concept Plan.
- Centers.
- Provides significant matching funds both financial and in-kind. Secured.
- Substantive public facility planning
- Emphasis on infrastructure planning and finance.

Concerns

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	City of Tigard (Ranked #2)/Downtown Tigard Mixed-Use Development Projects	Recommendation:	\$100,000
Full Fund Amount		Requested Grant	\$100,000
Applicant Match	\$130,340	Total Project Cost	\$230,340
Project Description	The Tigard Mixed-Use Development Project will focus on two significant catalytic redevelopment opportunities that require pre-development analysis and strategy in order to be successful. George Diamond Properties and the City's urban renewal agency will partner on: a site owned by the City of approximately 3.26 acres; and a separate 3 acre site to be acquired by the developer.		
Project Location	The Downtown Tigard Mixed-Use Development Projects are two sites located in the Tigard Town Center Area. Both sites are also within the Tigard Urban Renewal District.		
Scale of project location	3.26 acres		
2040 Design Type/Land use of project location	Town Center		
Proposed project timeline	No timeline provided		

Recommendation Summary

- The project is an interesting opportunity for a main street.
- There is another Metro grant for green streets that could benefit this project.
- There's a commitment from private investment to invest as well as in-kind from the applicant.
- The site is a key piece of real estate owned by the city that's environmentally challenged and needs to be cleaned up, and will interfere with green streets if not addressed.
- This is a classic case of private/public partnership.
- The environmental clean-up is very important.
- The project tasks included: 1) Environmental investigations; 2) Property options/acquisitions; 3) Appraisals and land surveys, etc.
- There are two different sites which need different things; do not confuse the two.
- Are both sites getting the same treatment?
- City's match is a pretty good contribution in money and staff time
- The opportunity for leverage is immense.
- The grant should support cities trying to do things in urban renewal districts
- The environmental part should be cleaned up; it is a great site.
- It seems like this project has had a lot of work done on it and needs a push.
- These sites are important to the main street
- It should be funded, at least partially
- Exiting private investment commitment, catalytic project.
- Station Development typology of Town Center/main street specialty retail. Office, dining and medium to high density residential.
- Station Center
- Public /private model, goal to spur further development, TOD model

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

- Significant resources greater than the grant request are committed by applicant
- Matching funds provided of both financial and in-kind sources, and the 3rd party (GDP) funding is secured with a commitment letter.
- Tigard has contributed more CET revenue than is being requested
- Regarding property acquisition, the city is buying the first one, and the second is being bought by multiple buyers.

Concerns

- Should this grant be supporting a private developer?
- The project needs a little more clarity; applicant down played the environmental concern
- Cleaning up site is very different from preparing it for development.
- Project seems very narrowly focused.
- Is the buyer going to be the developer?
- One concern is that subsidizing one urban renewal project may result to subsidizing another and keep on getting incrementalized.
- Should this grant be funding the project, if they are going to sell them anyway?

Conditions for Funding

- The project could be conditioned based on the environmental clean-up.
- Sounds like a catalytic project but it sounds like there are questions about the private partner. Can the Committee put some kind of condition on this?

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	1) City of Sherwood/Tonquin Employment Area Implementation Plan 2) Washington County/Industrial Lands Analysis	Recommendation: Combined Partial Funding for City of Sherwood and Washington County: \$255,000	
Sherwood: Full Fund Amount		Sherwood: Requested Grant	\$143,955
Sherwood: Match	\$15,951	Sherwood: Total Project Cost	\$159,906
Washington Co: Full Fund Amount		Washington Co:	\$227,500
Washington Co: Match	\$100,427	Washington Co:	\$377,927
Project Description	<p><u>Sherwood project:</u> The City proposes to conduct implementation planning efforts for the Tonquin Employment Area, brought into the UGB in 2009 as a future employment area, and initially concept planned in 2010 and part of the 2012 Regional Industrial Site Readiness project. This project will refine the infrastructure needs for development with potential phases for annexation, re-examine the market conditions to determine highest and best use, identify barriers to those sectors, and develop a marketing strategy with SW Tualatin Concept Plan.</p> <p><u>Washington County project:</u> A partnership with Washington County and the cities of Hillsboro, Forest Grove, Sherwood, Tualatin and Wilsonville, with assistance from the Port of Portland. This project utilizes the framework of the 2012 Regional Industrial Site Readiness Project to complete detailed site assessments for 15 large lot industrial sites within Washington County.</p>		
Project Location	<p><u>Sherwood project:</u> The 360 acre project area is located within the urban growth boundary west of Sherwood, south of SW Tualatin-Sherwood Road, east of SW Oregon St., west of the future 124th St. extension, and north of SW Tonquin Road. The site area is located adjacent to the SW Tualatin Concept planning area.</p> <p><u>Washington County project:</u> 15 Large Lot Industrial sites located in and around the cities of Hillsboro, Forest Grove, Sherwood, Tualatin and Wilsonville.</p>		
Scale of project location		Sherwood – 360 acres; Washington County – 15 sites (from 25 to 225 acres)	
2040 Design Type/Land use of project location		Industrial/Employment	
Proposed project timeline		Sherwood – none given; Washington County – 11 months	

