

## MINUTES OF THE METRO COUNCIL STRATEGIC PLANNING

Tuesday, July 13, 2004  
Metro Council Chamber

Councilors Present: David Bragdon (Council President), Susan McLain, Carl Hosticka, Rod Park, Rex Burkholder, Brian Newman

Councilors Absent: Rod Monroe (excused)

Others Present: Michael Jordan, Chief Operating Officer; Bill Stringer, Chief Financial Officer; Mike Hogle, Solid Waste and Recycling Director; Andy Cotugno, Planning Director; Mike Wetter, Senior Policy Advisor; Paul Couey, Planning Department; various other department directors and staff.

Council President Bragdon convened the Metro Council Strategic Planning Meeting at 1:10 p.m.

### **1. Today's Objective: Where we are in the process and what we need to accomplish today**

Mr. Jordan opened the meeting, explaining that the department directors are present to listen to the Council's intentions and thoughts as they go through the strategic planning process.

Mr. Jordan said that today the Council *will* come to agreement as best they can on agency goals. In three weeks, they will start a series of meetings that will interface with the department directors. The discussion at that time will be organized around the agency goals, not departments. It is an attempt to line up the agency's work with what the Council sets as goals.

Mr. Jordan complimented Mr. Wetter's preparation of handouts, also displayed on the wall, using the work that had already been done by the Council in previous sessions.

### **2. Revisit Values**

The values were posted on the wall and distributed (included with the record).

Mr. Wetter passed out a Peanuts cartoon by Charles Schulz (included in the record) to illustrate that all the Councilors need to be in agreement on mission by the end of today's retreat.

### **3. Review / Comment on Strategic Plan Framework**

Mr. Wetter referred to Councilor McLain's request to use the Regional Framework Plan (memo included with the record). The materials the Council has to work with are a combination of the Regional Framework Plan and the Council's strategic planning retreat work earlier this year.

#### **4. Review / Comment on Mission**

Draft mission statement provided: “To preserve and enhance the quality of life and the environment for ourselves and future generations and ensure regional services needed and desired by the citizens.”

Mr. Wetter continued outlining the process. Chief Financial Officer Bill Stringer confirmed that by next year’s budget time, the goal is to have the agency goals set with the associated costs determined for each (“Metro Strategic Planning Framework with Service Goals” handout, included in the record). Mr. Wetter said the goal today is to define the mission and goals first. If time allows, the Council could work next on the “General Council Direction on Goals” handout (provided in the record). A list of Strategic Questions also summarizes previous discussions (provided in the record).

Councilor Park said that it seemed that what Mr. Wetter identified to discuss last, should really be discussed first. Mr. Wetter agreed, and explained. He said they struggled with how to organize the discussion with the services Metro provided and the 2040 Vision work. He took the goals from a previous Let’s Talk brochure, Metropolitan Exposition-Recreation Commission (MERC) mission statement, etc. He said we would like to hear from the Council on the relationship between the service provisions of Metro and the 2040 Vision work.

Councilor Burkholder said they tried to unify the two portions of land-use planning and Metro services. They all contribute to a better quality of life for all who live here. He raised the question about whether these two elements are really separate.

Councilor McLain said the state gave Metro some “think tank” responsibilities. She said citizens feel more connected to Metro via Metro’s services. She sees value in looking at Metro’s complete mission.

President Bragdon said he thinks it is a useful distinction to distinguish between planning for the future *and* providing efficient services. He said they are different disciplines. He said employees that work in one or the other should not feel inferior, because they are all important and part of Metro. But the distinction is still important. He said we need to recognize what we do do.

Mr. Wetter noted that the mission statement in fact includes “and” between the planning and services. The goals listed opposite the mission statement align with the two parts of the mission statement and have the planning goals listed first, with the service goals listed below. President Bragdon felt that breaking them into two parts allows them to explicitly acknowledge each set and measure them by their respective character.

Councilor Park asked if ensuring regional services is the same as providing regional services. He used the example of Metro ensuring the regional water supply via the Regional Water Consortium and the direct service provided by the transfer stations. In some aspects we provide the service (transfer stations) and in some cases we ensure that it is provided (water supply). In the Charter it says “ensure.” He asked when does Metro need to step in?

Mr. Wetter clarified that the Charter says “provide,” and he changed that word to “ensure” based on feedback from the Council at a previous retreat.

President Bragdon said it raises the question about whether they want to exit the provision business.

Councilor Park said there needs to be a distinguisher or line, so that Metro does not become this accidental collection of a patchwork of things it did not want to do, but had given to it. He said part of their job was to figure out a way to discern.

Metro Attorney Dan Cooper said the Metro Charter listed services that Metro would provide. It set a mechanism in place for a process for the Council to take on other issues and services. It does not restrict Metro from providing or ensuring other services. The Charter provides a pathway and refers to issues of "metropolitan concern."

Councilor Park asked if Metro wants to become the region's license bureau, by accident.

Mr. Jordan said the mission meant to allow the concept of elected officials when the question comes before the Council, to think through in a deliberative way about being pre-empted, that notion of providing regional service. Future Councils will decide if they choose to provide each service. He said "ensure the provision of" appeals to him because Metro does not have to be the actual service provider in each case. Metro may be the financier of a regional service through some kind of tax collection and revenue sharing mechanism, but the point is that the Metro Council would be making some policy judgment about the need for that service to be provided, and then look at mechanisms on how. The mission is a broad statement to allow flexibility within the mission for the future. He said that the Council had already discussed this in the past. He said he was interested to hear the Council's conclusion on honoring the service provision role versus the regional policy-setting role. Are they co-equal roles for Metro? Or is one subordinate to another?

President Bragdon said Mr. Jordan's question was different than simply asking the seven Councilors what they wanted to spend their time working on.

Councilor McLain said she doesn't think there is as much disagreement as agreement among the Councilors. She said they could wordsmith it in detail, but she doesn't think it makes that much difference. They may want to be proactive, but they have some limitations. They cannot change the words to change the Metro Charter, unless they go through the process the Charter asks them to go through to change the Charter. They have to stop there. They can talk about different performance measures for the different aspects of what the Charter has given them. They may want to make criteria to change or add a provision to the Charter. So she said there are differences between what they are talking about philosophically and practically.

Mr. Jordan said the agency could only do so many things. He said that President Bragdon's question about where Councilors want to spend their time would be reflected in the goals they determine. It is the agency's job to line up with what the Council wants to accomplish.

