

A G E N D A

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METRO

Agenda

MEETING: METRO COUNCIL STRATEGIC PLANNING
DATE: July 13, 2004
DAY: Tuesday
TIME: 1:00 PM
PLACE: Metro Council Chamber

FINALIZE METRO'S STRATEGIC PLAN'S MISSION AND GOALS

Call to Order

Today's Objective

Where we are in the process

What we need to accomplish today

Revisit Values

Review / Comment on Strategic Plan Framework

Review / Comment on Mission

Review / Comment on Goals

Finalize General Direction on Goals

Discuss Strategic Questions

Review Next Steps

Adjourn

Metro Council Strategic Planning Agenda July 13, 2004

Today's Objective (1:00 PM)

Where we are in the process

What we need to accomplish today

Revisit Values (1:15)

Review / Comment on Strategic Plan Framework (1:20)

Review / Comment on Mission (1:35)

Review / Comment on Goals (2:00)

Finalize General Direction on Goals (2:45)

Discuss Strategic Questions (3:30)

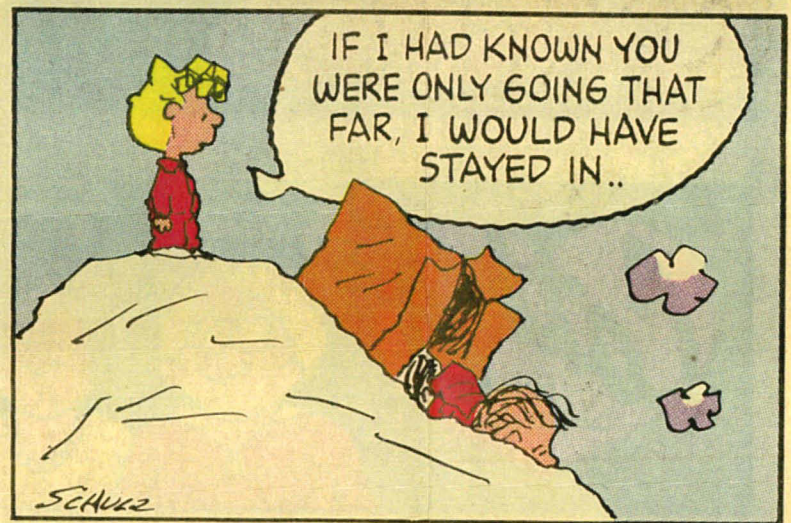
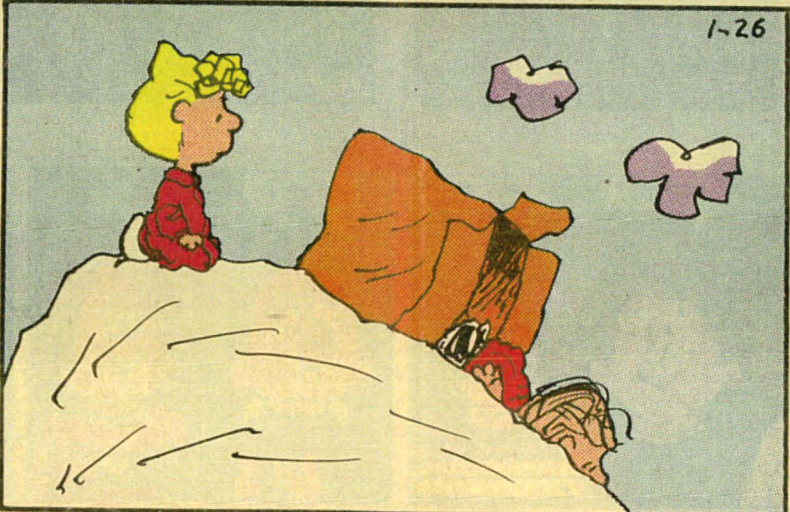
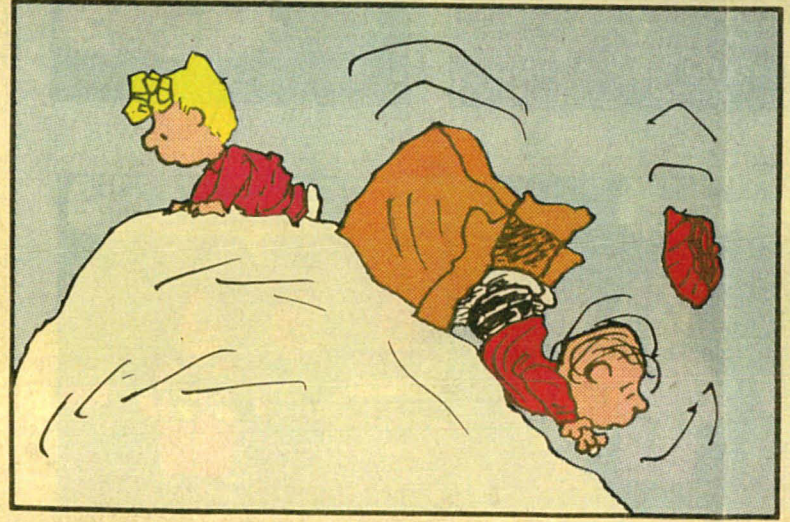
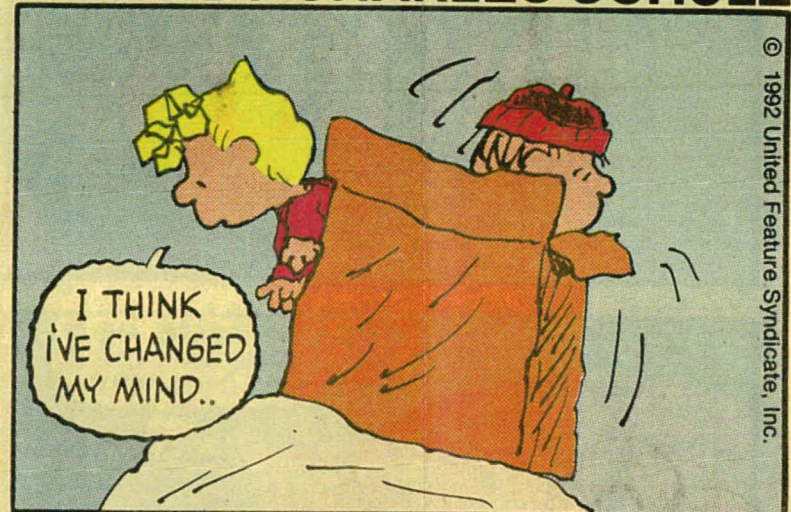
Review Next Steps (4:30)

Adjourn (5:00)

Metro Strategic Planning

PEANUTS®

BY CHARLES SCHULZ



COUNCILOR SUSAN MC LAIN

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METRO

Date: July 12, 2004

To: Metro Council

Cc: Michael Jordan Daniel Cooper
 Council Staff Andy Cotugno

From: Susan McLain *Susan*

Subject: **Strategic Planning, the "Big Look" and the Regional Framework Plan**

The Council is now sitting down to develop a comprehensive Strategic Plan to be an umbrella over policy development and budget decisions for the agency in the future. As we go forward, I think back to the previous efforts of the Council that were similar efforts on a smaller scale. The development and maintenance of the Regional Solid Waste Management Plan (RSWMP) is an example of a Council-adopted master plan for a significant function of Metro. Even more of an example is the Metro Charter-mandated future vision/Regional Framework Plan adoption conducted by the Council between 1993 and 1997. The Regional Framework Plan is where the 2040 growth concept is translated from a concept into a specific set of goals, policies and implementing actions.

I would hope that the Council would start with the Regional Framework Plan as a guide in this strategic planning process. We need to agree on our goals and policy objectives, but we also need to identify the *implementing actions* we will take and the performance measures we will use to get to where we say we want to go, and to know if we are, in fact, getting anywhere at all. The success story should come from agreed upon goals and performance measures.

In this strategic planning process, I am pleased that we are all thinking of how it will lead us into developing the strategy for going forward to what we are calling the "Big Look." To me, this will involve an effort to review and update the Regional Framework Plan. We acknowledge that the Big Look is the vehicle for reviewing the 2040 growth concept. I believe, as we do this, we will in all likelihood, find we have already made good decisions in adopting that concept and we will be reconfirming that decision. But I also believe that we will end up identifying the need for more implementation tools than the current provisions of the Framework Plan and Functional Plan. We may end up revising parts of the plan and also adding new elements that focus on how we will develop centers, for example. We may also add how we will guide the developments of new complete communities, such as Damascus and Bethany, as well as assist existing communities to be more balanced and complete.

The Regional Framework Plan represented a long, detailed and comprehensive involvement with partners and a thorough public process. I hope we do not ignore the successful work that has already been done. I am confident that we can use that work to our benefit as we proceed with our current Strategic Planning process. It took 14 years to get this far. I have attached a table of contents from the

Metro Council
July 12, 2004
Page 2

Regional Framework Plan to highlight areas that may help us, especially neighboring cities and centers. You will also find attached a flow sheet of the Regional Framework Plan process, Ordinance No. 97-715A, Resolution No. 97-2584, and a Regional Framework Plan fact sheet.