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Recommendation Summary

- The Committee suggested the applications in tandem because they both address industrial lands.
- 15 sites are within Metro Title 4 areas.
- Really a local project but focus on traded sector jobs has regional significance. It is identified as an Industrial and Employment Area on the 2040 map.
- Annexation needs to be completed.
- Minimal matching funds as a % of grant request.
- All sites being evaluated for trade sector industrial job growth to move the sites toward development ready.
- Regionally comprehensive in scope, multi-jurisdictional involvement.
- Utilizing an established best practice site assessment framework.

Concerns

- Many public process steps required before the City can actually execute a development plan.
- All financial funds are in-kind. No financial matching.

Conditions for Funding

- Funding conditions considered for these two projects in the same County with similar work scope:
 - Gave Sherwood \$75,000 and Washington County \$191,005 and they would get about half of what they asked for.
 - Bring Washington County and Sherwood together to share projects/information.
 - Combine the two projects and state that Sherwood has to be studied for sure, as long as the direction to the jurisdictions is clear.
 - \$191,005 could replace the combined \$370,000 asked for.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of West Linn/Arch Bridge/Bolton Center	Recommendation:	\$220,000
Full Fund Amount		Requested Grant	\$220,000
Applicant Match	\$80,000	Total Project Cost	\$300,000
Project Description	The City requests funding for a master plan and financing strategy for the Arch Bridge/Bolton area, identified as a town center in the Metro 2040 Growth Concept, to guide redevelopment in the area, to maximize the potential of the area, complement plans for the redevelopment of the former Blue Heron mill across the river, and avoid independent actions that may foreclose preferred redevelopment options for the area.		
Project Location	The Arch Bridge/Bolton Center is located at the intersection of Highway 43 and Willamette Falls Drive in West Linn.		
Scale of project location	188 acres		
2040 Design Type/Land use of project location	Town Center		
Proposed project timeline	1 year, 6 months		

Recommendation Summary

- The area provides the bulk of West Linn's industrial foot print.
- The area does not include the West Linn paper facility itself.
- Contributes to regional economic development.
- Two Metro 2040 designated Town Centers: Bolton and Willamette.
- Not many best practices available for this type of project.
- Multiple jurisdictions and agencies supporting this project, including Blue Heron across the river.

Concerns

- Highway 43 Improvements.
- Development around regional "treasures" Willamette Falls.
- In kind funding secured by City of West Linn. No financial match.

Conditions for Funding

None

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	Clackamas County (Ranked #1)/Clackamas County Strategically Significant Employment Lands	Recommendation:	\$221,000
Full Fund Amount		Requested Grant	\$221,000
Applicant Match	\$273,110	Total Project Cost	\$494,110
Project Description	Clackamas County has created an inventory of employment lands that has varying states of readiness. This Project will provide a better understanding of the investment required to make significant sites "development ready" as well as associated economic return, in order to ensure the County's competitiveness.		
Project Location	Clackamas County is conducting a county-wide strategically significant employment lands analysis. The grant request is for the portion of work conducted within the Metro UGB.		
Scale of project location	1,219 acres (149 parcels)		
2040 Design Type/Land use of project location	Industrial/Employment		
Proposed project timeline	1 year		

Recommendation Summary

- Appreciate the scattered sites approach.
- This project would benefit from some collaboration with the Gresham eco-industrial park project.
- Only four of the eight cities appear to support project. What about the other four?
- Not likely to result in immediate development, but likely to result in more successful development.
- Regional economic development strategy.
- Builds on significant work and research already completed. (Phase 1 Clackamas County Significant Employment Lands Project) Applicant funds match exceeds grant request. Includes both financial and in-kind matches and all are secured.
- Project very thorough in terms of considering development costs and potential return on investment.