President Bragdon said he wants to make sure employees that are service providers who are doing a great job are not downgraded because of their work as service providers. He does not want them to feel second-class. Instead, Metro is doing what the service employee at the Oregon Zoo ("the Zoo") is doing because this region deserves a great zoo. And that is how they will measure the success in that particular area.

Mr. Jordan agreed that it was indeed a different question.

Mr. Wetter asked the Council if the first statement (“Metro’s mission is to create the Great Metropolitan Region. Metro generates revenue for this mission by operating public services.”) or second statement (“There are two co-equal aspects of Metro’s mission: creating the Great metropolitan Region, and providing services of value to the region’s residents.”) on the Strategic Questions sheet were true. He asked them if the statement was framed correctly, and was the two alternative ways of looking at the question. President Bragdon and other Councilors said the first is not true, and the second one is closer to being true.

Councilor Burkholder talked about the two statements and said it might be that there are services that Metro is not currently providing, but should as a regional service. He said all employees are contributing, regardless of their type of work. He used the example of the Portland Center for the Performing Arts as an example as important for a good quality of life, for cultural events. President Bragdon pointed out that so are an education system or a police department, which Metro does not do. Councilor Burkholder said there is opportunity to expand the range of services, but they are not necessarily divorced from Metro’s mission of trying to make a better quality of life. So he is arguing against separating the two parts. He cited pioneer cemeteries as maybe not contributing to a better quality of life, but Metro cannot get rid of it. There may be other services that are not being done very well right now, that would make sense to go regional, like water. Not necessarily that Metro should do it, but it should be done regionally. You might say police and education, not that Metro should do them, but they should be provided regionally. Metro does not necessarily need to run the Zoo, but it is part of making a better quality of life in the region.

Mr. Wetter said we want to get to the point that the goals, objectives and dollar values blueprint reflects the Councilor’s sentiments for allocating resources. They are trying to find the right balance.

President Bragdon said he felt it was a good argument for maintaining that distinction. He cited the Zoo tax base passed by voters and that it must be dedicated to the Zoo and provided for citizens, and not used for other regional planning. The fact that the Council may focus on regional planning issues doesn’t slight their concern or diminish their respect for the Zoo maintenance. Rather they trust that the zoo is properly maintained and run.

Councilor Burkholder said that many services Metro provides make it a better place to live, and that’s why Metro is involved.

Councilor Park said it would be hard to have a strong regional economy without having those other pieces (services), such as cultural events, open spaces, etc. included.

Mr. Wetter rewrote the second mission statement and confirmed agreement among the Councilors: There are two co-equal aspects of Metro’s mission: Creating the great Metro Metropolitan Region, and providing services of value to the region’s residents that contribute to the Great Metropolitan Region.

Mr. Wetter asked the Councilors to raise their hands if they are in agreement with the modified statement. They all raised their hands, and some commented that it was getting closer and more in agreement with that than the first statement. Conceptually they agreed they had everything, although it needed to be wordsmithed afterward.

Mr. Wetter then asked the Councilors if the Mission statement was good as is: "To preserve and enhance the quality of life and the environment for ourselves and future generations and ensure regional services needed and desired by the citizens."

Councilor Newman said he liked Mr. Jordan's suggestion of adding "ensure the provision of."

Councilor McLain said she didn't know if that was true. She felt they had made some assumptions when they say "ensure the provision of." Just like changing "ensure" to "provide," it takes too much license. She does not think they should take license with the Charter, unless they go out to the voters. The Council is a review panel, but not the authors of the Charter. If ensure is left in, then it should say "ensure and provide" or "ensure or provide."

Burkholder said they are not trying to change the Charter. By adding "ensure," they are adding the possibility of Metro's involvement to assist the region to do things. He said ensure is more inclusive.

Councilor McLain said she likes Councilor Burkholder's intent, but that ensure does not mean provide. She does not like "ensure," because the Charter says "provide," and that had been key in the past.

Councilor Newman suggested adding "ensure the provision of," "allows for direct provision," or "partnership."

Councilor McLain said to include "provision of."

Councilor Hosticka asked if, by saying "ensure," it meant Metro is the provider of last resort of a service. He said if it has that meaning, then he does question it in some areas. If it means Metro is trying to assist other people to do it rather than doing it themselves, then he's more comfortable with the words.

Councilor Park asked Councilor Hosticka if he sees another entity providing regional services.

Councilor Hosticka clarified that when he referred to specifics, he was picking on "diverse housing options." He asked if Metro is the provider of last resort for housing options, if the free market and the local governments are not doing housing.

Councilor Park continued that he is asking if some of what was listed as goals, shouldn't be listed as objectives instead.

Mr. Jordan responded to Councilor Hosticka's comments and said that if they added "as provided by the Charter" at the end of the mission statement, it would acknowledge that there is a process by which Metro gets into the regional service provision business.

Mr. Cooper said the Metro Charter Preamble refers to a list of services previously and currently provided by Metro, and also, under "Other Assigned Functions," sets out a process by which Metro can assume other functions.

Mr. Jordan said he agreed, he was just trying to be more explicit as to how the Charter does define regional services.

Mr. Wetter said a vision statement is sometimes said to not exceed seven words. He said it comes down to: "To shape and serve the Great Metropolitan Region."

Councilor Burkholder commented on the really high standards about what Metro is supposed to be doing. He noted that Metro is not providing an outstanding education system.

Mr. Wetter said they would need to define the mission statement before they could go on to talk about the goals. He asked if the mission statement works the way it is.

President Bragdon said it seemed mushy.

Councilor McLain referred to Metro's March 2003 "The Portland region: How are we doing? Highlights of the region's land-use and transportation performance measures" brochure (included in the record). She said the *mushy* "Metro regional 2040 fundamental values" stated there went through the Metro Policy Advisory Committee (MPAC) extensive review and required large documents such as the Regional Transportation Plan. She said those are not things they can just throw away.

Councilor Burkholder clarified that they are trying to determine if those things are practical for them to make decisions.

When Mr. Wetter asked if they agreed with the mission statement, President Bragdon answered that it wasn't that he disagreed with it, but it could be any large company's or another agency's statement.

Councilor Hosticka said he is not as concerned about the exact words in the mission statement. He doesn't see it as having operational significance. The Council is going to have to make the decisions anyway, on an ongoing, real-time basis. In the political process, "mush" is actually very helpful. He also said he is not that comfortable with the word "ensure," but he is willing to defer.

They discussed and showed hands on "provide" and "ensure." They were split, and finally agreed on "provide or ensure." [Mr. Wetter wrote "provide &" on the display and said "provide and".] The mission statement then read: "To preserve and enhance the quality of life and the environment for ourselves and future generations and provide or ensure regional services needed and desired by the citizens."

