



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, February 11, 2020

2:00 PM

Metro Regional Center, Council Chamber

2:00 Call to Order and Roll Call

2:05 Safety Briefing

Work Session Topics:

2:10 FY 2021 Budget Discussion: Waste Prevention and Environmental Services & Planning and Development [18-5343](#)

Presenter(s): Roy Brower, Metro
Elissa Gertler, Metro

Attachments: [Work Session Worksheet: WP&ES](#)
[PPT: WPES FY2021 Budget](#)
[Work Session Worksheet: P&D](#)
[PPT: P&D FY2021 Budget](#)

3:40 Regional Investment Strategy Update [18-5344](#)

Presenter(s): Andy Shaw, Metro

Attachments: [PPT: Regional Investment Strategy Update](#)

4:10 Chief Operating Officer Communication

4:15 Councilor Communication

4:20 Adjourn

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សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬស៊ើម្បីទទួលបានកម្មប្រព័ន្ធរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំស៊ើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

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**FY 2021 Budget Discussion: Waste Prevention and
Environmental Services & Planning and Development**

Work Session Topics

Metro Council Work Session
Tuesday, February 11, 2020
Metro Regional Center, Council Chamber

STAFF REPORT

WASTE PREVENTION AND ENVIRONMENTAL SERVICES PRESENTATION OF 2020-21 BUDGET AND MODIFICATION REQUESTS WITH AN EMPHASIS ON HOW PROGRAMS ALIGN WITH COUNCIL PRIORITIES

Date: February 3, 2020
Department: Waste Prevention and Environmental Services
Meeting Date: February 11, 2020

Prepared by: Lisa Houghton, x1829,
lisa.houghton@oregonmetro.gov
Presenter: Roy Brower
Length: 15 minutes

ISSUE STATEMENT

Metro's Chief Operating Officer, acting as Metro's Budget Officer, will present the FY 2020-21 Proposed Budget and Budget Message to Council on April 16, 2020.

This work session will provide Council the opportunity to hear how the Waste Prevention and Environmental Services FY 2020-21 base budget and modification requests align with Council priorities. Information shared at the work session will help guide development of the FY 2020-21 Proposed Budget.

ACTION REQUESTED

Council discussion and feedback on the base budget and modification requests submitted by the department.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2020-21 budget that aligns with Council priorities.

POLICY QUESTION(S)

What are the policy implications and tradeoffs that will result from the department's base budget and any approved modification requests? Specific factors for Council consideration may include:

- How well do the department's programs align with Council priorities?
 - Does the base budget represent a good investment in Council priorities?
 - Do proposed modification requests advance Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs or projects?
- Will the department need additional General Fund support to implement their new programs or projects?
 - If yes; how high a priority are the programs compared to others that also require General Fund support?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Each department's modification requests may be considered for support and inclusion in the FY 2020-21 Proposed Budget. Some, none or all of the department's individual items may be supported by Council.

STAFF RECOMMENDATIONS

The Chief Operating Officer and Chief Financial Officer recommend Council hear all the department presentations prior to determining their support for departments' modification requests.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Each department's FY 2020-21 base budget was developed following the Chief Financial Officer's budget instructions released in early December. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New programs, projects, additional appropriations and FTE are requested through the department's modification requests. Once approved the modification requests are built into the Proposed Budget scheduled for presentation to Council on April 16th.

Historically modification requests that require General Fund support far exceed the amount of support that can be provided.

- **Legal Antecedents**

The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. The Chief Financial Officer, acting in their capacity as the designated Budget Officer, is required to present a balanced budget to Council, acting in their capacity as our Budget Committee.

BACKGROUND

Each department will provide information pertaining to their base budget and modification requests.

ATTACHMENTS

None.

- Is legislation required for Council action? No, not at this work session
- What other materials are you presenting today? None.

STAFF REPORT

PLANNING AND DEVELOPMENT PRESENTATION OF 2020-21 BUDGET AND MODIFICATION REQUESTS WITH AN EMPHASIS ON HOW PROGRAMS ALIGN WITH COUNCIL PRIORITIES

Date: February 3, 2020
Department: Planning and Development
Meeting Date: February 11, 2020

Prepared by: Lisa Houghton, x1829,
lisa.houghton@oregonmetro.gov
Presenter: Elissa Gertler
Length: 15 minutes

ISSUE STATEMENT

Metro's Chief Operating Officer, acting as Metro's Budget Officer, will present the FY 2020-21 Proposed Budget and Budget Message to Council on April 16, 2020.