Concerns

- Not likely to result in immediate development, but likely to result in more successful development.

Conditions for Funding

None

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	Clackamas County (Ranked #3)/Clackamas Regional Center Area Performance Measures and Multi Modal Area Project	Recommendation:	(\$120,890) \$160,000
Full Fund Amount		Requested Grant	\$160,000
Applicant Match	\$20,000	Total Project Cost	\$180,000
Project Description	The Project will recommend alternative transportation system performance measures and the designation of a Multi-modal Mixed-use Area (MMA) for the Clackamas Regional Center Area as allowed by the Transportation Planning Rule. The Project may also recommend an alternate approach to transportation infrastructure funding within the MMA.		
Project Location	The Project is located within the Clackamas Regional Center Design Area which contains the 2040 regional center designation.		
Scale of project location		Within Clackamas Regional Center	
2040 Design Type/Land use of project location		Regional Town Center	
Proposed project timeline		1 year	

Recommendation Summary

- This MMA project could be a pilot project for other jurisdictions.
- Seems like Metro should fund it for best practices purposes.
- Currently development cannot happen without changing standards and saying some congestion is acceptable.
- Inclined to fund it but would like to see them come back with ODOT and others as a partner.
- If it is successful, it could be applied throughout the region.
- Study area includes regional center, LRT station area, and two corridors.
- Breaking new ground here with creating alternate performance standards?
- There is one small MMA project underway in Lake Oswego right now

Concerns

- What is the problem this project is trying to resolve? (In mixed multi-modal areas, the Transportation Planning Rule says if you make zoning changes you can't make transportation worse, so the state developed MMA for certain areas, like town centers. The MMA allows jurisdictions to throw out some standards but you still have to have these other factors).
- The application does not mention ODOT.
- Minimal match funds from applicant and only in-kind match.

Conditions for Funding

- If this is the first MMA project, we should condition it so that the region learns from it also.
- The jurisdiction should identify upfront what best practices information they get and commit to sharing

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

with others what they have learned.

**COMMUNITY PLANNING &
DEVELOPMENT GRANT PROJECTS
(6) RECOMMENDED FOR
NO FUNDING**

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Hillsboro/Downtown 10 th Avenue Reinvestment Study	Recommendation:	\$0
Full Fund Amount		Requested Grant	\$185,000
Applicant Match	\$172,200	Total Project Cost	\$357,200
Project Description	The City of Hillsboro will initiate a redevelopment planning project in the residential-commercial neighborhood located east of the Hillsboro Downtown/Regional Center. The project will focus on multi-modal and urban design solutions for the 2040 designated 10 th Avenue Corridor, a one-half mile stretch of State Highway 8 that bisects the city's close-in Southeast neighborhood.		
Project Location	The project areas will encompass the 10 th Avenue Corridor and surrounding /neighborhood from Shute Park on the south to Lincoln Street on the north in Hillsboro/		
Scale of project location	Unknown		
2040 Design Type/Land use of project location	Adjacent to Regional Center		
Proposed project timeline	No timeline provided		

Recommendation Summary

- This could be a good project but many of the evaluation criteria were not addressed: Public involvement? Equity? Best practices?
- Unclear planning process
- Unclear as to timing of project.
- Little mention of sustainability.
- Project would benefit from more partnerships with the neighborhoods adjacent.
- Like the mention of the informal economy study. Suggest this as a core endeavor of the project if submitted for a future CPDG cycle grant.
- While project has regional significance, it will also result in redevelopment that will support local residents, grow local businesses and also support social enterprise.

Concerns

- Minimal reference to best practices in proposal.
- In-kind matching funds, including funds from non-profits. But no financial commitments. TriMet and Washington County in-kind funding are not secured.
- No permits expected within 2 years and only 1 redevelopment of an "underused" retail commercial site over 2 – 5 years.
- Appears to be limited without a clear or expansive vision or plan.
- Best practices not addressed.
- TriMet and Habitat are listed as collaborators. Both already have strong presence in the area, it is not clear how this project leverages those relationships.
- No specific discussion of public involvement.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	City of Lake Oswego/Lake Grove Village Center – Parking Plan	Recommendation:	\$0
Full Fund Amount		Requested Grant	\$60,000
Applicant Match	\$71,000	Total Project Cost	\$131,000
Project Description	Develop a Lake Grove Village Center Parking Plan to 1) identify strategies for efficient use of parking; 2) develop locations and financing strategies for public parking, and 3) work with property owners to replace parking that will be lost due to widening of Boones Ferry Road for bike lanes and sidewalks.		
Project Location	The project site is the Lake Grove Village Center, a Metro designated 2040 Town Center on the west side of Lake Oswego.		
Scale of project location	123 acres		
2040 Design Type/Land use of project location	Town Center		
Proposed project timeline	1 year		