REGIONAL FRAMEWORK PLAN

November 1997

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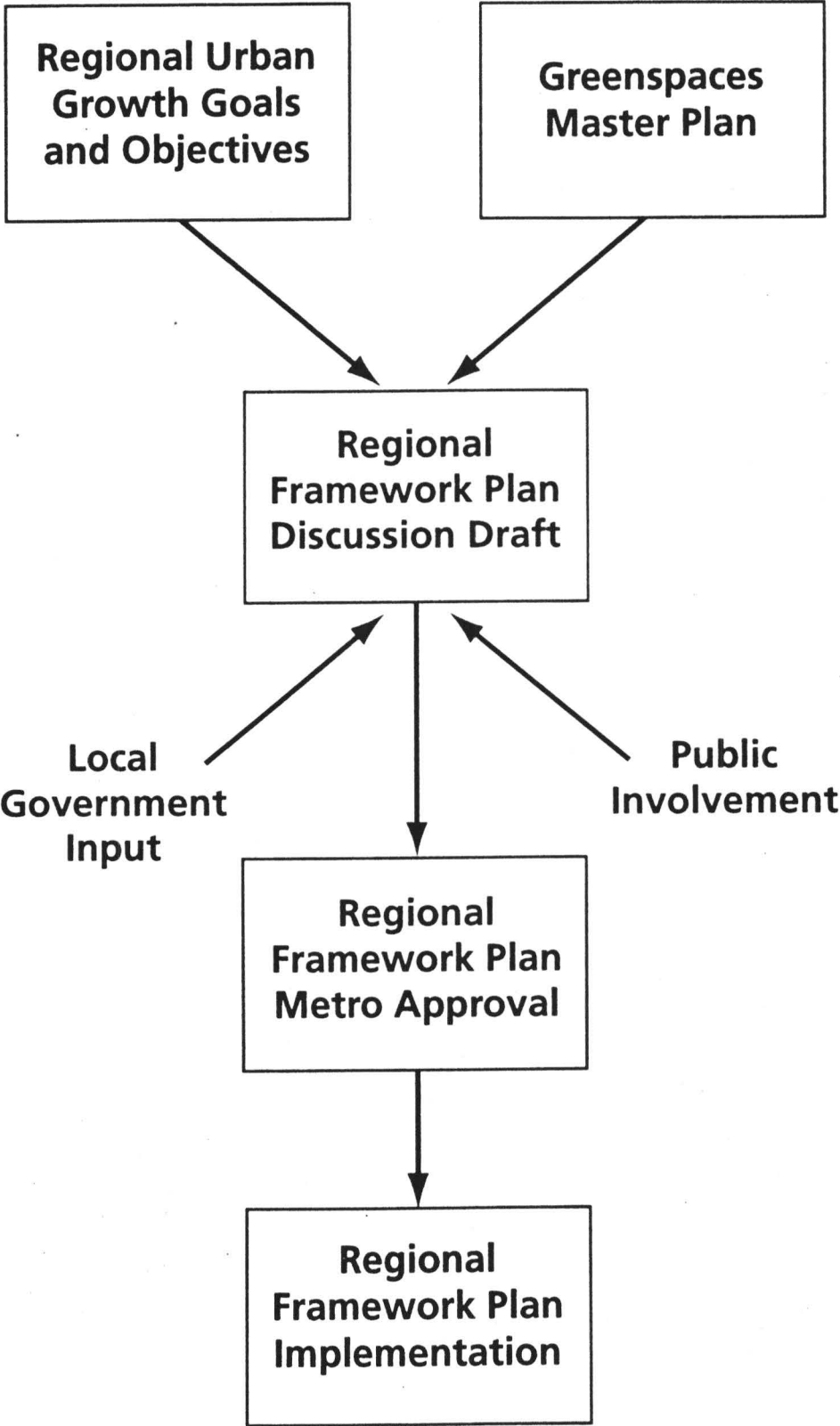
APPENDIX H: MODEL CODES

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GLOSSARY

TABLES AND FIGURES

Regional Framework Plan Process



BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE) ORDINANCE NO 97-715A
REGIONAL FRAMEWORK PLAN)
) Introduced by Councilor McLain
)
)

WHEREAS, Section 5 of the 1992 Metro Charter requires the Metro Council to adopt a regional framework plan by December 31, 1997; and

WHEREAS, Section 5(2)(b) of the 1992 Metro Charter requires that: “(1) regional transportation and mass transit systems, (2) management and amendment of the urban growth boundary, (3) protection of lands outside the urban growth boundary for natural resource, future urban or other uses; (4) housing densities, (5) urban design and settlement patterns, (6) parks, open spaces and recreational facilities, (7) water sources and storage, (8) coordination, to the extent feasible, of Metro growth management and land use planning policies with those of Clark County, Washington, and (9) planning responsibilities mandated by state law. . . .” be addressed in the plan; and

WHEREAS, Section 4 of the 1992 Metro Charter states that Metro has jurisdiction over matters of metropolitan concern; and

WHEREAS, the Metro Council has adopted Resolution 96-2378 to add Natural Hazards, and Resolution 97-2584 to add Affordable Housing, School Siting, Environmental Education, Economic Vitality, Regional Funding and Fiscal Policies to the matters addressed in the regional framework plan; and

WHEREAS, the regional framework plan describes its relationship to the Future Vision as required by Section 5(c)(1) of the 1992 Metro Charter; and

WHEREAS, ORS 197.015(1), (16) and 197.274 were added to state law in 1993 to authorize the Land Conservation and Development Commission (LCDC) to acknowledge Metro's regional framework plan for compliance with statewide planning goals; and

WHEREAS, 1997 Oregon Laws, Chapter 833 (HB 3638) amended ORS Chapter 268 for greater consistency with the Metro Charter, including amendments to blend functional plan and regional framework plan authorities in ORS 268.390; and

WHEREAS, Section 5(e) of the 1992 Metro Charter requires Metro to adopt implementation ordinances to assure application of the regional framework plan to land use decisions of cities and counties within Metro one year after its acknowledgment by LCDC; and

WHEREAS, a May, 1997 Regional Framework Plan Discussion Draft has been extensively amended based on review by the public and recommendations from the Metro Policy Advisory Committee and its technical advisory committee, the Joint Policy Advisory Committee on Transportation and its technical advisory committee, the Greenspaces Technical Advisory Committee, the Water Resources Policy Advisory Committee, the Community Advisory Committee on Transportation, and the Metro Committee for Citizen Involvement; and

WHEREAS, the regional framework plan has been structured to include all Regional Urban Growth Goals and Objectives (RUGGOs) and to follow Goal I of the RUGGOs by applying the policies in Chapters 1-7 to Metro and identifying requirements for changes in city and county comprehensive plans in Chapter 8 and the appendices in functional plans, now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. That Section 1. The 1997 Regional Framework Plan attached and incorporated herein as Exhibit "A," containing the Regional Urban Growth Goals and Objectives, and provisions addressing urban growth boundary, urban reserves, housing density, protection of agriculture and forest lands, school siting and affordable housing (Chapter 1); regional transportation and transit (Chapter 2); parks, natural areas, open spaces and trails (Chapter 3); water quality and urban water supply (Chapter 4); regional natural hazards (Chapter 5); Clark County coordination (Chapter 6); Management (Chapter 7); Implementation (Chapter 8) Appendices is hereby adopted.

2. The effective date of this ordinance adopting the 1997 Regional Framework Plan shall be ninety days from the date of adoption. Cities and counties shall begin applying the requirements of this Plan to land use decisions one year after its acknowledgment by the Land Conservation and Development Commission (LCDC) for compliance with statewide land use planning goals. City and county comprehensive plans and land use regulations shall comply with this Plan within two years after its acknowledgment by LCDC for compliance with statewide land use planning goals. Requirements of the Urban Growth Management Functional Plan and Metro's acknowledged Urban Growth Boundary and Urban Reserve Procedures which are included as Appendices of the Plan shall retain the effective dates in each of those separately adopted ordinances.

3. The 1997 Regional Framework Plan shall be transmitted to the Land Conservation and Development Commission for acknowledgment of compliance with statewide goals consistent with ORS 197.274(1).

4. That the provisions of this ordinance are separate and severable. The invalidity of any clause, sentence, paragraph, section, subsection, or portion of this ordinance or the invalidity of the application thereof to any city, county, person or circumstance shall not affect the validity of the remaining provisions of this ordinance or its application to other cities, counties, persons or circumstances.

ADOPTED by the Metro Council this ____ day of _____ 1997.

Jon Kvistad, Presiding Officer

ATTEST:

Approved as to Form:

Recording Secretary

Daniel B. Cooper, General Counsel

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AUTHORIZING) RESOLUTION NO 97-2584
INCLUSION OF AFFORDABLE)
HOUSING, SCHOOL SITING,) Introduced by Councilor McLain
ENVIRONMENTAL EDUCATION,)
ECONOMIC VITALITY, REGIONAL)
FUNDING AND FISCAL POLICIES IN)
THE REGIONAL FRAMEWORK PLAN)
MANDATED BY THE METRO
CHARTER

WHEREAS, RUGGO Objective 17 addresses housing for households of all income levels in all jurisdictions; and

WHEREAS, the Urban Growth Management Functional Plan, Title 7, contains recommendations to improve availability of affordable housing; and

WHEREAS, MPAC's Subcommittee on Housing has made a series of recommendations for affordable housing policies to be included in the regional framework plan; and

WHEREAS, infrastructure needs to accommodate projected growth are estimated to be substantial both inside the UGB and for development of urban reserves; and

WHEREAS, Metro has not addressed regional funding and fiscal policies in its regional planning; and

WHEREAS, Metro conference and the MPAC Subcommittee on Schools have identified significant difficulties in siting new schools to accommodate the projected regional population; and

WHEREAS, MPAC has recommended affordable housing, school siting, environmental education, economic vitality and regional funding and fiscal policies to be included in the regional framework plan; and

WHEREAS, the Regional Framework Plan mandated by the Metro Charter addresses regional growth management and land use planning issues that would be adversely impacted by the lack of availability of affordable housing, school siting problems, insufficient use of environmental resources, inattention to the regional economy and infrastructure funding; now, therefore,

BE IT RESOLVED:

1. That the metropolitan aspects of affordable housing, school siting, environmental education, economic vitality, regional funding and fiscal policies are hereby determined to be of metropolitan concern and will benefit from regional planning.
2. That the metropolitan aspects of affordable housing, school siting, environmental education, economic vitality, regional funding and fiscal policies shall be addressed in the Regional Framework Plan.

ADOPTED by the Metro Council this _____ day of _____ 1997.

Jon Kvistad, Presiding Officer

APPROVED AS TO FORM:

Daniel B. Cooper, General Counsel

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Regional Framework Plan

What's New?

The Regional Framework Plan strives to ensure the coordination of all existing region-wide policies. Accordingly, a good deal of what is contained in the Framework Plan is not new. The Framework Plan incorporates the Future Vision, The Regional Urban Growth Goals and Objectives (RUGGO), the 2040 Growth Concept and the Urban Growth Management Functional Plan. All of these were adopted by the Metro Council between 1991 and 1996. All of these are included in one manner or another in the Framework Plan. (see accompanying chart)

However, there are portions of the Framework Plan which are new and which contain new recommendations or requirements. The following is a brief summary of new regional policy issues.

Chapter 1 is the description of land use policies. Those RUGGO which touch on the urban growth boundary, growth management and the 2040 Growth Concept are all included, word-for-word. What is new is data and preliminary conclusions from the Urban Growth Report and Housing Needs analysis concerning the UGB capacity (see table 3, page 38) and needed housing (see table 4, page 40). Also new is a chart showing what level of effort would be needed, jurisdiction by jurisdiction, if region-wide affordable housing need were to be satisfied (see Table 5, page 44.)

Chapter 2 addresses the transportation system needed to address our future transportation needs generally and more specifically implementation of the 2040 Growth Concept. How to accomplish these goals is not yet fully understood - but it is being developed with the update of the Regional Transportation Plan (RTP). [The RUGGO transportation and air quality goal and policy statements (Objectives 14 and 19) have been replaced by the policies beginning on page 83 of the Framework Plan.] Transportation policies are included in the chapter, but the means of implementation is still being explored. The RTP is likely not to be completed until mid-1998, when the Framework Plan would be amended concurrently with the RTP. Those interested in transportation issues are encouraged to follow the RTP development process - as whatever is concluded for the RTP will be added to the Framework Plan. Likely issues will revolve around the most effective means of improving safety, implementing the 2040 Growth Concept, increasing connectivity, improving transportation management, relieving congestion, improving freight movement and related transportation issues.

Regional Framework Plan

What's New?

(page 2)

Chapter 3 discusses parks, open spaces and recreation. The policies beginning on page 109 of the Framework Plan replace the RUGGO objective 15. New features of this chapter are: identification and protection of regionally significant resources and a recommendation that local governments provide park or recreation facilities within one-half mile of all residents. The means to identify and protect regional significant natural resources is a policy recommendation, but at this time does not include recommendations for specific implementation methods. These would be further work efforts undertaken after adoption of the Framework Plan, (but subject to a public review process, just as the Framework Plan is). The key to possible new recommendations and requirements is listed in Appendix D beginning on page 231.

