

## **Metro Council Strategic Planning Retreat April 26, 2004**

Council Attending: David Bragdon, Susan McLain, Brian Newman, Rex Burkholder, Rod Monroe, Carl Hosticka, Rod Park

Staff Attending: Mike Jordan, Mike Wetter, Dan Cooper, Bill Stringer, Jim McMullin, Reed Wagner

Minutes taken by Patty Montgomery.

### Councilors' goals for today's session:

1. Focus – allow for dreaming and visioning (direction)
2. Output – document to help us direct the agency in the future (re: budget), guideposts
3. Major policy objectives
  - a. Management
  - b. Work force development
4. What is our role in the governance framework (regionally)
5. Is Metro an important part in this region? Why
6. Avoid lengthy process that results in the obvious
7. Shared understanding of Metro @best and worst (currently)
8. What impacts our agency – understand what's going on in region around us
9. Figure out how to carry out mandate of mission statement and charter
  - a. Interpret the mandate, what does it mean today
  - b. The ballot box for new directions (timing)
10. Avoid empty aspirations/platitudes
11. Keeping it short
12. Look at how we are organized to deliver services – departments, operations
13. Long-term
  - a. Steering the course
  - b. Feedback loop
  - c. Ongoing roles – commitment, relationship between mgmt and Council
    - i. COO
    - ii. Advisor
14. Important to have a success in first round – don't try to do it all first year

### Review strategic planning process architecture

Mike Wetter shared a Powerpoint presentation (attached) – “Metro Strategic Planning 2004”

### Mission Exercise

- What does quality of life mean to this Council?
- How much of our time/energy is spent on (balance or prioritization?):
  - o Planning & policy (define)
  - o Regional service management

- And why? What is the historical context?
- What is planning? (scope & definition)
  - o What is initiated by Council?
  - o What is mandated?
- Does Council have a role in service delivery after planning is done?
- Outcome – what tools can we use to ensure that urbanization happens in a humane and efficient manner? What are outcomes we’re attempting to produce?
- What are the tools that are needed as a regional government? (UGB, concept planning, etc.)
- What is a preserved and enhanced community?
- Do we distinguish between services and quality of life requirements?
- How do we complete regional goals (services) efficiently and effectively?
- How are we different from other special districts/governments?
- History – Intent was for Council to focus on planning function so it didn’t take back seat to service delivery
- At what point does the Council delegate management decisions? Become involved?
- What are external forces that dictate Council roles (eg., state UGB requirements)
- Planning not restricted to responsibilities currently undertaken by Planning Department
- Consensus was to take an expansive view of preamble to Metro Charter
- How have we been asking citizens what they want?

Discussion of 10-day letter concerning RFP for facilitator for strategic planning, \$50,000 contract for Phase I & II (through September). Might be helpful to have someone from outside facilitating council planning and stakeholder interviews. Administered by Council Office.

’03-04 - \$30k Council office carryover – 10-day letter

’04-05 - \$50k PA M&S – Vote April 27 Council meeting

### Three Great Things

Carl Hosticka

1. Finance (regional financial broker/equalizer)
2. The Big Look – next 40 years (satellite cities, green belts, reserves, bi-state compact (different way of planning a bigger area than we now control)
3. Regional system of parks and greenspaces

Brian Newman

1. Metro and partners preserve another 40,000 acres of open space (1000 acres per year)
2. Transportation finance
3. Portland is the most sustainable region in the U.S. (energy, water, land-use, etc.)

Rex Burkholder

1. Metro is regional problem-solver – able to help smaller jurisdictions solve problems
2. Transition to non-auto-dependent cities (urban villages)
3. Stopped expanding geographically – utilize existing resources, contain UGB

David Bragdon

1. Revitalization of 10 town/regional centers
2. Transit modal share that is highest in Western U.S.
3. Urban service delivery and investment has been rationalized

Rod Park

1. Build respect locally of Metro as agency
2. Viable communities – transportation, economy, etc.
3. Serviceability of infrastructure (strategy to provide maintenance in future)

Added after retreat:

Susan McLain

1. Sustainability leadership in all functions. Land use and transportation, parks, and activities that use vital resources.
2. Open 8,000 acres of park space
3. Helping to produce planning and implementation tools for full service and efficient communities

Rod Monroe

1. Metro is still in existence in 20 years!
2. Complete transportation network of bike trails and rail
3. Restore urban streams – wants to see fish spawning in Johnson Creek again

Other things to consider:

- Physical not social
- Hard to hold values w/immigration attracted to our quality of life
- Will we be able to afford to live here if it's so desirable? (financial effects of successful planning)
- New agency name
- Interact with stakeholders at critical connections – be proactive, not reactive
- Legislative agenda

Conclusion

Exercises showed that Council is fairly well aligned in goals and viewpoints. This information is just a preamble to two-day retreat June 1-2. That retreat will more intensively focus on answering the questions raised today.

- Specifics of roles
- Competencies required to fulfill roles
- Opportunities / look at agency as a whole

Minutes submitted by Patty Unfred Montgomery,  
Metro Council Support Staff