This work session will provide Council the opportunity to hear how the Planning and Development FY 2020-21 base budget and modification requests align with Council priorities. Information shared at the work session will help guide development of the FY 2020-21 Proposed Budget.

ACTION REQUESTED

Council discussion and feedback on the base budget and modification requests submitted by the department.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2020-21 budget that aligns with Council priorities.

POLICY QUESTION(S)

What are the policy implications and tradeoffs that will result from the department's base budget and any approved modification requests? Specific factors for Council consideration may include:

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Regional Investment Strategy Update

Work Session Topics

Metro Council Work Session
Tuesday, February 11, 2020
Metro Regional Center, Council Chamber

Materials following this page were distributed at the meeting.

WPES FY20-21 Budget Presentation

Council Work Session
February 11, 2020



It's just a W ... but its our mission

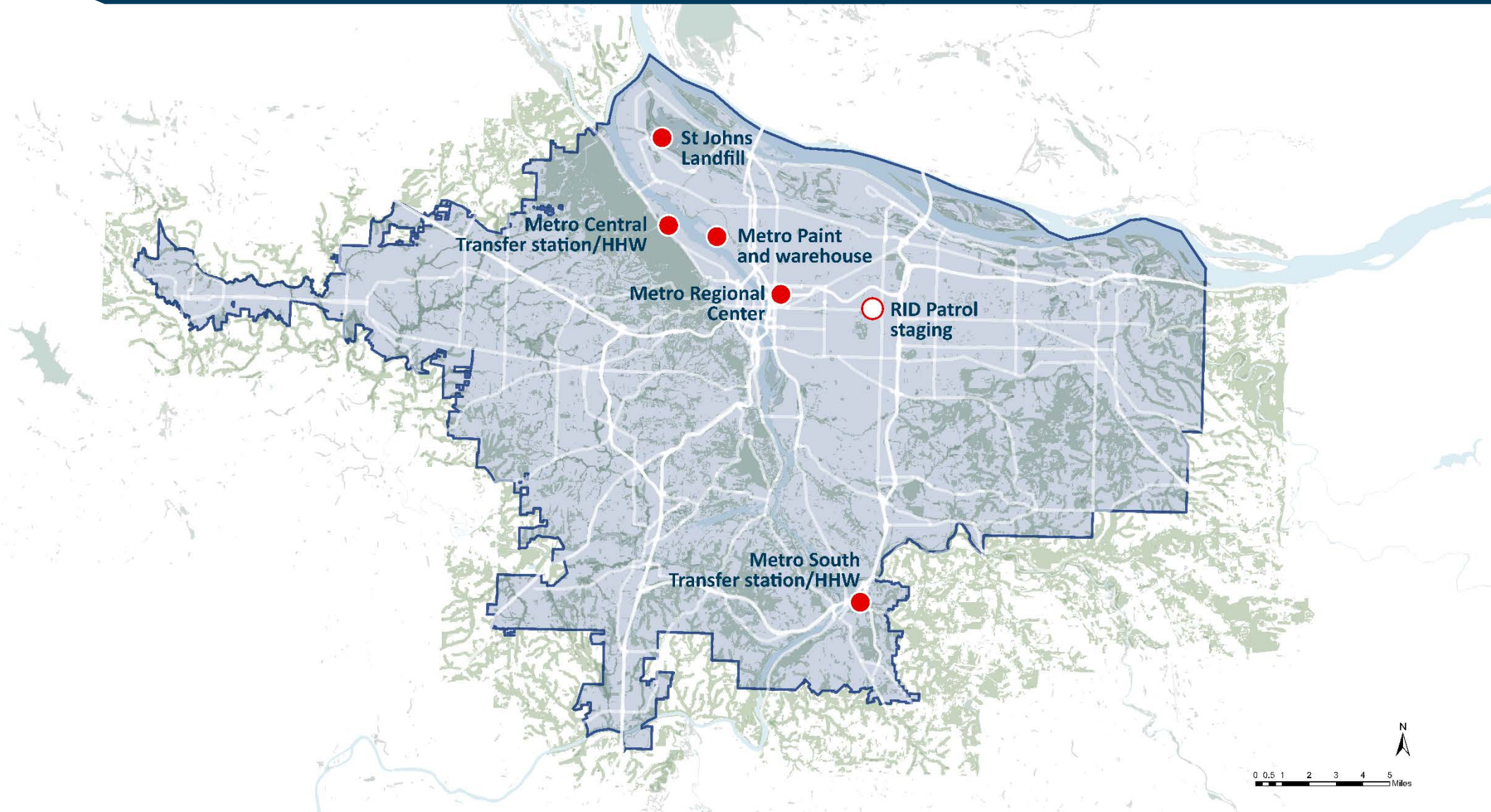
Waste Prevention and Environmental Services