## **5. Review / Comment on Goals**

Mr. Wetter gave some history on generating the draft goals. He used the goals discussed at the Council's previous retreats and found that they were so close to the 2040 Fundamental Values, that he just took and used the 2040 Fundamental Values.

Councilor McLain noted that Gerry Uba, Metro Planner spent 18 months working on them, and they got approval from MPAC and the Council. The Council passed a resolution.

Councilor Newman said that he was not here when some of the previous work was done, and he doesn't just want to accept what was previously done by MPAC and others.

Councilor McLain said she agreed that it is important to update and add to the 2040 work. She referred to her handout and the need to use the work of more than 14 previous years, to update it and not ignore it. She noted that they have so little time to do the work.

Below the goals from the 2040 fundamental values, Mr. Wetter noted which draft goals had come from the mission statements of MERC, the Zoo, the Solid Waste department and the last three from input he received from the Councilors. He asked for Councilors' reactions to the draft goals.

Councilor Park said it does not hurt to challenge the status quo. He said some of them sound like they came right out of Goal 14, and don't inspire him. He referred to the "efficient use of land" referenced in one of the goals. He said the goals were missing something that isn't quite right in how it is set, because it doesn't really say what we mean. What does "being efficient" mean? Does it mean paving it all over? He doesn't think the listed goals are clear. He said it felt like they were missing an opportunity to talk about the balanced story of how we're doing at building a great community with connected greenways, as well as having the density where we want it. He felt it wasn't telling that story.

Councilor Burkholder observed that the top listed goals appear to be outcomes of a large process, and the bottom goals refer to specific goals for specific operations. For the top goals, he doesn't see a specific operational goal for the planning department. He said they are outcomes of the activities. They are not saying this is how we operate and this is what we will do. He said it doesn't really say *how* Metro will *do* what's listed.

Mr. Wetter referred to the planning and services parts of the mission statement.

Mr. Jordan said he hopes that as they move through the strategic planning process, they will have an increasing grade of specificity. The Council's encounter with the departments at the end of this month will be a discussion of that specificity and what they are actually expected to go and accomplish to support the goals of Council. In regards to the question of "how," he noted that there are some agency goals that are not on the list. He said they may want to talk about it today, or, as a living document that can add to in the future, they may want to want to add some agency goals about *how* we do business. He noted that the list had "what" items, and could include "how" items.

Councilor McLain clarified that the goals come from our values. She said we've been through value setting before.

Councilor Newman said he is not rejecting that work. He said they are going through a sieve to get to a certain level of specificity. He used the strong local economy as an example, citing the planning function.

Michael Jordan said they will later have similar discussions when they get a programmatic approach from departments as a draft about how they will meet the goals.

Councilor Hosticka said it would improve the third goal ("Maintain separation between the Metro urban growth boundary and neighboring cities.") to use the language from the Goal 5 vision statement, adding "integrated with the surrounding urban landscape." The Goal 5 vision statement more clearly states why we would want to be protecting land in Wood Village.

He also suggested adding “that” to Goal 4 (Provide a balanced transportation system *that* reduces dependence on fossil fuels and maintains clean air.)

The Councilors discussed the housing goal (“Ensure diverse housing options for all residents.”) and problems with the word “ensure.” Councilor Hosticka does not like “ensuring options” if it means in the last resort we take it upon ourselves to act. Does it mean land is available for housing options? He does not think Metro is going to build housing for everyone, or even fill the gaps.

Councilor McLain responded that they want to build centers, so they are not having to provide more land. They have a set responsibility in the Functional Plan on housing. She suggested going back and looking at that document. She agrees with Councilor Hosticka that she does not like “ensure” in the housing goal, because she does not think Metro has the necessary service responsibilities in the Functional Plan. She felt that “contribute to” would be better than “ensure.”

Councilor Park asked if they would say “Ensure a balanced transportation system.” Councilor Hosticka said he would say “ensure a balance,” because they are not building roads either.

Mr. Wetter reflected that it seemed the Council was not comfortable with the word “ensure.”

Councilor Hosticka said he thought the state land requirement is that there are opportunities for people to build diverse housing options, or something like that. He thought legal staff could help with that.

Mr. Jordan noted that the words they choose will imply their desire for their goal.

They said that they were here to talk about whether they want to become a housing agency. Councilor Hosticka said he did not think so.

President Bragdon said he was uncomfortable with the “ensure options” language because it implies that Metro has an active role in supplying housing options for all residents, when in fact Metro does not have the means to do that.

Councilor Park suggested that it is by how they choose land and work on centers, etc. they are creating options.

Councilor Newman noted that it is broader than just affordable housing, or building housing. It’s also about the land-use component, about having different types of options for different lifestyles.

Mr. Jordan approached it from the extreme negative, and asked the Council if they would care if all 24 cities and three counties in the region had the same housing type. Would they get involved? Would they try to pass legislation to *ensure* diverse housing? Councilor Hosticka said they would care and take action. He said that Mr. Jordan implied that passing legislation will cause it to happen. He agreed that it is another tool.

Councilor Newman said he thinks it is about regional language. It is about all the points of a lifestyle in every community. Councilor McLain asked if “ensure” meant they would *try* to have diverse housing.



The Council asked the clerk to read the thesaurus meanings for ensure (make sure, make certain guarantee). The Council reflected that they were not comfortable with a synonym for “guarantee.” The clerk also read the thesaurus meanings for “provide” (give, offer, supply, make available, present, afford, endow with, grant, impart, bestow, and an antonym withhold; verb is to give).

President Bragdon said he thinks this illustrates the difference between the two types of activities that Metro has. Some things are very important and in fact they spend most of their time on, where their range of influence is relatively small. In other words, the first draft goal (“Encourage a strong local economy.”) They could do everything right and Allen Ginsburg and the King of Saudi Arabia can have more influence on the local economy than they can even if they do their jobs totally right. If they do their job right, they can have more control over the visitor experience at the Zoo.

Councilor Newman suggested using “encourage.” It is aspirational.

President Bragdon said he likes encourage as something the Council aspires to. Metro has a role. Metro is neither 100 percent omnipotent nor responsible. It is a goal.

Councilor Park suggested changing the structure of the goals, and looking at the action items for each. The top four or five goals show where we want to go, and the lower ones are action items. As an example, for a goal for solid waste, he would say something like “Encourage an efficient solid waste system.” And in the objective column he would put “By reducing and managing the region’s solid waste.” He felt the structure was tripping up the discussion.

Mr. Wetter asked where they want to go relative to the Zoo or MERC or to Solid Waste, some of the other services. What goals would they have that are consistent with those objectives?