Chapter 4 consists of two parts - water supply and watershed management/water quality. RUGGO objectives 12 and 13 are replaced by the policies listed in the Framework Plan pages 120-123 and 132 through 133. Appendices E and F outline possible implementation directions. Water supply implementation could include development of region-wide water conservation measures, underground water supply protection standards and supply and transmission sequencing. Regional water quality/watershed management measures could include state Goal 5 refinement implementation measures.

Chapter 5 concerns natural hazards. This is a new area of regional effort, one not included in the RUGGO. Listed hazards include earthquake, flood and landslide hazards. Policies are listed starting on page 142. Any implementation whether through recommendation or requirement, will be developed after the Framework Plan is adopted as a subsequent public policy discussion with opportunity for public comment.

Chapter 6 discusses the relationship of the Metro area with that of Clark County, Washington. Potential policies are not yet developed for this chapter and therefore implementation, if any is not yet known. Any actions taken would come about only after mutual agreement with representatives of Southwest Washington.

Chapter 7 is completely new and concerns environmental education. This chapter is still being written and will likely will have implications for Metro, but is not likely to result in requirements for local jurisdictions.

Chapter 8 concerns management and except for performance measures is a recitation, word-for word of all of Goal 1 of the RUGGO. Possible performance measures are being explored by a subcommittee of MPAC (the Metro Policy Advisory Committee).

Chapter 9 states how policies stated in chapters 1 through 8 will be implemented.

Metro Strategic Plan Values

We value taking purposeful action to advance our aspirations for this region, realizing that we should act to meet our needs today in a manner that does not limit or eliminate the ability of future generations to meet their needs and enjoy this landscape we are privileged to inhabit.

We value the greatest possible individual liberty in politics, economics, lifestyle, belief and conscience, with the understanding that this liberty cannot be fully realized unless accompanied by shared commitments for community, civic involvement and a healthy environment.

We value our regional identity and a sense of place, and celebrate the identity and accomplishments of our urban neighborhoods and suburban and rural communities.

We value vibrant cities that are an inspiration and a crucial resource for commerce, cultural activities, politics and community building.

We value a healthy economy that provides stable family wage jobs. We recognize that our economic well being depends on unimpaired and sustainable natural eco-systems, and suitable social mechanisms to insure dignity and equity for all and compassion for those in need.

We value the conservation and preservation of natural and historic landscapes. Widespread land restoration and redevelopment must precede any future conversion of land to urban uses.

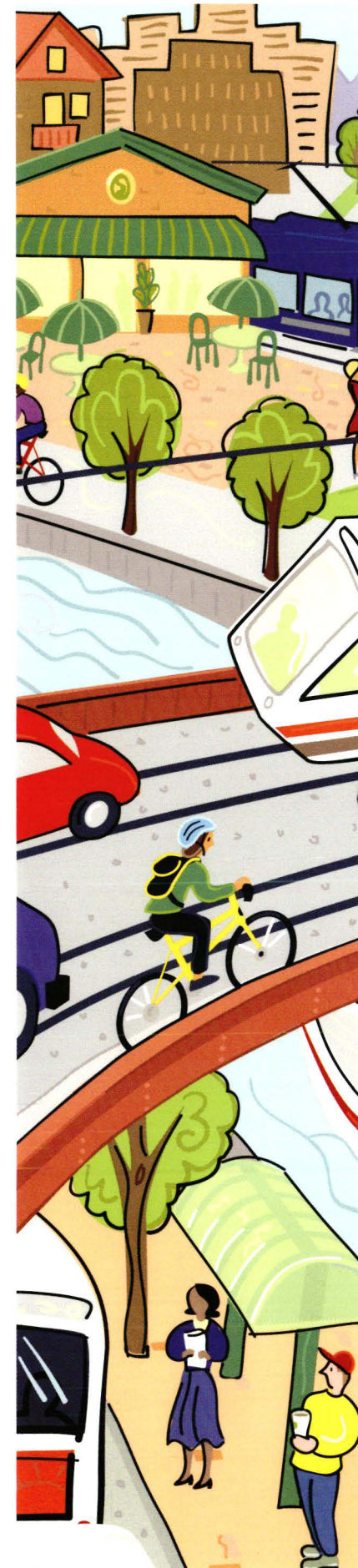
We value a life close to nature incorporated in the urban landscape.

We value nature for its own sake and recognize our responsibility as stewards of the region's natural resources.

We value meeting the needs of our communities through grassroots efforts in harmony with the collective interest of our regional community.

We value participatory decision making that harnesses the creativity inherent in a wide range of views.

We value a cultural atmosphere and public policies that will insure that every child in every community enjoys the greatest possible opportunities to fulfill his or her potential life.



MARCH 2003

The Portland region: How are we doing?

Highlights of the region's land-use and transportation performance measures

With adoption of the 2040 Growth Concept in 1995, the Metro Council unveiled its long-term vision for managing growth in the Portland metropolitan area. The 2040 Growth Concept was incorporated into the Metro Regional Framework Plan. The Framework Plan includes the Regional Urban Growth Goals and Objectives, the 2040 Growth Concept, the Regional Transportation Plan and the Green-spaces Master Plan. The growth concept policies were condensed into eight fundamental values to focus the scope of the performance measures effort and report.

This report is a snapshot of how the Portland region is doing in relation to Metro's growth management goals. In some areas, insufficient data exists to draw defensible conclusions. Therefore, Metro will continue to work to ascertain certain performance measures, including protection of natural resources, conservation of greenbelts between communities, land values and development in town and regional centers.

With adoption of the Urban Growth Management Functional Plan (Functional Plan) in 1996, the Metro Council approved policies to implement the 2040 Growth Concept and committed to monitoring the progress of these policies. In addition to these performance measures requirements, in 1997 the Oregon Legislature established performance measures for Metro. This report represents Metro's first effort to assess its progress and to satisfy state and Metro monitoring requirements.

Metro regional 2040 fundamental values

- Encourage a strong local economy
- Encourage the efficient use of land
- Protect and restore the natural environment
- Maintain separation between the Metro urban growth boundary and neighboring cities
- Provide a balanced transportation system
- Enable communities inside the Metro urban growth boundary to preserve their physical sense of place
- Ensure diverse housing options for all residents
- Create a vibrant place to live and work



METRO

PEOPLE PLACES
OPEN SPACES



METRO

PEOPLE PLACES
OPEN SPACES



Metro

People places • open spaces

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 24 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

Your Metro representatives

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Brian Newman, District 2

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Metro's web site: www.metro-region.org

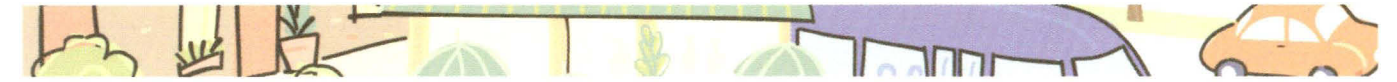
For more information about this report,
call the Metro Planning hotline, (503) 797-1888 option 5.

If you don't measure results, you can't tell success from failure.

If you can't see success, you can't reward it.

If you can't see failure, you can't correct it.

Osborne and Gaebler, Reinventing Government, 1992



Acknowledgements

Project Oversight and Support

Metro Technical Advisory Committee

Wink Brooks, City of Hillsboro

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Bob Clay, City of Portland

Hal Bergsma, City of Beaverton

Meg Fernekees, Oregon Department of Land Conservation

Mary Kyle McCurdy, 1000 Friends of Oregon

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Descriptions of Performance Measures Reports

Complete Results

The Complete Results report contains a thorough explanation of the process that Metro followed to complete this first report. The report provides a context for Metro's performance measures work and contains information on Metro and state performance measure requirements in addition to detailing the process for identifying and prioritizing the performance indicators, and collecting data. Most importantly, the Complete Results includes an analysis of the data collected for each performance indicator and explains the regional policies the indicators were intended to measure.

Summary of Results

The Summary of Results report presents a sampling of the most noteworthy indicators measured in the Complete Results and includes where possible,

comparison data collected from other parts of the country, and comparison of the results with Metro targets or goals. The Summary of Results attempts to provide a policy context for interpreting the results of groups of indicators. Additionally, the Summary of Results contains basic statistics for the metro region that are not found in the Complete Results.

The Portland Region: How are we doing? Highlights of the region's land-use and transportation performance measures

This report is a citizen-friendly overview of the key findings generated in the analysis of the region's growth management policies. The information presented in this "snapshot" format is derived from the content of the Complete Results and Summary of Results reports. Some comparison data are included in this report.

Basic Statistics of the Metro Region

Jurisdictions within the Metro boundary	
Cities	24
Counties (Clackamas, Multnomah, Washington)	3
Special service and school districts	130
Land area (2001 Metro data)	
Metro urban growth boundary ¹	368.6 square miles 235,904 acres 954.67 square kilometers
Population (2000 Census data)	
Metro urban growth boundary	1,281,470
Metro boundary	1,305,574
Three-county area (Clackamas, Multnomah, Washington)	1,444,219
Four-county areas (Clark, Clackamas, Multnomah, Washington)	1,789,457
Clackamas County in metro area	236,349
Multnomah County in metro area	654,202
Washington County in metro area	415,023
Households (2000 Census data)	
Clackamas County total	128,201
Average household size ²	2.62
Average family size ³	3.07
Multnomah County total	272,098
Average household size	2.37
Average family size	3.03
Washington County total	169,162
Average household size	2.61
Average family size	3.14
Housing units (2000 Census data)	
Clackamas County	136,954
Multnomah County	288,561
Washington County	178,913
Median family income (2001 HUD Data)	
Metro region	\$52,500
Per capita income (1999 Bureau of Economic Analysis data – Federal Department of Commerce)	
Clackamas County	\$32,237
Multnomah County	\$32,095
Washington County	\$31,537
Oregon total	\$26,958
Portland/Vancouver (PMSA)	\$30,672
Vehicles registered (2000 Oregon Department of Motor Vehicle data)	
Clackamas County	354,035
Multnomah County	641,426
Washington County	393,099
Transportation	
Daily bus boarding rides (2000 TriMet Data)	206,200
Daily bus originating rides (")	158,000
Daily MAX boarding rides (")	68,300
Daily MAX originating rides (")	61,000
Daily vehicles miles of travel per capita for Portland side of the metro area (in miles traveled daily per person) (2000 ODOT data)	20.0
Miles of bike lanes (2002 Metro data)	512
Regional facilities (2000 Metro and MERC Data)	
Annual attendance	
Expo Center	602,600
Oregon Convention Center	580,835
Portland Center for the Performing Arts	946,770
Oregon Zoo	1,328,761

¹ As of Dec. 12, 2002, the Metro Council expanded the UGB by 18,638 acres and referred this to the state Land Conservation and Development Commission for acknowledgment.
² Average household size is calculated by dividing the persons in all households by the number of occupied households in the region. Persons in the occupied households may not be related.
³ Average family size is calculated by dividing the persons in all families by the number of families in the region. Persons in the family are related by marriage, birth and adoption.