Recommendation Summary

- The parking plan is supposed to resolve parking problems and encourage redevelopment in the Lake Grove Village Center.
- The city is not going to solve all of its problems with this approach.
- But their problem is the right-of-way and will not solve their problems.
- It is doubtful that their proposed approach will lead to development in a few years.
- No, it is a street program that is driving a whole bunch of other decisions. It is not a true center; it's a corridor.

Concerns

- A very narrow, targeted, action-oriented planning effort to address and immediate need: Lack of available parking.
- Applicant is providing BOTH in-kind and financial matching funds, although both are pending and not secured.

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	Central City Parking Policy Project/City of Portland	Recommendation:	\$0
Full Fund Amount		Requested Grant	\$250,000
Applicant Match	\$125,000	Total Project Cost	\$375,000
Project Description	The project will update the Central City Transportation Management Plan, which includes policy and zoning language regulating parking in the Central City Plan District. It will simplify policies and regulations for different types of new development and revisit policies related to management of Smart Park garages and on-street parking.		
Project Location	The project encompasses Portland's Central City; Downtown, River District, Goose Hollow, University District, South Waterfront, Lloyd District, Central Eastside, Lower Albina, Metro Council Districts 5 and 6.		
Scale of project location	Within Central City Plan District		
2040 Design Type/Land use of project location	Central City		
Proposed project timeline	2 years		

Recommendation Summary

- Not convinced that this is an appropriate project for Metro CPDG grant funding.

Concerns

- Limited use of outside resources, so concerns about access to best practices done elsewhere, inward thinking.
- Providing more consistency and certainty across properties in Central City should encourage private investment.
- Understand and support updating the CCTMP, however it is difficult understanding the link between increased flexibility and development. How does an improved parking policy lead to economic development?

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

**Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program**

Applicant/Project	Campus Institution Zoning Update/City of Portland	Recommendation:	\$0
Full Fund Amount	\$0	Requested Grant	\$110,000
Applicant Match	\$105,000	Total Project Cost	\$215,000
Project Description	Hospitals and colleges are major employment centers providing essential regional services and amenities to surrounding neighborhoods. Development capacity on institutional campuses under current zoning entitlements is insufficient to meet projected growth. This project will update city zoning for campus institutions to accommodate projected growth, mitigate impacts and enhance neighborhood compatibility.		
Project Location	15 college and hospital campuses distributed across the City of Portland, Metro Districts 1, 2, 5 and 6		
Scale of project location	15 campus institutions (education & health)		
2040 Design Type/Land use of project location	Institution		
Proposed project timeline	2 years, 2 months		

Recommendation Summary

- The proposed project does not fit in as a Construction Excise Tax project
- Seems it is just about cleaning up the city's code; no consulting help will be solicited
- Looks like subsidy for the city's general fund
- No contributions from by any of the partner institutions
- Portland should go back and ask the institutions to form a partnership the city will work with
- It seems like the institutions involved could be motivated to fund this project by themselves.
- The expiration of the institutions' land use permits should motivate the institutions to create a partnership to lead this project and work with the city.
- This is an important project but is being rejected because of the way it was proposed and should be funded differently, from other sources

Concerns

- While indirectly consistent with the 2040 Growth Concept, there is minimal direct alignment.
- Intent communicated with little specifics.