Councilor Burkholder suggested moving some goals over to the objectives, because he feels they are mixed goals and objectives. (See attachments with handwritten notes.) Mr. Jordan suggested marking each goal with an arrow that should be moved over to be an objective, and then think of the corresponding “what” goal.

“Partner with local governments and the state” was moved to be an objective. The remaining goal would be “Create a healthy congruent system of governance where services are funded appropriately and provided by the most suitable units of government.”

Councilor Newman said when he thinks about public service, he thinks of the value, and indicated that a goal would be to maximize public services.

Councilor Hosticka referred to a friend at the University of Oregon who was working with another metropolitan region in the case of Sacramento and going through an analysis of government services, to determine which is best at the neighborhood, city, regional levels. They found there is a lot of overlap. In the case of police services, some are best at the neighborhood level, and some best at the regional level. He said that some analysis like that would be best applied to the Council’s discussion.

Councilor Newman said a goal should say something about a transparent, clear decision making process that involves citizen/public involvement. He also made a suggestion about a workforce that rewards creativity, professionalism and risk taking.

Councilor Burkholder said he was intrigued by Councilor Hosticka's comments about "Restore the natural environment" as a goal. The conservation programs at the Zoo and Goal 5 natural resources work could be listed as objectives.

Mr. Jordan said that they intend to do what Councilor Burkholder had just said. The work of the departments at a previous retreat is ongoing, and they intend to use those discussions to make them line up with what the Councilors think they should be doing. And if they don't line up, then they may not show up at all in what they do, or at least say that they are doing something now, but don't know where it lines up.

Councilor Park said it was true what Councilor Burkholder said about inspiring the region to create a better future for wildlife by protecting and restoring the natural environment. He likes the way inspire pops.

Councilor Hosticka commented that a "better future for wildlife" doesn't necessarily mean sitting in a cage and being fed each day. Restoring the natural environment doesn't necessarily mean the wildlife is going to get anything out of it, at least that is what they are finding in Goal 5 discussions. He agreed with Mr. Jordan that they would be best kept as separate statements.

Councilor Burkholder asked about the lack of a goal that talks about the over-arching character of the region, and our sense of place. He said they had not addressed the "what" of what they want to create.

Councilor Park asked about the separation of cities and what that really means. Physical separation? Economic separation? He said they are actually interdependent. He said the physical separation is possible to define, but they don't actually operate independently. Sometimes they are too dependent and that causes problems. He suggested "Maintain a physical separation between Metro cities, Metro urban growth boundary and the neighboring cities with a –something to do with cooperation."

Mr. Wetter clarified that the Council was concerned about sense of place and separation of communities.

Councilor Hosticka referred to Margie Boule's column in the Oregonian today, in regards to what we want to create. He said part of why people came to Portland was because of access to nature, a vibrant urban environment and they have an open landscape around them that may not be natural (rural areas) and that all contributes to the sense of place. This is the place we are, and it's different than Manhattan or Boston. He said trying to get too refined on it would be difficult.

Councilor Park said "sense of place" is larger than just what is inside the UGB. Rather it refers to what's outside the UGB, the area between the neighboring cities and the nearby neighboring cities, that creates this sense of place that is different. Councilor Hosticka added that it also includes the area inside the UGB. He noted that they had not noted anything about the vibrant urban community.

Mr. Wetter made reference to one goal that had not been included about lively urban places.

President Bragdon observed that they are making the goals more general.

They discussed efficient use of the land. Councilor Burkholder suggested making reference to not moving the boundary, as a technique to get the land to be used more efficiently. He wants the goals to be useful to the Council.

Councilor Newman said energy consumption is about sense of place, about protecting natural areas, and related to a balanced education system as well.

Councilor Burkholder suggested “Communities have an integrated sense of wholeness.”

Councilor Park felt that “efficient” just seemed so cold.

President Bragdon suggested “Reduce dependence on fossil fuels and maintain clean air” as a goal. Providing a balanced transportation system is instrumental to that.

Councilor Burkholder suggested a goal of “conserve resources” or “wise use of resources.” The efficient use of land is one way to conserve resources.

Councilor Hosticka said not to use the term “wise use of resources.”

They also agreed to a goal to “Create vibrant places to live and work.” They specified that it should be more than one place, hence “places.”

Several listed goals were moved to be objectives of those goals.

Mr. Jordan said he was afraid the goals would be too few and too broad (such as “Do good.”)

Mr. Wetter asked the Council if they were comfortable with the goals as revised thus far, giving Mr. Wetter and Mr. Jordan some license to refine and bring them back to the Council. The Council agreed, and clarified that the objectives that line up with the goals need to be action items.

## **6. Finalize General Direction on Goals**

Mr. Wetter asked the Council to consider the “General Council Direction on Goals” chart.

### **Strong local economy**

Councilor Burkholder said he was concerned about local self-reliance and agriculture. He wondered what we could do to make sure farmers stay in business, such as ensuring that we have farmers’ markets, or making space in grocery stores for local farmer’s produce.

Councilor Park said Burkholder’s comments were actually about sustainability, as much as economic development.

Councilor Newman referred to incubator places such as centers where businesses start, rather than businesses coming from out of the region. He said regional planning efforts could protect, or at least respect such locally grown businesses.

Councilor Burkholder said Regionally Significant Industrial Area (RSIA) work is an action item. Councilor Park added the Regionally Significant Agricultural Area (RSAA) work.

President Bragdon said they had not really talked about Metro's convening role for developing an economic strategy, done in collaboration with the local partners. The presentations they had seen from the Regional Partners, are very pragmatic and end up being focused on recruitment. This is even though the Council knows that recruitment is only a fraction of economic development. He said Metro is ideally suited for that role, to manage that discussion, in terms of not having a stake in each of the pieces. Education is a primary element of it, but Metro is not an education provider. The same for workforce development. Unless Metro convenes the conversation, it is clear that no one else is going to do so. Metro has a very important role to play in its convening capacity, and helps Metro do the things that it does do. This is especially true of making a UGB decision. Instead of making it in a total vacuum.

Councilor Park said they had not had a qualitative discussion about what type of economy they want to have. He cited an example from the City of Gresham, where some type of chip manufacturing offer was turned down. Do we really want any type of job we can get? Which jobs help us with a vibrant economy?

Councilor Hosticka said some staff work would help to look at an analysis of what Metro does and how it impacts the economy. He thought they could spend a later whole session on the economy.

Councilor Park said right now there is no basis for judging what type of business is desired on the Alcoa site, as an example of the lack of direction for the region.