Encouraging a strong local economy

(For more detail, see Complete Results Report – Fundamental 8)



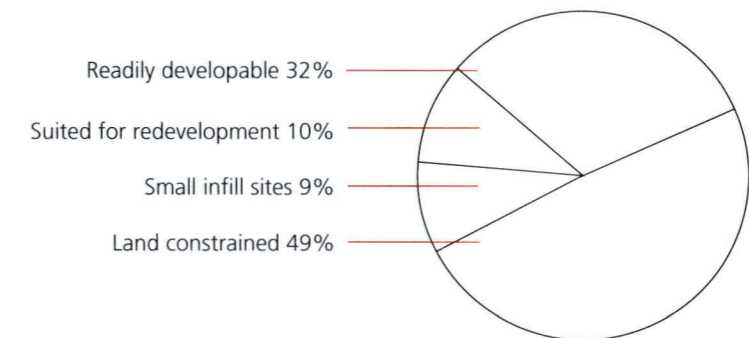
Commercial, industrial and mixed-use land supply

Recently, land zoned for industrial and commercial activities decreased, while land zoned for mixed-use development increased.

Land Supply	1999	2000
Total vacant land zoned industrial (acres)	9,924	9,612
Total vacant land zoned commercial (acres)	2,180	1,929
Total vacant land zoned mixed-use (acres)	5,024	5,256

About half of the total vacant industrial land available (buildable) in 2000 (Tier B land)* is limited for development due to physical and market constraints such as infrastructure improvements (roads, sewers, water service), difficult environmental restrictions to overcome, ownership (i.e., lease only), land banking and marine or air restrictions. Note: As of December 2002, the Metro Council expanded the UGB, including an additional 2,851 acres of commercial and industrial land, and referred this to the state Land Conservation and Development Commission for acknowledgment.

Industrial land available – 2000



Amount of vacant buildable industrial land within the UGB – net acres (includes partially developed acres)

Vacant Industrial Land	Less than 1-acre lot	1 to 5	5 to 10	10 to 25	25 to 50	50 to 100	100-plus-acre lot	Total	% Total
Readily developable	53	518	431	484	348	171	89	2,093	32%
Land constrained	67	789	678	760	769	149	–	3,212	49%
Small infill sites	281	264	45	–	–	–	–	590	9%
Suited for redevelopment	31	236	156	99	47	53	–	623	10%
Total	432	1,807	1,309	1,343	1,164	373	89	6,517	100%

*Tier A land is land without major development constraints; Tier B land is constrained by factors described; Tier C is land with infill sites smaller than 1 acre (per property tax assessment records); and Tier D land is considered to be suited for redevelopment.



Land values

Land price data from the Urban Land Institute (Market Profiles) shows the price of industrial land inside the UGB experienced the greatest increase of all land types from 1995 to 1999, followed by land for office parks and land for single-family residential uses.

Typical Vacant Land Price	1995	1999	Percent Change
Single-Family Lots	\$77,700	\$105,167	35%▲
Commercial (Acre) Shopping Center	386,410	414,905	7%▲
Commercial (Square Feet) Office market			
Downtown	85.50	84	2%▼
Suburban high-rise	12	15	25%▲
Office park	7	9.75	39%▲
Industrial (Acre)			
Industrial parks	\$54,450 – \$108,900	\$133,000 – \$190,000	98%▲
Flex or hybrid industrial parks	\$141,570 – \$163,350	\$255,000 – \$440,000	128%▲

Source: ULI (Urban Land Institute) Market Profiles 2000

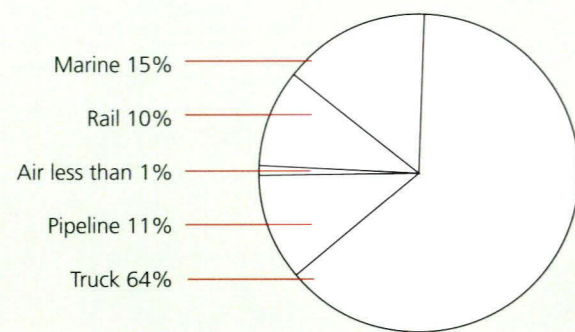
▲ = increase ▼ = decrease

Movement of goods

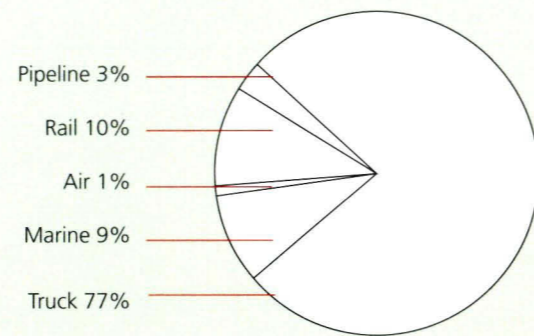
Trucks carry the largest amount of freight to and away from the Portland area than any other mode. Most of the products carried by trucks are wood products and non-metallic mineral products. Rail and marine modes transport primarily cereal grains. Air freight predominantly consists of electronic components and mail while pipelines move gas, fuel and other petroleum and coal products.



Freight tonnage (1997)
(percent of regional total)



Freight value (1997)
(percent of total regional freight value)



Maintaining separation between the Metro urban growth boundary and neighboring cities

(For more detail, see Complete Results Report – Fundamental 4)



Metro and several nearby cities including Canby and Sandy have existing agreements that prohibit new non-rural development along established “green corridors.”

However, recent decisions to expand the region’s urban growth boundary have pushed potential development into those “green corridors.” In particular, an 86-acre expansion near Sandy and a 12-acre area near Canby are within the borders of the “green corridors.”

The city of Gresham requested the UGB expansion arguing the need for transportation circulation improvements and land for industrial development. Gresham, which will likely govern the new urbanized area, has stated its intention to create “green corridors” along U.S. 26 and to plant trees in the highway right of way adjacent to new urban development. Gresham also wants to be a party to the intergovernmental agreement governing such corridors.

Creating vibrant places to live and work

(For more detail, see Complete Results Report – Fundamental 7)



Approximately 28,555 acres of parks and greenspaces and 107 miles of completed regional trails are available to residents of the region. There are approximately 24 acres of parks and greenspaces available for every thousand persons in the metro region.

Approximately 22,021 acres of additional natural areas and greenspaces are in public ownership but have not yet been improved and opened for use by the residents of the region.

The city of Portland has an average amount of parkland per 1,000 residents when compared nationally to other metropolitan areas.

About 64 percent of the region's residents living inside the Metro UGB are within walking distance (1/4 mile) of public parks, greenspaces or regional trails.

Jurisdiction	Population	Total Acres	Park Acres per 1,000 People
Austin	596,769	22,699	38.0
Phoenix	1,159,014	33,855	29.2
San Diego	1,218,700	32,650	26.8
Dallas	1,006,827	22,756	22.6
Portland	503,000	9,594	19.1
Houston	1,822,989	20,538	11.3
Oakland	386,086	2,908	7.5
Sacramento	376,243	2,693	7.2
San Antonio	1,115,600	7,390	6.6
Long Beach	421,904	1,942	4.6
Los Angeles	3,553,638	15,574	4.4
Clark Co. (Las Vegas)	1,314,924	5,304	4.0

Source: The Oregonian Oct. 28, 1998. Note: Methodology for compiling data is not known and may vary.



Encouraging efficient land use

(For more detail, see Complete Results Report – Fundamental 1)



Residential

Density in established single-family residential neighborhoods remains stable.

One of the chief aspects of the 2040 plan is to protect established single-family neighborhoods by focusing new growth in town and regional centers and along transit corridors. Some established single-family neighborhoods have experienced slight increases in density while others have experienced slight decreases. Metro expected existing neighborhoods to accommodate only slightly higher levels of density. The intent of the 2040 plan was to protect the character of established single-family neighborhoods.



Change in neighborhoods: Persons per acre*

Established Neighborhood or Locale (and census tract number)	Persons Per Acre 1990	Persons Per Acre 2000	% Change 1990-2000
Beaverton (312)	10.4	11.7	13%
Gresham (99.01, 100)	5.8	7.5	29%
Hawthorne (13.02)	15.2	14.6	-4%
Hillsboro (324.04)	6.3	7.1	13%
Hillsboro new neighborhood (326.02)	1.9	9.4	395%
Irvington (24.01, 25.01)	14.0	13.5	-4%
NW 23rd Avenue (48)	33.2	37.0	11%
Oak Grove (213, 214)	5.5	5.8	5%
Outer SE Portland – I-205 (6.01, 6.02)	9.5	10.7	13%
Pearl District (51)	4.8	10.7	123%
Sherwood (321.01)	0.7	3.0	329%
Tigard (308.01)	5.6	6.4	14%
West Linn (206)	3.1	4.2	35%

Change in neighborhoods: Single-family dwellings per acre*

Established Neighborhood or Locale (and census tract number)	Single-Family Dwellings Per Acre 1990	Single-Family Dwellings Per Acre 2000	% Change 1990-2000
Beaverton (312)	5.2	5.3	2%
Gresham (99.01, 100)	2.1	3.0	43%
Hawthorne (13.02)	6.7	6.8	1%
Hillsboro (324.04)	2.1	2.5	19%
Hillsboro new neighborhood (326.02)	0.7	1.2	71%
Irvington (24.01, 25.01)	5.3	5.4	2%
NW 23rd Avenue (48)	25.2	25.8	2%
Oak Grove (213, 214)	2.2	2.5	14%
Outer SE Portland – I-205 (6.01, 6.02)	3.7	3.9	5%
Pearl District (51)	2.1	6.8	224%
Sherwood (321.01)	0.3	0.8	167%
Tigard (308.01)	2.3	2.7	17%
West Linn (206)	1.2	1.6	33%

*Representative cross-section of the many communities throughout the Portland metropolitan region



New residential development on vacant land has become more compact. Most of the increased efficiency has been in new multi-family development, with only slight increases in new single-family development. As a result, the region is consuming fewer acres per residential development while accommodating more population inside the UGB.

Year	New Single-Family Density	New Multi-Family Density
1999	5.9 homes per acre	16.4 homes per acre
2000	6.2 homes per acre	21.6 homes per acre

Year	New Residential Land Developed inside the UGB	Population Accommodated inside the UGB
1999	1,468 acres	22,000 people
2000	1,087 acres	32,970 people

Density: comparison of metropolitan regions

While growing more than the national average, our metropolitan area's residential density remains similar to other large western metropolitan areas that also experienced more than 30 percent population change between 1982 and 1997 (Los Angeles and San Francisco are excluded because they are significantly larger metropolitan areas compared to others on the West Coast).