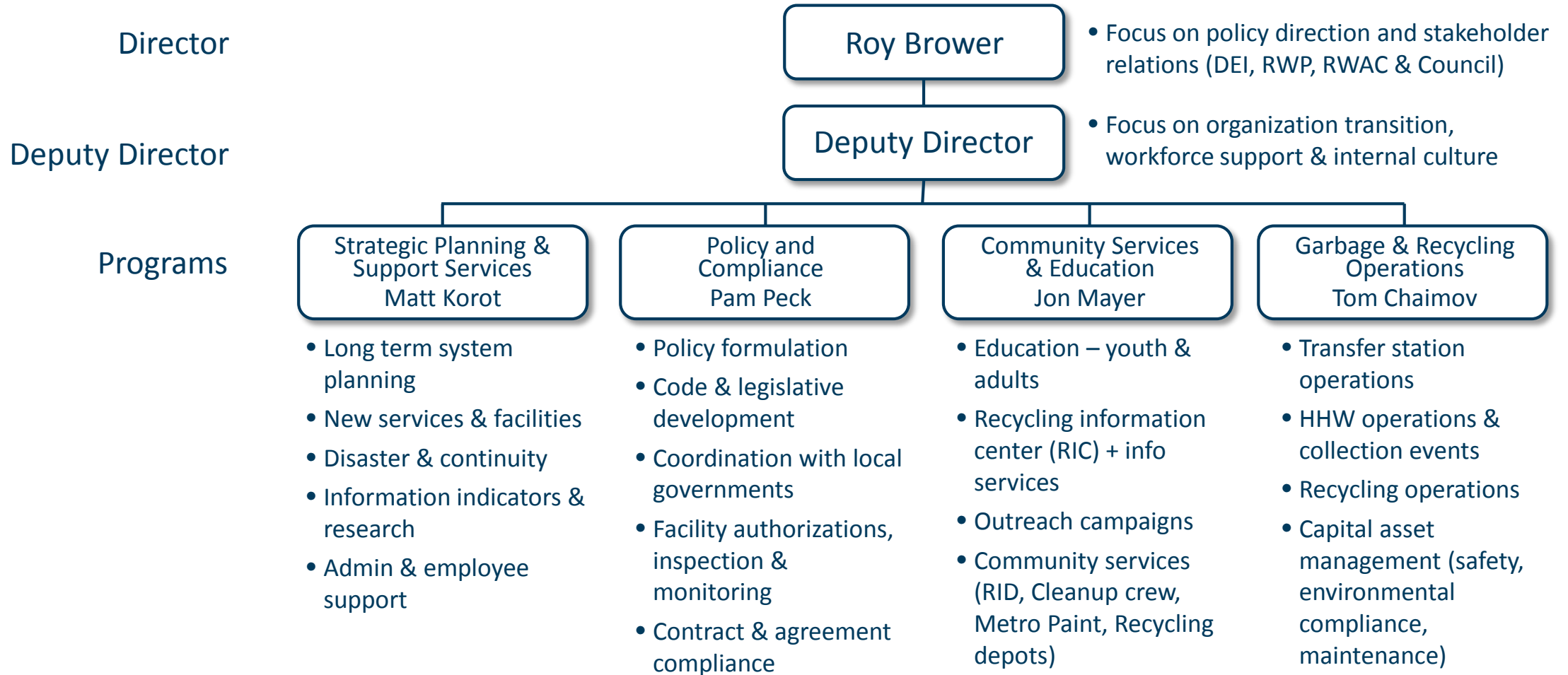
We are a dedicated group



WPES locations



New Name, Refreshed Organization



2019 Metrics

The system

- 1.3 million tons of garbage moved from the region to landfills

Metro facilities

- 510,000 tons of garbage moved through Metro facilities
- 410,000 customers used Metro transfer stations
- 53,000 customers brought 400,000 lbs. of HW to HHW sites & events