### **Sense of Place**

This goal includes the discussions they have been having on centers, including the previous night's meeting in Beaverton. President Bragdon said under the current rules, the centers are not developing. They will either need to change the current rules, or do it themselves.

Councilor Burkholder commented on the "Enable communities..." goal. He was thinking of what proactive things Metro could do with its own dollars, not just coordinate with others.

### **Separation of Communities**

Councilor Burkholder commented on maintaining separation with neighboring cities and added working with the state, with Oregon Department of Transportation (ODOT), the Division of Land Conservation and Development (DLCD) on sphere of influence, our green corridors—and other things we want the state to enforce.

Councilor Park suggested "Maintain the physical separation and the cooperation."

Councilor Hosticka referred to the second goal ("Encourage the efficient use of land.") and the draft general direction listed (taxation and fiscal means to encourage smart growth). He commented on encouraging efficient use of land, and that many existing subsidies do not encourage the outcome the Council desires. He referred to the Council's discussion with the City of Beaverton on July 12, 2004. He cited the example of not charging for parking on Kruse Way, but then with the increased traffic and use, they had to spend \$50 million (or \$70 million) to fix the interchange. He said it would be useful to find some way of making those more explicit, so they could move the discussion to another level. The discussion the night before showed that the way to make a place less auto-dependent is to subsidize the automobile more. President Bragdon said we subsidize the automobile now, but we don't realize that we are subsidizing it.

Councilor Park said the Council doesn't talk about congestion mitigation as part of an efficient transportation system. He said they need to both do *and* communicate transportation policy better. He referred to the kitchen triangle planning.

President Bragdon noted that Metro is lacking in its communication of its story—What's our story? He said it is an organization wide issue.

Councilor Burkholder said that transportation needs to be subordinate to the land-use planning. He said they should determine the land use first, and then figure out what transportation is needed.

Councilor Newman said that transportation could also determine the land use.

Mr. Jordan said it is actually a symbiotic relationship between transportation and land-use planning. Councilor Park said he did not necessarily think it was symbiotic. He said without a transportation system, you don't have any place to go. Councilor Burkholder said transportation planning is a tool to reach efficient use of resources, both in energy and land goals.

Mr. Wetter summarized the discussion thus far, and reviewed the posted written notations.

Councilor Burkholder asked about what goes into a lively, healthy center. The Council discussed some of what comprises a lively center, and that a list was created as part of the centers work.

### **Building local capacity**

The Council discussed building local capacity as a possible goal. Councilor Park noted that Metro is building capacity in taking on the job of periodic review for 24 cities and part of the three counties. He raised the question as to whether Metro wants to continue to build that capacity, because that is something Metro can offer as a service, the Title 3 water quality issue to the Oregon Department of Environmental Quality (DEQ). He said Washington County has to abide by our rules, but there is no mechanism for DEQ to bless Metro's.

Mr. Jordan suggested that the issue of building local capacity might be engaged in some goals. There are a number of activities Metro could take on to build local capacity. Some may be direct, such as writing checks to do things, or it may be providing a service that can more efficiently be done centrally.

Councilor Park noted that he did not want Metro to do something for the state for free, but rather would like to charge them for doing it.

Mr. Wetter asked the Council if they saw building local capacity as a goal, and Councilor Newman answered that he did not see it as a goal. Councilor Hosticka said as long as it does not interfere with the efficient provision of public services. He asked if every city has to have a functional planning department, and answered probably not.

President Bragdon said by capacity he meant we want to cultivate more local political good will and interest. So that five years from now, there's someone on every city council that really champions Metro's goals. Councilor Newman clarified that he was referring more to political leadership than jurisdictional capacity. President Bragdon agreed, and said Metro has an

important role to champion, to mentor the region, to nurture and share notes, and develop excitement. "Build local political will around implementing 2040."

Mr. Wetter said there may be some relationship to increasing knowledge, capabilities and skills.

President Bragdon used Oregon City as an example. It has ample capacity in literal terms, in terms of zoning capacity. The Council passed the Functional Plan and designated it as a regional center, but if you go look at it, it is not.

Mr. Jordan cautioned that this is not just a function of political will. He said Oregon City may not have the capacity, fiscally or technically to become a regional center. He agreed that it is more than just Metro passing a Functional Plan to make it actually happen.

### **Housing**

Councilor Burkholder said he was curious about housing. He said he really wanted a charge from the Council about where the new housing committee should go with its work.

President Bragdon asked if mandates are the most effective. He said we don't mandate affordable food, but instead we have food stamps. In that case the client goes into the marketplace with a subsidy, as opposed to having to go to a particular type of store. Councilor Hosticka cited rental vouchers as a type of rental subsidy used in other cities. Councilor Burkholder asked if Metro has a role in addressing a lack of affordable housing supply.

Mr. Wetter observed that there was no clarity on the definition of Metro's role for housing. The Council noted that they needed to clarify their role.

Councilor Park recalled that the affordable housing report may have included barriers to affordable housing. He thought they could look at that as part of looking at barriers to centers work. He cited an example from Fairview where barriers were created and had to be later cleaned up.

Mr. Jordan said he doesn't think we understand market dynamics well enough to influence the behaviors they want to change. Why is that people who finance housing developments act in the way they do? It has to do with risk, formulas, the guy who writes the check, and other factors they don't know about. He suggested that they come back to the Council with some programs about studying those behaviors to be able to provide some definition around what motivates people to do certain things. Land-use and transportation planning don't mean much if people don't change their behaviors.

### **Artistic, recreational opportunities for the region's residents.**

Mr. Wetter reviewed the general directions the Council had given at previous retreats ("General Council Direction on Goals," included in the record.)

Councilor Park asked about local facilities, and whether or not there is a role for Metro. Councilor Newman said if it was not a regional facility, then Metro did not have a role.

Councilor Burkholder asked about looming budget shortfalls, and if there are more? He mentioned looking for more opportunities for funding mechanisms for the arts.

Councilor Hosticka noted that the idea of taking over Portland General Electric (PGE) might fit under the last listed goal, "Provide public services of regional scope that offer substantial value per dollar invested."

Councilor Hosticka said he is reluctant to engage in the discussion because he knows that the people from the Regional Arts and Culture Council (RACC) have been at Metro for years making good points about regional needs, but Metro just does not seem to be able to respond. He does not know if Metro is going to commit to responding at a higher level than in the past. If funding the arts is what the Council wants to do, making a higher-level commitment to RACC seems like a first step.

Mr. Jordan said that every community in the region struggles with the lack of funding for artistic, cultural and recreational opportunities. He reiterated the question of whether or not there is a role for Metro.