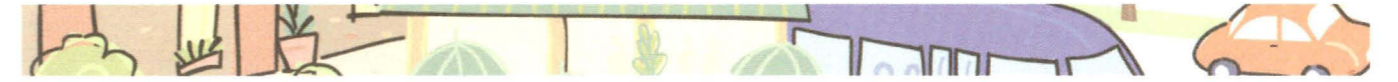
Metropolitan Area	Population Change 1982-1997	Urbanized Area Change 1982-1997	Persons Per Acre 1997
San Diego	38%	44%	7.5
Phoenix	73%	42%	7.2
Las Vegas	131%	53%	6.7
Sacramento	46%	50%	5.6
Portland - Vancouver	32%	49%	5.1
Seattle - Tacoma	33%	51%	5.1
Salt Lake City - Ogden	30%	50%	5.0
Denver - Boulder	30%	43%	4.5
U.S. metropolitan average	17%	47%	4.2

Source: The Brookings Institution Center on Urban and Metropolitan Policy, June 2001

Population, households and employment attracted to the region (capture rate)

The Metro UGB attracts a majority of all population, households and employment in the four-county area.

Period	Household	Population	Employment
10-year rate 1980 to 1990	58%	62%	76%
10-year rate 1990 to 2000	73%	69%	73%
20-year rate 1980 to 2000	68%	67%	74%

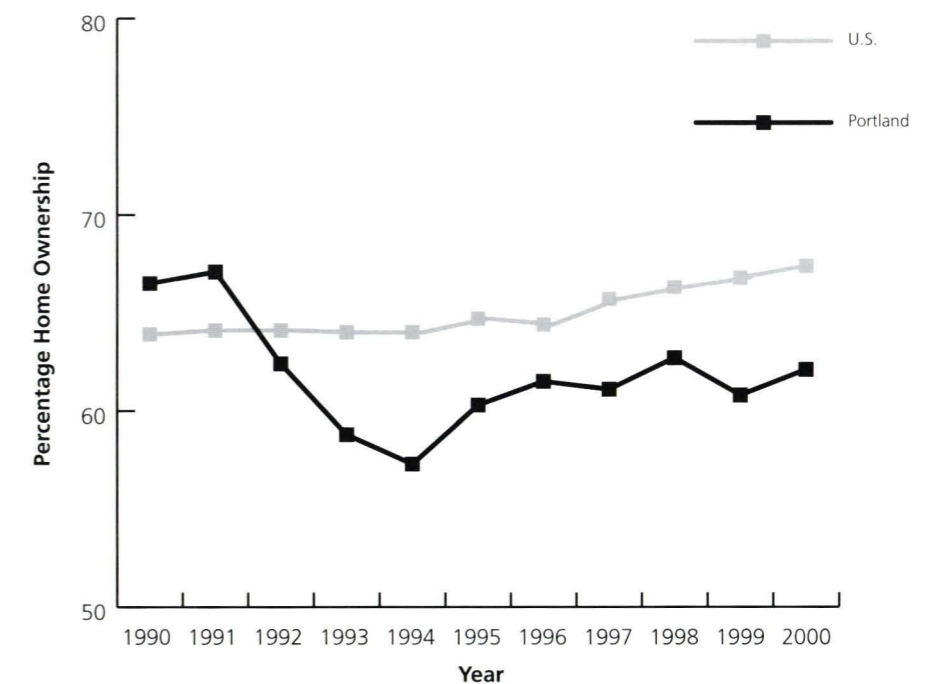


Median family income grew faster in the Portland metropolitan area than the national average from 1990 to 2000. The average household in the area can still afford to purchase a home for more than the median selling price, but affordability is shrinking.

Income, Price, Affordability	1990	2000	Percent Change
Median family income (Portland)	\$ 37,100	\$ 55,900	51%
Median family income (U.S.)	35,700	52,500	47%
Median selling price of a home (Portland)	79,700	166,000	108%
Median selling price of a home (U.S.)	92,000	139,000	51%
House price affordable to median income family (Portland)	129,000	187,000	45%
Affordability Surplus (Portland)*	49,300	21,000	-57%

* Affordability surplus is the difference between the price of a home that a household earning median family income could afford and the median selling price of homes in the region in that year.

The homeownership rate in the Portland metropolitan area exceeded the national average in 1990 but fell below the national average in 1992 and has remained below the national average.

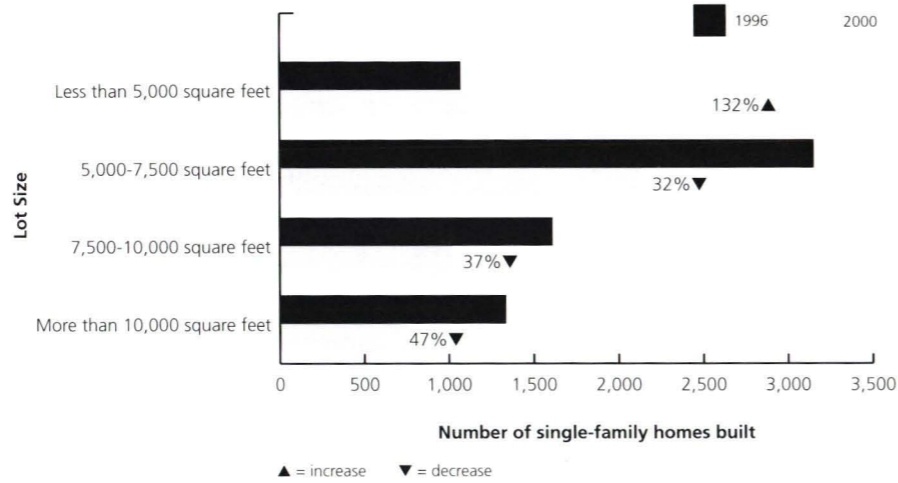


Ensuring diverse housing options

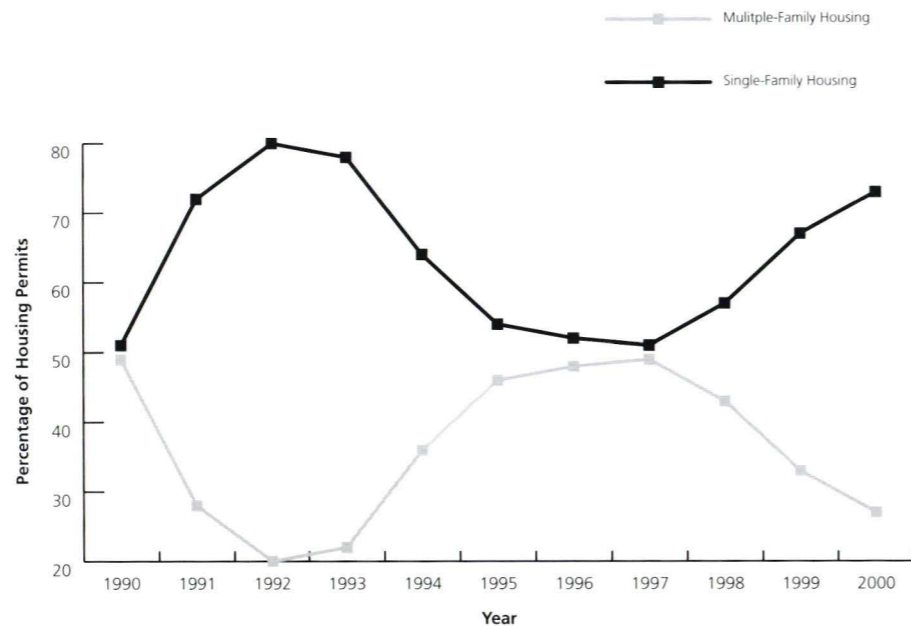
(For more detail, see Complete Results Report – Fundamental 6)



Between 1996 and 2000, most new single-family dwellings inside the urban growth boundary were built on new lots between 5,000 and 7,500 square feet in size. Development on lots larger than 5,000 square feet decreased during the same period.



Metro and local government efforts (after 1996) to provide the opportunity for a greater mix of housing options in the region has not altered the cyclical and market-driven relationship between single-family and multi-family housing. The data shows that single-family residential permits have remained robust and outpaced multi-family permits, in some years by more than 2 to 1.



* Note: The Metro Council adopted the Functional Plan in 1996.

Employment

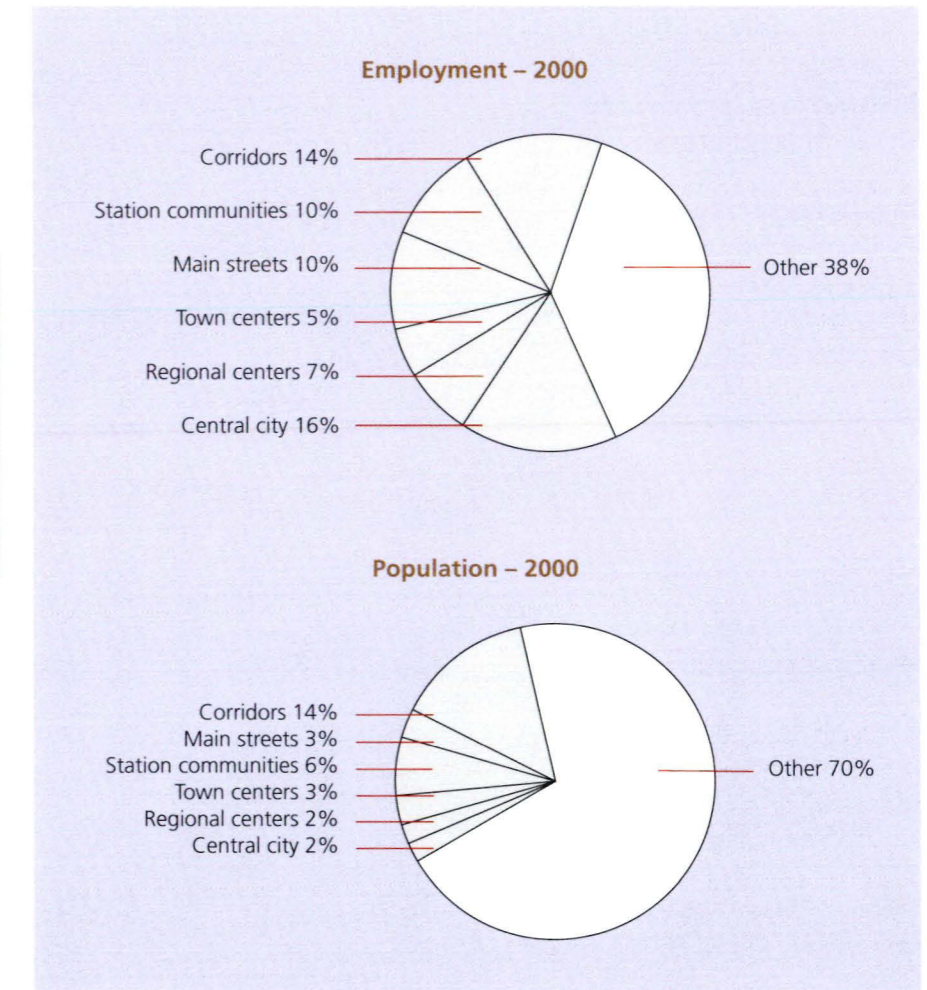
Available data show a decrease in commercial jobs accommodated per acre and an increase in industrial jobs accommodated per acre.