Metro programs and services

- 4,400 dump sites cleaned up (16 clean ups per day)
- 17,000 sharps collected
- 199,000 gallons of recycled paint sold
- 69,000 people reached directly through classroom education or training events
- 222,000 calls or web hits through RIC

WPES Priorities for 2020



- Ensure a well run and resilient garbage and recycling system
- Expand services to improve public access and ensure service equity
- Strategically invest in the system
- Reduce health, climate, and environmental impacts of materials
- Lead by example as an employer of choice
- Foster workforce equity and capacity building of community based partners

Base Budget Comparison

| Solid Waste Fund | FY19-20 | FY20-21 Proposed | Increase |
|-------------------------|----------------|-----------------------------|-----------------|
| Capital Projects | \$7M | \$29M | \$22M |
| Material & Supplies | \$59M | \$65M | \$6M |
| Personnel Services | \$19M | \$22M | \$2.5M |
| FTE | 172 FTE | 195 FTE | 23 FTE |

Annual contracts = \$44M/year



ORGANICS/COMPOST

Recology

\$ 4M



DISPOSAL

Waste Management

\$10M



OPERATIONS

Recology

\$16M



TRANSPORT/FUEL

Walsh Trucking/Devin Oil

\$14M

Budget request FY20-21

- \$22M in new capital expenses
 - \$15M land acquisition
 - \$5M facility design
 - \$2M food processing
 - \$1M R&R/small projects
- \$6M in new M&S to support new/expanded projects
 - MSS operations contract (\$5.5M)
 - Multi-family standards (\$600K)
 - Environmental promoter material (\$70K)
 - Extended producer responsibility research (\$85K)
- Support Agency efforts
 - CBO capacity building (\$200K)
 - Research Center efforts (\$400K)
 - CPMO two project managers

Budget request FY20-21

- \$2.5M in PS to support new/continuation of employees
 - 5 FTE to directly implement council initiatives/budget notes
 - 8 FTE to improve customer services & increase community engagement
 - 3 FTE to improve asset management, safety, and access
 - 6 FTE to support employee services/employer of choice/administrative support

Tradeoffs/Policy Considerations

- Reassess current portfolio against RWP priorities and consider elimination or reinvestment in other program areas.
- Consider how fast and how much rates should increase to meet new priorities and costs.
- Roll out new recycling service standards and new facilities on a longer timeframe.
- Do not expand new collection services for additional materials (such as plastics and Styrofoam.)

NEXT STEPS:

Major policy decisions for Council in 2020

- Tonnage allocation approach (March 3)
- Rate setting and rate transparency (March 17/24)
- Metro cleanup crew expansion (Spring 2020)
- Future of I&I and CEP grants (Summer 2020)
- Recycling and product stewardship direction (Summer 2020)
- Purchase land and direction on new facilities (Fall 2020)
- Residential recycling service standards for multi & single family (Fall 2020)



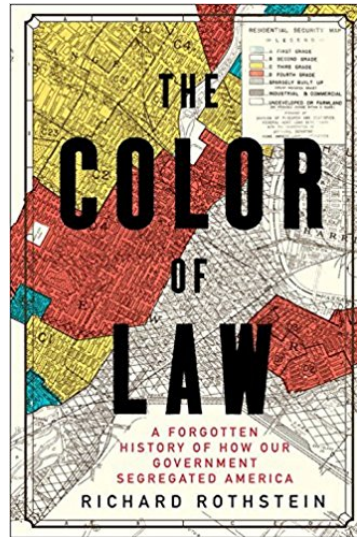
Metro



Planning and Development Department Budget Presentation To Metro Council

February 11, 2020

Aligning Resources, Values and Priorities



Aligning Resources, Values, and Priorities

COUNCIL OWNERSHIP

- Transportation Funding Measure
- Congestion Pricing
- 2020 and 2021 Legislative Agenda
- Climate Mitigation and Resiliency (Budget Note)
- Employer of Choice
- Expo Center Business Plan
- Metro 2040 Refresh/Employment Lands
- P'5 Centers for the Arts
- Strategic Planning
- Willamette Falls Riverwalk & Legacy Project

COUNCIL ATTENTION

- 2030 Regional Waste Plan and New Infrastructure Investments
- Community Partnerships (Budget Note)
- Construction Career Pathways
- Diversity, Equity, and Inclusion (CORE)
- Equitable Housing Program Implementation
- Oregon Zoo Master Plan Update
- Parks and Nature Bond Implementation