Councilor Burkholder identified partners as RACC and the Portland Oregon Visitors Association (POVA). Councilor Hosticka suggested clarifying relationships with RACC and POVA.

### **Solid Waste**

("Ensure a system for safely and efficiently managing solid waste and recycling for the region.")

Under "Determine appropriate mix of public good and private operation. Maintain focus on moving towards sustainability," the Council noted the Regional Solid Waste Management Plan (RSWMP) update and the transfer stations contract.

Councilor Park suggested looking at that goal in a much broader way. Thinking strategically, if they were years in the future and wanted to sell something, they would groom it for sale, to make the most profit. With the Council looking for funding, he speculated that when they see the numbers later and see what the transfer stations are worth, they could do an incredible parks update and capitalization, and still retain the ability, through franchises and other means, to retain the revenue source to operate. He suggested it would be an interesting discussion to exchange operation of transfer stations for regional parks.

Mr. Jordan said they are hoping that the RSWMP update process will deal with looking at the appropriate mix. He reminded the Council of the values that the Council set with Mr. Hoglund, Director of Solid Waste and Recycling, a year ago, and that they are supposed to use those values as a filter in the RSWMP update process through which to view the system. One of the values talked about maintaining the public's investment, but it did not necessarily talk about maximizing its investment.

Mike Hoglund said he wanted to touch on the public's role in the system and look at what is best for the public mean for operating those facilities. If it's best for Metro to operate them, then they may not go into the question of selling the assets. He wanted to make sure the first question regarding the public was answered first, before the second. He said they would look at that in the RSWMP process.

Councilor Burkholder asked about reducing waste and sustainability, and how serious the Council is about that. Councilor Hosticka said he also supported Metro's role to reduce the throughput of resources.

**Inspire the region to create a better future for wildlife.**

Create a better integration between the Zoo and other departments across the agency.

Councilor Hosticka suggested better integrating Goal 5 and the Zoo.

Mr. Jordan and Councilor Newman discussed conservation and a “preservation landscape.” Councilor Park said it was an interesting question to look at how much they might want to spend on the preservation aspect of the Zoo.

Councilor Newman also asked about the Zoo’s deferred maintenance, and how they will handle it.

Mr. Jordan submitted to the Council a broader goal than “how” regarding the maintenance of all of Metro’s facilities, including the Zoo. He suggested a potential goal of “We shall keep up with renewal and replacement.”

Councilor Hosticka suggested maintaining the facilities at the level they would be if they were for sale at all times, and then look at what is being given up if they decide not to maintain them at that level.

Councilor Park said there’s a better translation with the Zoo, with conservation. President Bragdon said it should not just be viewed as a visitor facility, but as an educational institution, a conservation and research institution, as well.

**Governance**

Councilor Hosticka asked if Metro wants to be opportunistic or more pro-active in regards to governance. He said he would like to take over TriMet, the Port, emergency management and Bull Run – do it all and make Metro a real regional government. He cited the major impact on the regional economy and the fact that they are governed by an appointed body.

Councilor Burkholder asked about the division of services among Metro and the counties, asking why are there three election divisions?

President Bragdon asked about the 38 water providers with all the fiscal and capital investment and governance, which would suggest that there should be two or three. He posed the question of how the Council overcomes that. He said that all attempts to consolidate and rationalize those things seem to fail. Mr. Jordan noted that Clackamas County now has two rather than five, but cautioned that it represented a decades-long discussion, and probably a centuries-long discussion before police were consolidated. Councilor Hosticka suggested that maybe they shouldn’t be consolidated, but perhaps the dispatch could be centralized.

Mr. Wetter summarized that the Council would like to explore the topic of this rationalization.

President Bragdon referred to the counties and cities asking Metro to investigate tax deregulation. He said that Metro should have done it when asked. He said they should charge for the service. It makes sense for them to respond when local governments ask. Councilor Hosticka noted that he heard the big jurisdictions say in MPAC that they would let Metro have it.

Mr. Jordan asked if he could interpret this discussion of trying to put some criteria-type flesh on the notion of metropolitan significance, as noted in the Charter.



Councilor Bragdon said something like this might be in Metro's own institutional self-interest. Something might be of metropolitan concern, but Metro's criteria may be that Metro takes it on if there are financial resources.

Councilor Park referred to Bull Run, and that it was given to Portland as the largest local city, but that it is really a regional service.

Councilor Burkholder asked if someone else can't do it, will Metro do it themselves?

President Bragdon said it related to the cultural issue about the type of workforce and attitude that Metro wants to nurture in the organization.

The Council took a 10-minute break.

Mr. Wetter said that Andy Cotugno had asked if the Council wanted to have any goal related to agricultural land. The Council agreed that it should be covered under other goals, and not be a goal unto itself.

## **7. Strategic Questions**

### **Regulatory role vs. providing services, technical assistance and capacity building**

President Bragdon noted that the balance of regulatory role vs. providing services, technical assistance and capacity building varies issue-by-issue and city-by-city. Councilor Park added that it also varies by function, because Metro serves different roles in Solid Waste (Metro writes a check) as in other services.

Councilor Park said that soon Metro would be more in a regulatory role, such as a mini-Land Conservation and Development Commission (LCDC), in how to acknowledge the Functional Plan. He said there will be a change very shortly in the balance of what we do at Metro. It will put Metro, not in a convener role, but more in a referee role. He does not know how the cities and counties will react, or what needs to be done to get them to understand that role. He noted that based on recent e-mails, there are some people who would like to change Metro's charter. He said there is a risk and an opportunity.

President Bragdon said he thinks they are going into a session where they are in danger of an unholy alliance based on the issue of local control, based on the experience of the last month.

Councilor Hosticka said he felt the e-mail traffic showed more of a consensus for what Metro is doing than the few outspoken people who would like to revisit that whole question.

Councilor Burkholder said it raises the question of whether Metro is seen as the regulatory body. He cited Damascus as an example. He said they brought in the land in the Damascus area, yet there is not the capacity to do the concept planning very well. He felt that if Metro had the resources available, they could have control, instead of just turning it over. They saw the concept planning as a regional need when they got involved with the community in helping them do it. They get positive strokes from that type of involvement, instead of being seen as forcing them to do it, not giving them enough money, and then letting Clackamas County do it.

Mr. Jordan used carrots and sticks to talk about regulatory role (sticks) and providing services and capacity building (carrots).