Industrial Land and Jobs in UGB	1999	2000
Total developed land in industrial areas (acres)	24,925	24,523
Total industrial jobs	292,859	335,931
Jobs per acre of developed industrial land	11.7	13.7

Commercial Land and Jobs in UGB	1999	2000
Total developed land in commercial areas (acres)	13,994	15,166
Total commercial jobs	453,567	447,762
Jobs per acre of developed commercial land	32.4	29.5

Mixed-use centers

A majority of the region's employment and a portion of the region's population are located in the mixed-use areas and corridors.



Protecting and restoring the natural environment

(For more detail, see Complete Results Report – Fundamental 2)



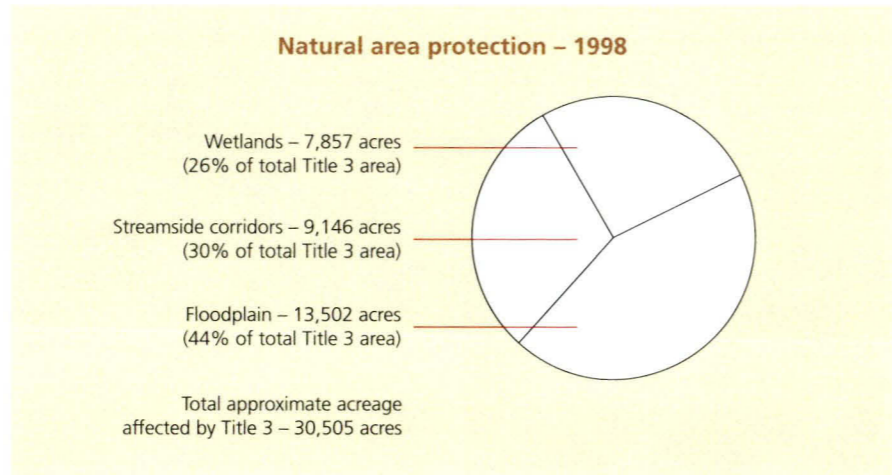
Natural area protection through acquisition

Metro has exceeded acreage goals for open space acquisition set by the 1995 open spaces bond measure. Both Metro and local governments continue to acquire open spaces with bond measure money and other funds.

Acreage target for 1995 \$135.6 million bond measure	= 6,000 acres
Acreage acquired as of December 2002 (includes 62+ miles of stream banks)	= 7,877 acres
Bond measure money remaining for regional acquisition as of December 2002	= Approximately \$8 million

Natural area protection through regulation

Approximately 13 percent of the land area in the UGB are sensitive natural areas affected by Metro's regional water quality and floodplain protection program (Title 3).



Waste management

Although the amount of waste recovered per capita has increased from 1995 to 2000, the region did not meet its total recovery goal.

Amount of waste disposed per capita has increased during the last five years.

Waste Recovery	1995	2000	2000 Actual Rate	2000 Goal
Waste recovered (tons)	735,231	970,850	45%	52%
Waste recovered per capita (pounds)	1,120	1,338	n/a	n/a

Waste Disposal	1995	2000
Waste disposed (tons)	995,035	1,207,348
Waste disposed per capita (pounds)	1,520	1,663

Air quality

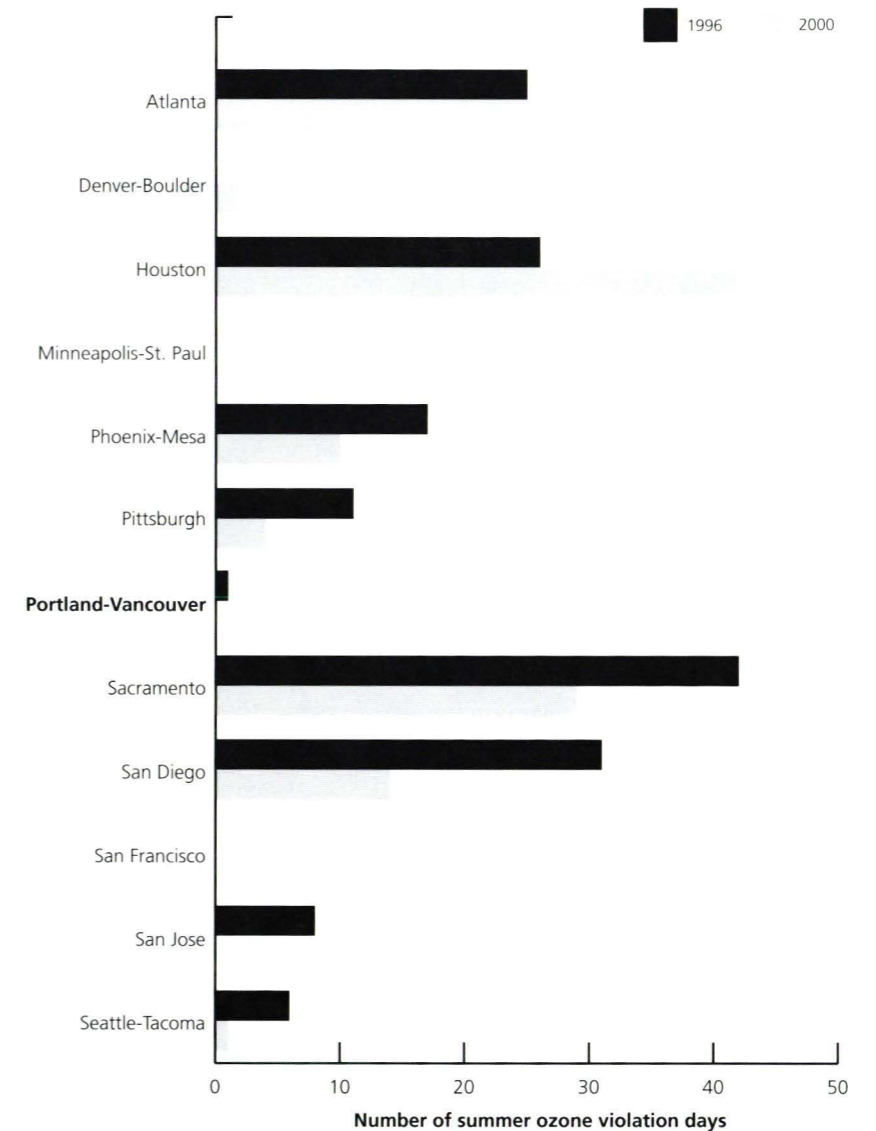
In 1997, the metro area was granted compliance status with the Federal Clean Air Act Amendments of 1990 for both winter carbon monoxide and summer low-level ozone. Failing to meet clean air standards can result in significant health problems for children, the elderly and those with breathing difficulties. Since 1997, the carbon monoxide standard has not been exceeded. The ozone standard was exceeded three times in 1998 due to high temperatures and lack of controls on marine re-fueling stations. However, the ozone exceedence did not trigger a violation of the Clean Air Act. The standard has not been exceeded since.

A comparison of Portland metro area air quality with other metropolitan regions around the US since adoption of the 2040 Growth Concept shows that, in general, the region has improved its air quality and, as noted, complies with the Clean Air Act standards for carbon monoxide and ozone. The table at the right shows ozone violations of the Clean Air Act. Violation is caused by a combination of heat, vehicle miles of travel, and local wind and topography. The cities are shown merely to provide a perspective on how vastly air quality varies due to these conditions. The Portland metro area's lower vehicle miles of travel and "Clean Air Action Days" have helped reduce the number of violation occurrences despite warm summers.

Air quality: number of days exceeding standard

Year	Carbon Monoxide	Ozone
1996	0	1
1997	0	0
1998	0	3
1999	0	0
2000	0	0
2001	0	0

Air quality: comparison of metropolitan regions: summer days ozone violation of the Clean Air Act





Average weekday originating rides – bus and MAX

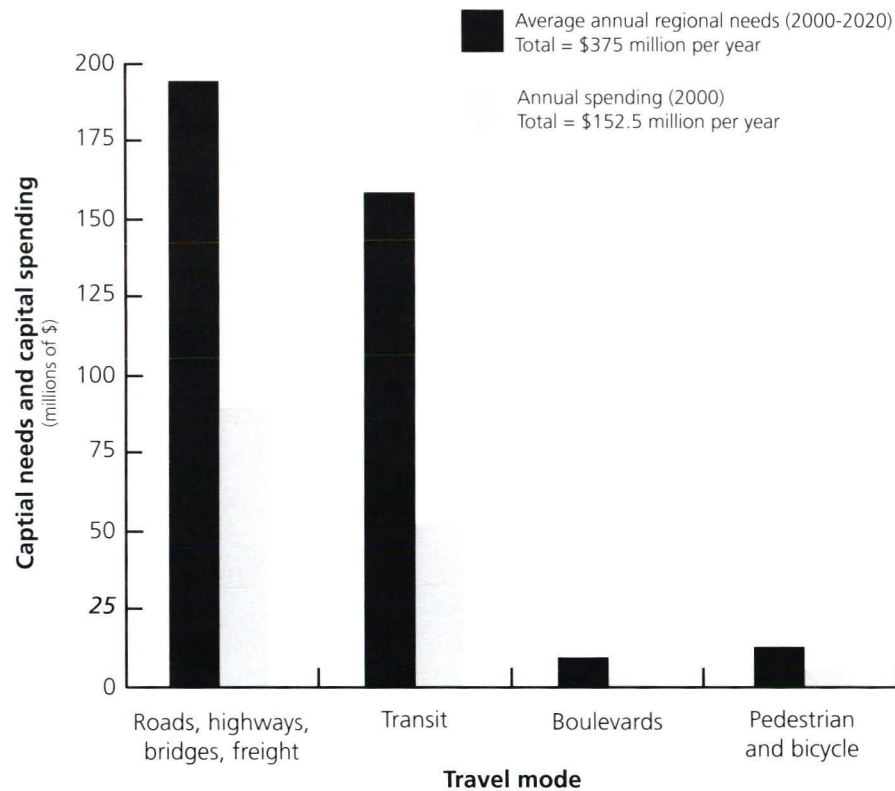
Bus and Rail	1998	2002	% Change 1998-2002
Bus Total	152,400	160,100	5.05%
MAX			
Eastside MAX	25,000	32,800	31.20%
Westside MAX		24,300	
Airport MAX (Gateway to Airport)		2,300	
MAX Total	25,000	59,400	138.00%
Bus and MAX Total	177,400	219,500	24.00%

Source: TriMet

Transportation Investment

Approximately \$635 million is spent annually on transportation in the metro area on capital, preservation and maintenance. This includes spending for roads, public transportation, bike facilities, sidewalks and miscellaneous other projects. Seventy percent of that total (\$430 million) goes to preserve and maintain the existing system of roads, bridges and other facilities, and to operate the transit system. In order to implement the \$8 billion package of priority projects, the region should be investing \$375 million per year in new capital projects. As can be seen, investments in all modes of travel are lagging.