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	Multi-use Development in Corridors/Clackamas County	Recommendation:	\$0
Full Fund Amount	\$0	Requested Grant	\$120,890
Applicant Match	\$30,296	Total Project Cost	\$151,186
Project Description	Conduct economic development study to identify development barriers along the SE 82 nd Avenue Corridor. Develop strategies to overcome barriers. Employ "Envision Tomorrow" to create development types and evaluate mixed-use options for positive ROI. Amend codes to support successful development and expedite review process. Identify opportunity sites for catalyst development.		
Project Location	Clackamas Regional Center, along SE 82 nd Avenue from the county line to Causey Avenue.		
Scale of project location	1.3 miles		
2040 Design Type/Land use of project location	Corridor		
Proposed project timeline	No timeline provided		

Recommendation Summary

- No partners listed including ODOT. Shouldn't ODOT be a partner, since they are focusing on a state highway here? Though they do say they may leverage ODOT when it's done.
- Is this area really it ready for primetime?
- Although we were moving more toward corridor multi-modal development, the corridor is in reasonably good shape; not much you can do until it is more distressed or gets more use.
- It has lots of newer investment.
- Thought there was value with this moving forward with Title 6.
- The solid boundary that says station community – is that around a light rail station? That makes more sense than trying to plan for the redevelopment of 82nd only.
- Would have made more sense if TriMet had taken light rail down 82nd but they took the path of least resistance.
- This corridor has relatively more newer investments than most other corridors in the region.
- Investing grant funds now in areas that the market is not interested in now or in the near future will be waste of regional resources.
- NE Corner of Johnson Creek, near the light rail station is more ripe and makes more sense for redevelopment than 82nd.
- Does the County have the will to make it happen given the county commission composition and other factors.
- It is interesting that ODOT is not involved.
- The lack of partners is concerning.
- Someone could plan this forever and not get any change except in a couple of soft spots; the region need to focus in places where we can have a transformative effect.

Concerns

- Applicant is providing in-kind match only, no financial match and the amount is 25% of the total grant request.

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

Screening Committee Recommendations Summary – FY 2009-2010 Cycle
Community Planning and Development Grants Program

Applicant/Project	Urban Design Plan for North Bethany Main Street/ Washington County	Recommendation:	\$0
Full Fund Amount		Requested Grant	\$107,253
Applicant Match	\$15,000	Total Project Cost	\$122,253
Project Description	Washington County proposes to complete the Urban Design Plan for North Bethany's Main Street area. The Urban Design Plan will include public engagement and partnership support with service providers, incorporate existing conditions, and provide design criteria that prioritize the Main Street area's pedestrian and bicycle environment.		
Project Location	North Bethany is in northeastern Washington County, abutted by Multnomah County on the east and north. NW Springville Road runs along the southern edge.		
Scale of project location		7.5 acres	
2040 Design Type/Land use of project location		Mixed use neighborhood community district	
Proposed project timeline		2 years	

Recommendation Summary

- Does the county really need this planning work done to stimulate development in the area.
- It is unclear who is the beneficiary of the main street.
- Match could have been better.
- Development is happening, but it seems as if the proposed planning is a way to make it look nicer.
- Is the proposed urban design plan a generic step applicable to other similar types of mixed use development processes.
- If development is happening in the surrounding area, why is there a hole in the doughnut?

Concerns

- There is a pipeline of residential development permit applications that require the creation of the urban design plan to process them in a comprehensive manner. This residential development would support the mix of uses contemplated in a Main Street corridor.
- Achieves desired outcomes for town centers, corridors.
- Metro designated corridor.
- Intention signaled but limited specifics
- Leverage the partnerships established in the previous concept planning process. Also leverage previous CET funding.
- Fund match is small % of grant request and in-kind fund match only. NO financial match.
- Significant past collaboration and future intentions.

Conditions for Funding

ATTACHMENT B (Chair Smith memo to COO)
SCREENING COMMITTEE RECOMMENDATIONS FOR CYCLE 3 GRANTS AWARD

MAKING A
GREAT
PLACE



www.oregon**metro.gov**

**Community Planning &
Development Grants – 2012 – 2013**

[Click Here for Full Document](#)

Materials following this page were distributed at the meeting.



Metro | *People places. Open spaces.*

August 6, 2013

Bill Blosser, Chair
Oregon Environmental Quality Commission
811 SW Sixth Avenue
Portland, OR 97204-1390

Dear Chair Blosser and Members of the Commission:

We are writing in support of the proposed substitution in how the transit component of our transportation control measures (TCMs) is documented. Since late 2011, we have been working with TriMet, the Department of Environmental Quality (DEQ) and Environmental Protection Agency (EPA) to address a flaw in how the transit TCM is calculated.

As originally adopted, increases in transit service in our region are tracked on a rolling five-year average as a way to ensure continued progress toward the 10-year goal of averaging at least one percent growth in transit service per year, as required in the State Implementation Plan (SIP) per our TCM. Because our region has a strong commitment to transit, we easily exceeded this level of service growth for many years, until the dual impact of rapidly rising fuel prices and the Great Recession in 2008 resulted in a brief period of transit service reductions.