President Bragdon said the agreements are really among jurisdictions as well as being between Metro and the jurisdictions, in that they are pledges that they link to one another in more ways as much as it is obligation to Metro, or at least they should be. Peer pressure should be a very important element of it. He said he does not mean that Metro should adopt every MPAC recommendation. He said that if a jurisdiction fails to fulfill a requirement of Metro, they are not only failing Metro, they are failing their 23 peers. He clarified that we should keep a critical mass of the jurisdictions supporting Metro's work at all times.

Councilor Hosticka noted that Damascus is a vacuum that Metro should fill, and others will see that and join the effort. He said the Tualatin-Sherwood-Wilsonville triangle that we've created now is similar to that, but he does not think Metro will fill it. He thinks Metro will be the facilitator to make somebody fill that. The Stafford Basin is a total vacuum, and Metro should take a leadership role in what happens there. If Metro does not take the lead, it may not happen. He noted that Metro's role varies with each area.

Councilor Burkholder talked asked why Metro was not doing the environmental impact statement (EIS) for various road projects (it does for some larger projects, but not other smaller projects), because Metro has never had that role. He asked if that would be a service that Metro could provide that would be seen as a good thing for the region. Metro should provide value, instead of just saying "We don't do it. Good luck. Figure out how."

President Bragdon commented on the system of public finance in Oregon, especially related to residential property. Some local governments say they are not going to serve some areas. The flip side is the unincorporated urban residents who are not in cities, who are either free-loading off services in inter areas—not paying their fair share—or are being underserved in some way. He does not know what Metro does about that directly, but he thinks it is a big governance problem. It does not make it a very good place, like Metro wants.

Mr. Wetter asked the Council about too much carrot or too little stick and whether that jeopardizes Metro's mandate for the region.

Councilor Newman answered that Metro's leadership is inextricably linked to its ability to collaborate and that too much stick may jeopardize Metro's collaborative style on which the institution was founded.

Councilor Hosticka said that citizens look to Metro for leadership on local issues where the local government is not providing leadership. Ultimately the Metro councilors are elected by the citizens.

Councilor McLain said it is more than that. She said the Metro Council as a whole has not used the tools that they have available to have better leadership models. But there is a regional leadership need. She said Metro should not give away its carrots, its authority and ability to regulate. They are elected and have the ability to legislate. They can regulate in a way that means they are trying to be consensus builders, but in the end there is going to be a regulation. She said the question is *when* does Metro want to use a carrot and *when* should it use a stick, and having an analysis and a criteria to know when which is the best tool.

Councilor Park said sometimes the stick is colored like a carrot, and said Metro needs to be more consistent on how it delivers its message. It is a consistency question. Sometimes they don't know what they expect out of Metro. He cited the recent experience with MPAC, and that they were surprised by what the Council did and the role the Council played, and they should not have been. He thinks that says Metro needs to work on its messaging. He said it is a matter of leadership style, leading from ahead or behind. He said it needs to be done differently to get MPAC to move along with the Council, to develop more consistency so they know what to expect. He wants to make sure that Metro Councilors' roles are clear to local jurisdictions and MPAC.

Councilor Burkholder suggested looking at a structure like a mini-LCDC, a contract review board or a planning commission process, that has a way of having them coming through something else so it's not just the Metro Council trying to force them to do something. Instead, here is the process and the jurisdictions have a chance to go through it and have a hearing, and an appeal process if needed.

He used the example of parking standards and the process for a problem being adjudicated by Metro. He said he does not think the jurisdictions are aware of the new role Metro is about to enter with regard to enforcing the Functional Plan. It's not a carrot, it's a stick.

**Convener—How central is the role of convener to Metro's identity?**

President Bragdon said Metro should not have any hidden agendas.

Councilor McLain said Metro can serve in a mediator role, and cited an example of Metro helping Beaverton and Portland with their service line. She sees that as a regional role. She also cited a Local Boundary Commission issue. Metro went through the MPAC process and tried to set up a fair and equitable process. They ended up hiring their director who came into Metro and got paid by local jurisdictions to do that same work. It wasn't clear to them what that process really meant, whether it was a carrot or a stick, or Metro or not. They had someone else telling them that Metro said it was a good idea for them to do something. Yet it did not even come before the Council until it had been blessed by the organization and submitted to Metro to have it changed. So the convener should be neutral and problem solving. Perhaps a hearings officer is a different role.

President Bragdon said for Metro to be a convener, it would need to be more proactive about identifying issues or vacuums that are worthy or in need of convening about. For example, a regional economic strategy. He referred to the Regional Partners supposedly doing economic development, but rather are doing recruiting. No one is doing an economic development strategy.

Councilor Newman said three things are needed to be a convener: Metro needs to be policy entrepreneurs and solicit those opportunities, be a neutral convener, and have capacity. There is no limit to the number of opportunities for convening problems around, and Metro needs to be careful picking which ones, and whether it has resources to back it up. In the Stafford Basin Metro has said it will do what it can to bring the parties together, but it is a question of capacity whether Metro has the resources to do that.

Councilor McLain cited the Regional Water Supply Consortium as an example. She saw them go from an attempt to have a plan to having a "kind of" plan. The negotiations they did among themselves, Portland and some other groups, failed. So people went on to build their own

facilities. So it is still sitting out there, ready for some leadership. She feels Metro could be neutral and helpful.

Mr. Jordan said that being a convener can mean various different things. The more proactive role is to actively facilitating a participant to an end. That is more difficult and requires different skills. It also brings up questions about an agenda and unbiased facilitation. He asked if the answer is yes, we should do all those things depending on the need of the moment.

Councilor Hosticka answered that he thought Metro would have to invest some money in training and time to be a more effective convener. He cannot answer yes or no without an issue in front of them. In the process though, he said Metro might want to invest some money in a cadre of people, unless they identify that they have people that have those skills already.

Councilor Newman said maybe Metro's role is to convene, but have outside, unbiased persons do the facilitation. As an example, he referred to the Stafford Basin situation where there are four jurisdictions involved, but Metro does not have great relations with two of them.

Councilor Hosticka suggested that Metro could be the fiscal agent for something like that, if there was a third party running it.

**Entrepreneurial ethic--in developing services that make money.**

Councilor Park observed that Metro already does Portland Center for the Performing Arts (PCPA) for no dollars; it does a park system and loses dollars.

President Bragdon said Metro is entrepreneurial in providing services that the market does not perform.

Councilor Newman said Metro should be more entrepreneurial in generating revenue, but he would drop off the "developing services" wording. That should not be the motivation for developing services.

Mr. Wetter put the question in context. He referred to Metro's property that would serve well as a golf course. Should Metro build a golf course and generate revenue? Metro's Data Resources Center (DRC) provides services to outside customers and generates revenue. Is that something the Council should pursue more?