Average annual regional transportation capital needs and annual capital spending (millions of \$)



Providing Transportation Choices

(For more detail, see Complete Results Report – Fundamental 3)



The updated Regional Transportation Plan (RTP) was adopted in August 2000 and identifies nearly \$8 billion of priority investments to address growth, congestion, serve the regional economy, and maintain clean air and water. The investments cover a range of travel options, and are intended to provide a range of travel choices for the transportation consumer, to move freight efficiently and to minimize the time spent in traffic congestion. Transportation measurements focus on: congestion, travel trends, transportation investment and air quality.

Congestion

According to the Texas Transportation Institute (TTI) of Texas A & M University, traffic congestion continues, and that even if transportation officials “do all the right things, the likely effect is that congestion will continue to grow.” In the June 2002 “Urban Mobility Report,” TTI researchers conclude that more than road building is needed to stem the tide of growing congestion, although strategic road investments are part of the overall solution. TTI notes that congestion relief strategies also should include high-occupancy vehicle lanes, toll lanes and congestion pricing, more travel options (including investments in transit, biking and walking), managing demand (such as telecommuting, flexible work hours), better land-use planning that results in



Street connectivity

One method to help reduce congestion is to develop a connected street system. A connected street system disperses longer distance trips onto the arterial system that is designed for higher speeds and less access to property. A connected system of local and collector streets can then handle short distance trips and access to property. Recognizing these benefits, all the jurisdictions in the metro region have amended their development codes to require 10 to 16 street connections per linear mile in new developments that construct new streets. (By connecting streets at between 10 to 16 connections per mile, delay on the regional system can be reduced by up to 19 percent and arterial traffic decreased by up to 12 percent. Benefits also accrue to pedestrians and bicyclists who in turn have direct routes to shopping, transit lines or other destinations.)

shorter trips, increasing the efficiency of the existing system through better traffic management, better construction management and better management of traffic disruptions such as crashes and breakdowns.

Metro’s Regional Transportation Plan and local governments have been attacking congestion on all the fronts identified by TTI, but more needs to be done. In particular, the region is falling behind the investment schedule called for in the RTP (see Transportation Investment on page 12). The following indicators provide a preliminary analysis of congestion in the metro area:

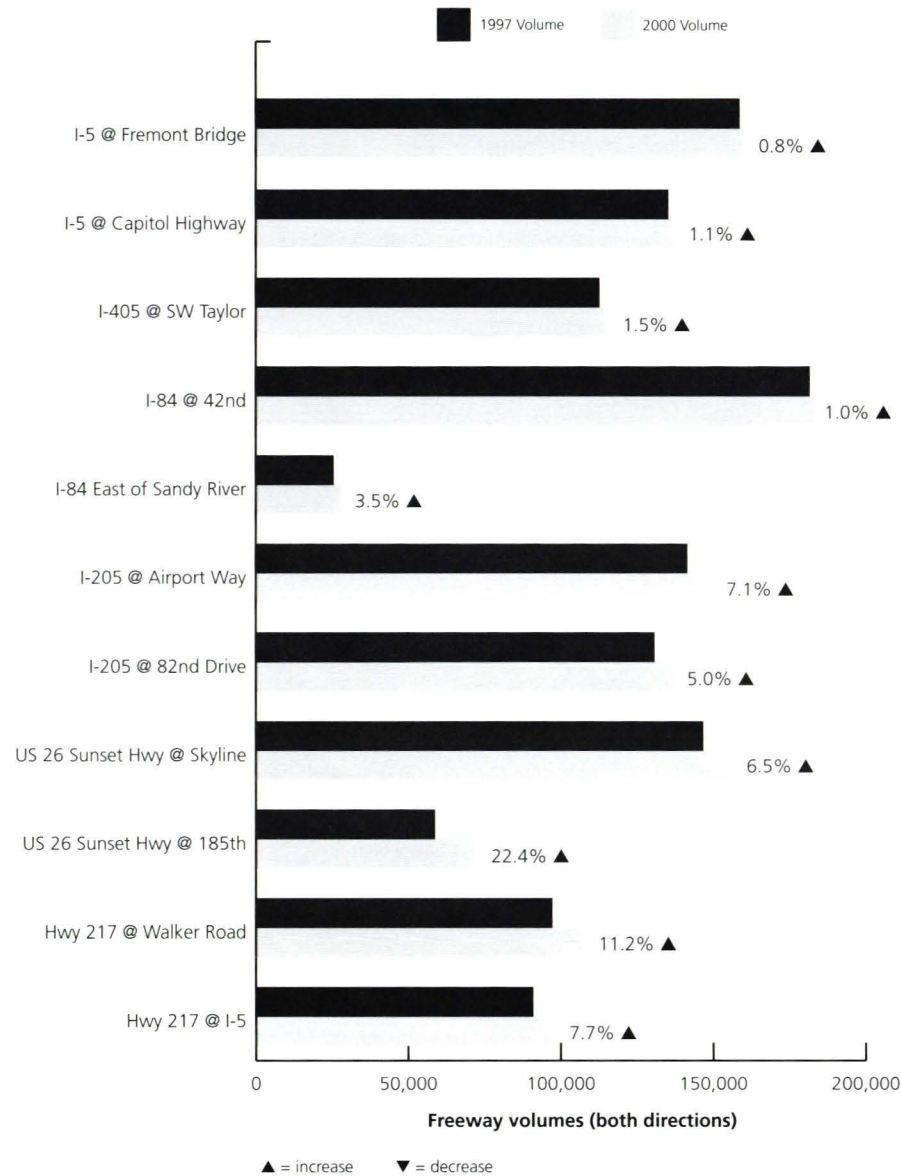


Freeway traffic

Despite growth in transit ridership and a stable rate of travel per person, suburban freeways continue to experience greater demand due to overall growth in the number of people in the region and, consequently, drivers. In particular, Washington County freeway travel reflects the intense growth in employment and population in the county. Travel along I-205 reflects increasing residential growth in Clark and Clackamas counties.



Average weekday freeway volumes 1997-2000
(both directions)



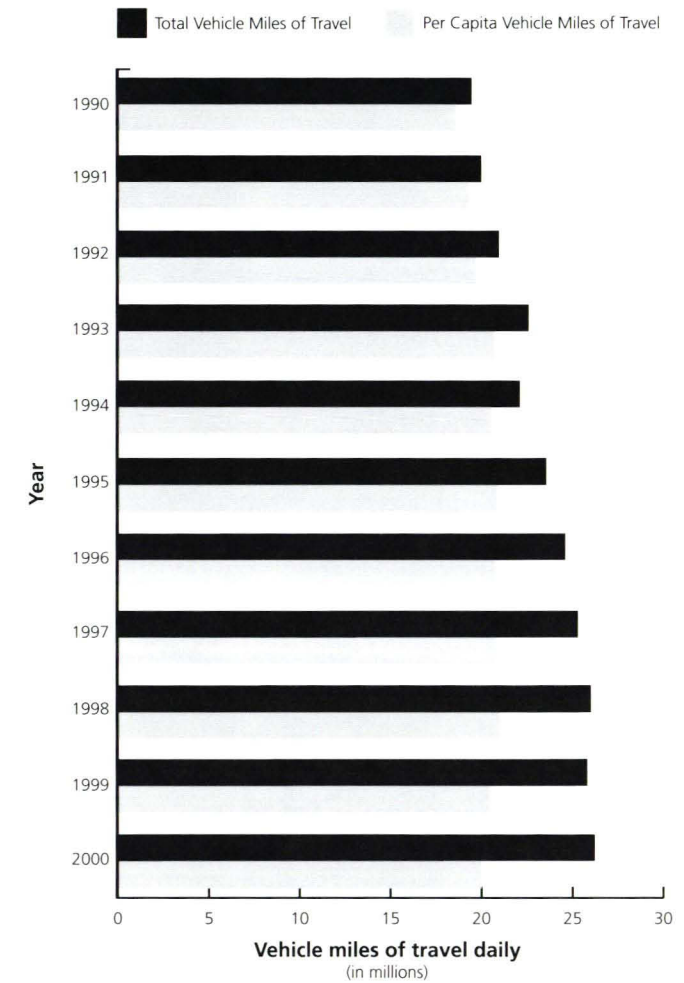
Source: Oregon Department of Transportation



Travel trends – vehicle miles

There are more people and goods being moved on our transportation facilities than ever before. However, growth in travel on a per capita basis has stabilized after significant growth in the 1980s, and public transit ridership is growing faster than total miles of travel and population. A positive trend in the late 1990s is that travel on a per-person (capita) basis is stabilizing and even showing signs of dropping. This means that people are having to drive fewer miles per day in order to reach employment, shopping, recreational, social and other travel destinations.

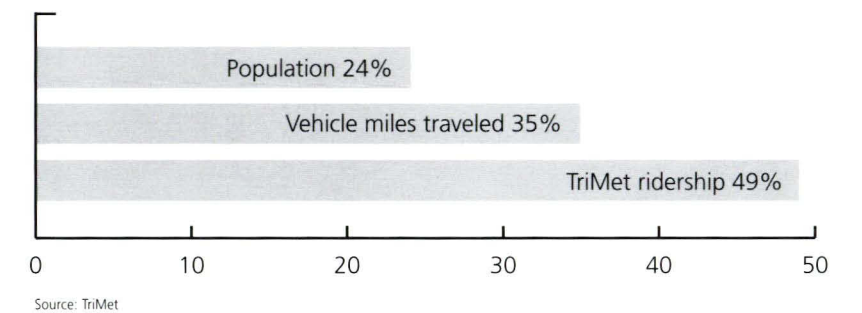
Vehicle miles of travel daily – Portland metro area (Oregon only)



Travel trends – transit ridership

Public transportation has been asked to carry more and more of the overall travel load, particularly during the morning and afternoon peak hours and in the most congested corridors. This chart shows that recent investments in transit have resulted in large gains in ridership. Since 1990, ridership on buses and light rail has grown at a rate significantly higher than both the population and vehicle miles of travel.