Our transit service levels have since rebounded, and we continue to exceed the overall growth in transit service set by the TCMs, as required by the SIP. However, the existing calculation method of our transit TCM under-calculates the region's 10-year commitment to transit. The proposed substitution before the Commission simply recognizes this broader trend, and uses an overall average as the method of calculation. The new method represents a more intuitive way to measure our commitment to transit, as it better captures the cumulative air quality benefits that come from the overall service of bus, streetcar, light rail and commuter rail that is available on our system.

To date, we have not had to rely on the TCMs to demonstrate air quality conformity, but we continue to see the TCMs as an important reminder of the many benefits of making major investments in transit service and bicycle and pedestrian infrastructure. This includes leveraging the 2040 Growth Concept, our regional strategy for managing growth in the region, and allocating our overall regional emissions budget with economic growth in mind.

As you know, we are currently involved in the Climate Smart Communities project, a collaborative regional effort to meet statewide targets for greenhouse gas emissions. While the TCMs were not adopted with climate change in mind, they nevertheless serve as important strategies in the climate scenarios that we are evaluating, as they are core to the no-sprawl land use strategy that is at the heart of the Climate Smart project.

Once the Commission has acted on the proposed TCM substitution this fall, we will be adopting it into our own plans, as it will become the basis for a critical update to the Regional Transportation Plan (RTP) in 2014. The TCM substitution will also be used to conform an updated Metropolitan

Transportation Improvement Program (MTIP) in 2014 that will allocate \$96.6 million in federal flex funds to an array of projects and program that heavily emphasize transit, bicycle and pedestrian improvements, moving our region forward in our effort to further implement the 2040 plan.

Thank you for the opportunity to comment, and for your support of our efforts to create a vibrant, healthy, sustainable region.

Sincerely,

Carlotta Collette,
Metro Councilor and JPACT Chair

Tom Hughes
Metro President

www.oregonmetro.gov



2012-13

At-a-glance
End of year management report
Balanced scorecard

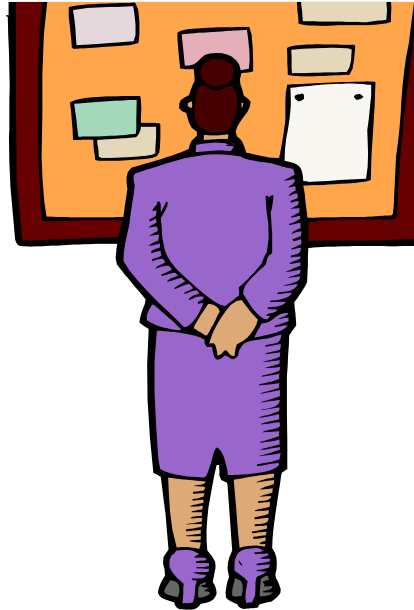
July 1, 2012 through June 30, 2013



Metro | *Making a great place*

Balanced Scorecard

A balanced scorecard provides a set of general indicators of the health of an organization



BALANCED SCORECARD BACKGROUND

To gauge the overall health of the agency and pursue continuous improvement in our business practices, Metro uses a Balanced Scorecard approach. The Balanced Scorecard views the organization from six distinct perspectives:

Financial Perspective

Customer Service Perspective

Business Process Efficiency Perspective

Learning and Growth Perspective

Sustainability Perspective

Diversity Perspective

FINANCE

Goal: Achieve financial success through responsible, stable and efficient fiscal practices

Measure 1.1: General obligation bond rating



Measure 1.2: Adequacy of reserves by fund



Measure 1.3: Self sufficiency of visitor venues



Measure 1.4: Total cost of risk (TCOR)



CUSTOMER SERVICE

Goal: Deliver an exceptional stakeholder and customer experience

Measure 2.1: Percent of elected officials¹ that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”



Measure 2.2: Percent of Metro facility users rating their experience as good or excellent



Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services



BUSINESS PROCESS EFFICIENCY

Goal: Excel at core business processes to deliver value to our stakeholders and customers

Measure 3.1: Efficient use of public resources



Measure 3.2: Administrative overhead as a percent of total operating expenses



Measure 3.3: Percent of audit recommendations undertaken and completed by category



LEARNING AND GROWTH

Goal: Establish a motivated, engaged and well trained workforce

Measure 4.1: Consecutive days with no lost-time accidents



Measure 4.2: Sick leave (Non-FML) utilization per 1,000 hours worked



Measure 4.3: Percent of employees engaged in learning opportunities in the past year



Measure 4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC.”