Councilor Newman said that at least those opportunities should be brought to the Council when they arise.

Councilor Park said the question is how many golf courses would it take to support a parks system? Mike Jordan said he had an answer.

Councilor Hosticka raised the question of the DRC providing human services and crime data, since Metro has the GIS capacity. It would be easier for people to contract with Metro, rather than generate their own.

Councilor Burkholder cited the danger of the income-generating activities interfering with policy decisions. He said a big portion of Metro's transportation planning staff are working on someone else's project. There are two sides to that. One is that they are biased. And the other is that Metro is doing their work, and not doing independent work. We are getting paid for it, often through

federal grants, and we do have the capability. Those grants help support management, the building costs, etc.

Councilor Park pointed out that by Metro doing the work, it keeps the bias with Metro, as opposed to having ODOT do the work with their bias.

Councilor Hosticka said that MIT, Stanford and other places had that, and they spun them off into research corporations that are wholly owned by the mother institution, and DRC could potentially become something like that. He also suggested that Metro should start copyrighting everything they can so they can get the royalties off of them.

Mr. Jordan said, he heard the Council saying “Yes, but...” it may have some interference with mission.

Councilor Burkholder asked if there are unmet needs out there. He cited an example of a Phoenix, Arizona-area mayor and the government looking at providing low-cost, internet-capable telephone to people. They can provide that cost wirelessly for about a third of the cost of the private sector providing to only a small portion of the population. It is an opportunity at the regional level to replace some of the most hated companies in America.

## **8. Review Next Steps**

Mr. Wetter summarized the Strategic Planning process and what had been accomplished today. On July 27, 2004, the Council will discuss objectives with the staff. Bill Stringer, Chief Financial Officer, and his staff have been working on initiatives and measures/targets.

Mr. Stringer said his staff has been working on allocating every portion of each full-time equivalent (FTE) to a program. Then each program can have performance measures and be measured as how well it is meeting its goals set by the Council. Another objective to provide some benchmarks to determine if in fact the programs are achieving their objectives. A third objective is to provide the department heads with some direction in putting their budgets forth. In the past departments had done adjustments to current services. This will instead provide a total performance programmatic look at their budgets to let the Council know what they are doing, and how many resources they spent to achieve that program. The staff has some things to overcome, including the fact that they do not have codes for programs.

Councilor Hosticka asked if the departments were doing the allocation of FTEs, or the Finance staff. Mr. Stringer said the Finance staff would work with the departments.

Mr. Jordan said this will actually make the Council’s job more difficult, because they will know more about programs being successful or not, and have to make decisions about cutting programs. He cited an example from Tillamook County regarding teen pregnancy, where they got money and successfully reduced the pregnancy rate, but then lost funding when they no longer had the worst rate. It is then more difficult to make decisions about performance when they know about what is going on.

Councilor Hosticka, said there are models for making those decisions, such as progressive assessment used in Dallas, Texas. It involves a multi-year assessment. He said it takes a higher level of analysis and engagement than deciding whether to put \$50,000 into a compost program.

Mr. Jordan said the new process will prompt more questions from the Council, questions about why certain things are happening versus another. This will prompt the type of discussion they probably should be having.

Councilor Park clarified that Metro has tracked costs by programs in Transportation under Mr. Cotugno. Mr. Cotugno said they had tracked them for 25 years. Mr. Jordan and Councilor Park discussed picking indicators and the long-term outcomes.

Councilor Park said it would help to establish some measurements of success that is competency-based, such when you get to a certain level, the program would be ratcheted down. If everyone knows that up front, then there is not heartburn when they go to do that. This is in contrast to the Neighborhood Clean-up program in which it seems to be an ongoing entitlement that, now Metro doesn't know how it can, if ever, extricate itself from.

Mr. Jordan referred to predicting the longer-term budgeting and programmatic look for the agency. You can start to predict longer outcomes and the strategies needed over the longer-term.

Councilor Park cited leveraging as a philosophical bent.

Councilor McLain asked about the programmatic detail of budget evaluations and budgets. Mr. Stringer answered and used Waste Reduction as a program example. He said they would evaluate over-arching programs based on the Council's goals, but each of the program's details would not be evaluated one-by-one to the program's goals. The Council will still receive the program details.

Mr. Jordan said it might depend on the program and the data available. He said you have to balance the work to get the data with the work of the program.

Councilor McLain said this year the frustration in Solid Waste budgeting was due to the fact that those programs that were known to be successful, seemed to be the ones to be cut. One response is that the program was finished. Another response is that it was a staff's reaction to a program they don't like, versus how much has been accomplished in taking waste out of the waste stream. Taking it out of the waste stream is part of the equation and is what she cares about most. She also understands Mr. Jordan's comments regarding data.

Casey Short, Financial Planning Manager, said you cannot measure how much was diverted out of the waste stream by the compost bin program. You can't measure a negative.

Mr. Stringer cited an example of the train and measuring on-time departure. Measuring how many are on the train doesn't measure how many were left on the platform that didn't get on the train. It looks good on the measure, but not on performance.

## **9. Adjourn**

There being no further business to come before the Metro Council, Council President Bragdon adjourned the meeting at 4:43 p.m.

Metro Council Strategic Planning Retreat Meeting

07/13/04

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**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF JULY 13, 2004**

Item	Topic	Doc Date	Document Description	Doc. Number
1.	Agenda	7/13/04	Metro Council Strategic Planning Agenda	071304csp-1
2.	Peanuts Cartoon	1992	Peanuts cartoon by Charles Schulz	071304csp-2
3.	Strategic Planning	7/12/04	Memo from Susan McLain to the Council regarding Strategic Planning, the "Big Look" and the Regional Framework Plan	071304csp-3
4.	Strategic Planning	NA	Metro Strategic Plan Values	071304csp-4
5.	Performance measures; Metro 2040 values	March 2003	The Portland region: How are we doing? Highlights of the region's land-use and transportation performance measures	071304csp-5
5.	Strategic Planning	None	Metro Strategic Planning Framework with Service Goals	071304csp-6
6.	Strategic Planning	7/12/04	General Council Direction on Goals	071304csp-7
7.	Strategic Planning	7/13/04	Strategic Questions	071304csp-8
8.	Strategic Planning	None	Metro Strategic Planning Framework	071304csp-9
4. – 8.	Display copies with handwritten notes		Handwritten notes on display copies of	071304csp-10
4. – 8.	Flip chart notes	07/13/04	Strategic Planning notes written on flip chart during the course of the meeting.	071304csp-11