TriMet ridership 1990-2000 (percent growth)



Metro Strategic Planning Framework with Service Goals

Mission	Goals	Objectives	Initiatives Programs	Measures Targets
<p>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.</p>	<p>Encourage a strong local economy.</p> <p>Encourage the efficient use of land.</p> <p>Protect and restore the natural environment.</p> <p>Maintain separation between the Metro urban growth boundary and neighboring cities.</p> <p>Provide a balanced transportation system. (OR <i>Reduce dependence on fossil fuels and maintain clean air.</i>)</p> <p>Enable communities inside the Metro urban growth boundary to preserve <i>and develop</i> their physical sense of place.</p> <p>Ensure diverse housing options for all residents.</p> <p><i>Ensure artistic, cultural, and recreational opportunities for the region's residents.</i></p> <p><i>Lead in public facility management in the region. (from MERC's mission statement)</i></p> <p><i>Inspire the region (our community) to create a better future for wildlife. (from the zoo's mission statement)</i></p> <p><i>Reduce and manage the region's solid waste in an effective, economical, and environmentally sound manner. (from SW&R's mission statement)</i></p> <p><i>Partner with local governments and the state to create a healthy, congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.</i></p> <p><i>Provide public services (of regional scope?) that offer substantial value per dollar invested.</i></p>			

General Council Direction on Goals

Draft ~ July 12, 2004

Goal	General Direction from Council from Retreats
Encourage a strong local economy.	Provide more leadership in this area. Expand our toolset.
Encourage the efficient use of land.	Use the Big Look as the means to re-emphasize development inside the UGB and find new ways to achieve it. Use taxation and fiscal means to encourage smart growth and more equitably direct the benefits and burdens of growth. Find ways to internalize externalities that encourage inefficient growth patterns.
Protect and restore the natural environment.	Complete Goal V. Create a cross-departmental initiative that identifies measurable outcomes related to ecosystem health, establishes targets, and partners with local, state, and federal jurisdictions, nongovernmental organizations, private firms, and the region's residents, to achieve the targets.
Maintain separation between the Metro urban growth boundary and neighboring cities.	Develop new level of working relationship with neighboring cities as part of the Big Look. Address hard edges and related issues through the Big Look.
Provide a balanced transportation system. OR Reduce dependence on fossil fuels and maintain clean air.	Increase emphasis on transition from fossil fuel dependency.
Enable communities inside the Metro urban growth boundary to preserve and develop their physical sense of place.	Renew the emphasis in this area. Create a policy toolset that helps attract private investment into centers. Coordinate with local, state, and federal jurisdictions to ensure that transportation and other public investments support the vitality of centers. Champion and nurture local initiatives to develop and maintain centers. Build local capacity.
Ensure diverse housing options for all residents.	
Ensure artistic, cultural, and recreational opportunities for the region's residents.	Continue work on a regional trails system. Partner with localities to create a regional parks system. Stabilize funding for visitor facilities.
Lead in public facility management in the region.	Address looming funding shortfalls.
Ensure a system for safely and efficiently managing solid waste and recycling for the region.	Determine appropriate mix of public good and private operation. Maintain focus on moving towards sustainability.
Inspire the region to create a better future for wildlife.	
Partner with local governments and the state to create a healthy, congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.	Work with our partners to "rationalize" funding of public services. Determine policies regarding when Metro adds a new service to its portfolio.
Provide public services of regional scope that offer substantial value per dollar invested.	Increase market responsiveness.

Strategic Questions

July 13, 2004

Metro's mission is to create the Great Metropolitan Region. Metro generates revenue for this mission by operating public services.

OR

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.

Which is it?

In Metro's relationship with localities, is there a balance you want to achieve between Metro's regulatory role versus providing services, technical assistance, and capacity building? What is that balance? Are we now in balance or not?

How central is the role of "convener" to Metro's identity? Should Metro strengthen its capabilities as a convener so that it is more sought out as a regional problem solver? What would that require?

Should Metro INCREASE its emphasis on becoming more entrepreneurial in developing services that generate revenue and in increasing return on the current service portfolio? Should Metro ever provide services that do not either generate revenue or serve the entire region?

How important is Metro's role as a provider of public services? If it is important, should Metro, as an area of primary emphasis, increase its ability to do this efficiently and well? As part of this, should Metro consider structural improvements in the relationship between the agency and its service providing departments and programs?

How would you grade Metro on the following?

- Our capacity to identify and respond to new opportunities.
- Our capacity to convene and solve problems on behalf of localities and other groups.
- The speed and efficiency with which we conduct stakeholder involvement processes that develop new policies and programs.
- Our capacity to manage our relationships with local governments.
- Our capacity to manage our relationship the region's residents.
- Our ability to analyze complex problems.
- Our responsiveness to the market in providing services to local governments or the public.
- Our ability to operate public services efficiently.

How would you rank these issues in terms of their importance to Metro's mission?

Metro Strategic Planning Framework

Vision and Mission	Agency Goals	Objectives Success Factors Core Competencies	Learning	Initiatives	Measures - Targets
			Organization		
			Financial		
			Customer		

Council
Develop Mission, Vision, Agency Goals
Propose, Edit, and Approve Objectives, Initiatives, Measures, Targets

Staff
Propose Objectives, Initiatives, Measures, Targets

April May June July August September October November

Strategic Planning Work Plan

Date	Work to Complete
July 13	<ul style="list-style-type: none">Finalize Mission (Council)Finalize Goals (Council)
July 27-29	<ul style="list-style-type: none">Finalize Objectives (Council and Staff)
August/September	<ul style="list-style-type: none">Prepare Proposals in line with objectives (Staff)
By October 15	<ul style="list-style-type: none">Review program proposals including cost information (Council)Identify programmatic priorities (Council)
After October 15	<ul style="list-style-type: none">Develop budget based on programmatic priorities (Staff)Develop performance measures (Staff)
Spring 05	<ul style="list-style-type: none">Approve Strategic Plan (Council)Approve Budget (Council)

Metro Strategic Planning Framework with Service Goals

Mission	Goals <i>What?</i>	Objectives	Initiatives Programs	Measures Targets
<p><i>Big question Who Sense of Place</i></p> <p>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.</p> <p><i>provide &</i></p> <p><i>Efficient? Wise?</i></p>	<p>Encourage a strong local economy.</p> <p>Encourage the efficient use of land. <i>Wise use (conserve) resources</i></p> <p>Protect and restore the natural environment. <i>integrated with surrounding landscape. Create vibrant places to live and work.</i></p> <p>Maintain separation between the Metro urban growth boundary and neighboring cities. →</p> <p>Provide a balanced transportation system. <i>that</i> (OR Reduce dependence on fossil fuels and maintain clean air.) →</p> <p>Enable communities inside the Metro urban growth boundary to preserve and develop their physical sense of place. →</p> <p>Contribute Ensure diverse housing options for all residents. <i>Encourage!</i></p> <p>Ensure artistic, cultural, and recreational opportunities for the region's residents.</p> <p>Lead in public facility management in the region. (from MERC's mission statement)</p> <p>Inspire the region (our community) to create a better future for wildlife. (from the zoo's mission statement)</p> <p>(Reduce and manage the region's solid waste in an) <i>encourage or ensure</i> effective, economical, and environmentally sound manner. (from SW&R's mission statement) →</p> <p>(Partner with local governments and the state to) create a healthy, congruent system of governance where public services are funded appropriately and provided by the most suitable units of government. →</p> <p>Provide public services (of regional scope?) that offer substantial value per dollar invested.</p>			

How?

Citizens / Public involvement
 Workforce rewards, professional, risk taking
 Communications - What's our story
 Keep up on R+R as if they were for sale all the time.

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Draft ~ July 12, 2004

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Protect and restore the natural environment.	Complete Goal V. Create a cross-departmental initiative that identifies measurable outcomes related to ecosystem health, establishes targets, and partners with local, state, and federal jurisdictions, nongovernmental organizations, private firms, and the region's residents, to achieve the targets.
Maintain separation between the Metro urban growth boundary and neighboring cities.	Develop new level of working relationship with neighboring cities as part of the Big Look. Address hard edges and related issues through the Big Look. <i>work w/ ODOT/DLCD</i>
Provide a balanced transportation system. OR Reduce dependence on fossil fuels and maintain clean air.	Increase emphasis on transition from fossil fuel dependency. <i>sphere of influence</i>
Enable communities inside the Metro urban growth boundary to preserve and develop their physical sense of place.	Renew the emphasis in this area. Create a policy toolset that helps attract private investment into centers. Coordinate with local, state, and federal jurisdictions to ensure that transportation and other public investments support the vitality of centers. Champion and nurture local initiatives to develop and maintain centers. Build local capacity. <i>+ Metro (State?)</i>
Ensure diverse housing options for all residents.	
Ensure artistic, cultural, and recreational opportunities for the region's residents.	Continue work on a regional trails system. Partner with localities to create a regional parks system. Stabilize funding for visitor facilities. <i>oppty's</i>
Lead in public facility management in the region.	Address looming funding shortfalls. <i>IS there more? RACC, POVA</i>
Ensure a system for safely and efficiently managing solid waste and recycling for the region.	Determine appropriate mix of public good and private operation. Maintain focus on moving towards sustainability. <i>RSWMP, Transfer Station update</i>
Inspire the region to create a better future for wildlife.	
Partner with local governments and the state to create a healthy, congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.	Work with our partners to "rationalize" funding of public services. Determine policies regarding when Metro adds a new service to its portfolio.
Provide public services of regional scope that offer substantial value per dollar invested.	Increase market responsiveness.

Strategic Questions

July 13, 2004

~~Metro's mission is to create the Great Metropolitan Region. Metro generates revenue for this mission by operating public services.~~

OR

(interconnected)
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. *that contribute to*

Which is it?

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- Our capacity to manage our relationship the region's residents.
- Our ability to analyze complex problems.
- Our responsiveness to the market in providing services to local governments or the public.
- Our ability to operate public services efficiently.

How would you rank these issues in terms of their importance to Metro's mission?

Notes from Strategic Planning Session: July 13, 2004:

3. "Integrated with urban Landscape"

5. Change "or" to "that"

New) Create vibrant places

Economy) Big Look – What do we do that impacts the economy?

- Equity
- Agriculture
- Centers/Start Up Business
- Convening Role
- Linking Activities to Policy (Strategy)
- Convention Center

Efficient Use of Land

Sense of Place

Separation of Communities

*Centers Strategies

*Work more closely with state, ODOT and LCDC

*Fiscal Policy/Better understand subsidies re: behavior

Transport System

*Clean Air/Reduce Fossil Fuels \Communication of what we are doing better

*Land Use/Transportation Relationship \Communication of what we are doing better

*Conserve Resources (Energy & Land) \Communication of what we are doing better

Local Capacity

*Build Local Political Will around implementing 2040

*Technical/Fiscal

Housing

*Regional Funding

*Clarify Role

*Study/Markets/Behaviors

Arts/Culture/Recreation

- *Local/Regional ?
 - *Facility Management (more strategic)
 - *Clarify Relationships
-

Solid Waste

- *Sustainability – how serious are we?
 - *Reduce “throughput” of resources
-

Wildlife

- *Integration across the agency
 - *More on Tony’s Wildlife Habitat approach
 - Zoo – Education/Conservation/Research
-

Renewal and Replacement

Goal: Maintain Facilities as if they were “For Sale” at all times

Governance

- *Opportunities or Proactive
 - *Plumb the Urban Service Environment for opportunities
-

Reg. Role vs. Service/Technical/Capacity

- *Role varies by situation
 - Vacuum filler ? – Need for Regional Leadership
 - Provide Value
 - *Unique Institution
 - Collaborative Style (other styles depending on situation)
- Clearly Communicate re: Expectations
-

Convener

- *New issues require
 - no hidden agenda
- *Mediator Role
- *More Proactive in Identifying Issues ripe (criteria?) for convening
- *Do we have capacity?
 - Training
 - Cadre of people with skills
 - Contract – PSU, National Consensus Center

Entrepreneurial Ethic

Yes, but:

- Interference with Mission