SUSTAINABILITY

Goal: To demonstrate leadership on sustainability through internal government operations, and to meet five environmental goals set by Metro Council

Measure 5.1: Annual water consumption



Measure 5.2: Total amount of waste (garbage plus recycling) generated annually



Measure 5.3: Percentage of waste recovered for recycling or compost



Measure 5.4: Electricity consumption



DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices

Measure 6.1: Percent of available MWESB contract dollars awarded



Measure 6.2: Our organization is taking sufficient action to address and manage diversity



Measure 6.3: All employees regardless of their differences are respected and valued for their contribution to our organization



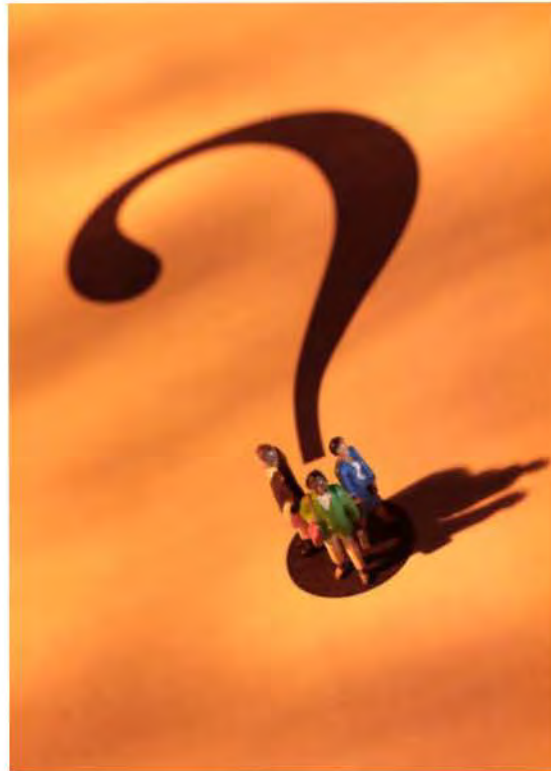
Measure 6.4: Workforce meets or exceeds the placement goals as set forth in the Affirmative Action Plan



Measure 6.5: Demographics of people participating in public involvement activities



Questions





Metro | Agenda

REVISED, 8/1/13

Meeting: Metro Council Work Session
Date: Tuesday, August 6, 2013
Time: 2 p.m.
Place: Council Chamber

CALL TO ORDER AND ROLL CALL

- | | | |
|---------|---|---|
| 2 PM | 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR AUGUST 8, 2013/ CHIEF OPERATING OFFICER COMMUNICATION | |
| 2:15 PM | 2. FISCAL YEAR 2012-13 END-OF-YEAR MANAGEMENT AND BALANCED SCORECARD REPORTS – <u>INFORMATION / DISCUSSION</u> | Scott Robinson, Metro
Cary Stacey, Metro |
| 2:45 PM | 3. APPROVING FY 2012-2013 FUNDING FOR COMMUNITY PLANNING AND DEVELOPMENT GRANTS FUNDED WITH CONSTRUCTION EXCISE TAX – <u>INFORMATION / DISCUSSION</u> | Gerry Uba, Metro |
| 3:15 PM | 4. BREAK | |
| 3:20 PM | 5. COUNCIL LIAISON UPDATES – <u>DISCUSSION</u> | |
| 3:50 PM | 6. COUNCIL BRIEFINGS/COMMUNICATION | |

ADJOURN

EXECUTIVE SESSION HELD PURSUANT WITH ORS 192.660 2(e). TO CONDUCT DELIBERATIONS WITH PERSONS DESIGNATED BY THE GOVERNING BODY TO NEGOTIATE REAL ESTATE TRANSACTIONS.

Metro's nondiscrimination notice

Metro respects civil rights. Metro fully complies with Title VI of the Civil Rights Act of 1964 that bans discrimination on the basis of race, color or national origin. For more information on Metro's civil rights program, or to obtain a Title VI complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. All Metro meetings are wheelchair accessible. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1536 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 7 business days in advance of the meeting to accommodate your request. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.