COUNCIL AWARENESS

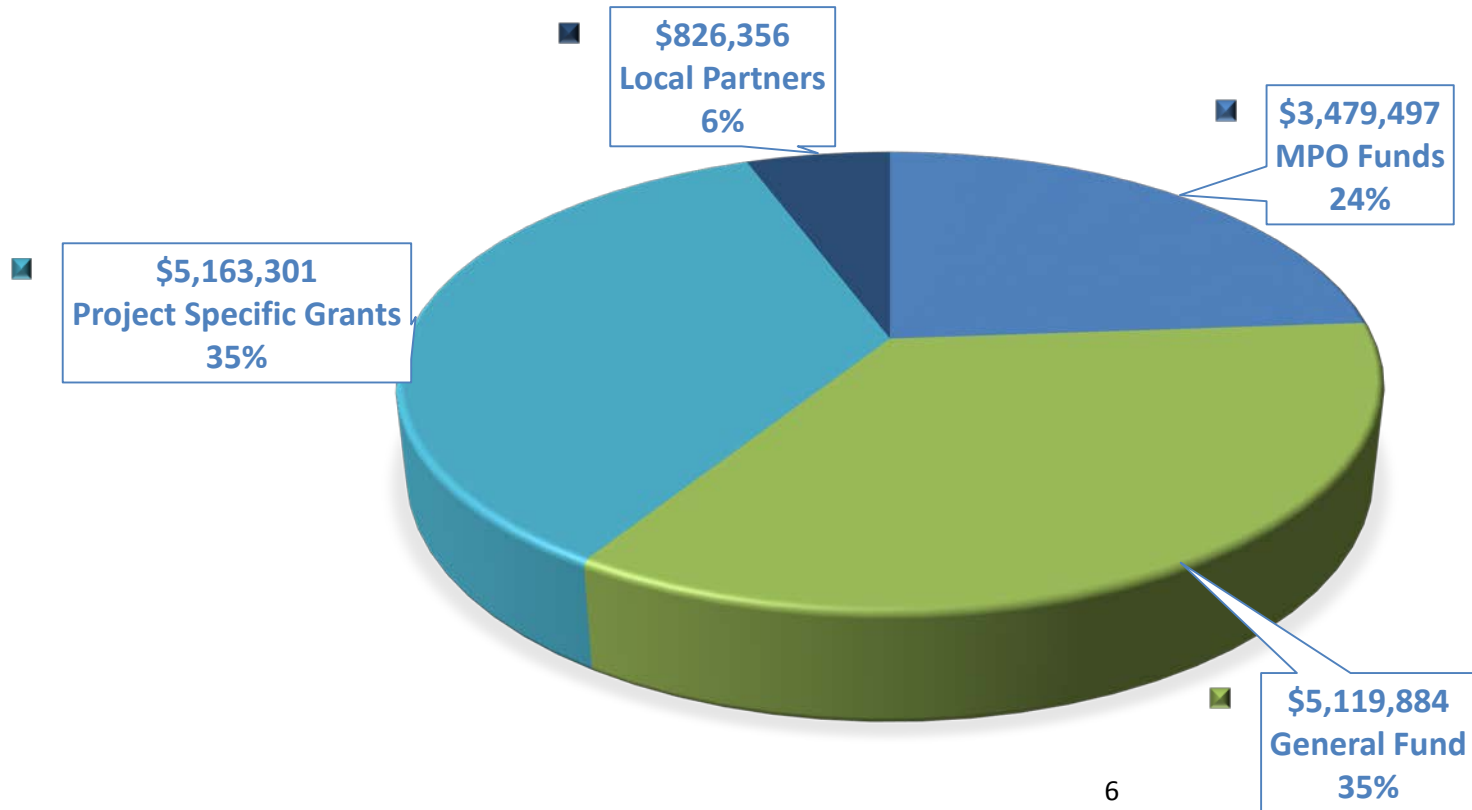
- Annual Housing Needs and Pipeline Analysis (Budget Note)
- Continuous Improvement
- Equity in Contracting Strategy (Budget Note)
- Financial 'Headwinds'
- Greenhouse Gas Emissions Data (Budget Note)
- Investment & Innovation Grants –Year 3 of Pilot
- Oregon Zoo Strategic Plan Implementation (business plan included)
- Technical Assistance to Advance Racial Equity (Budget Note)
- Transportation Technology Strategy
- Regional Projects to track
 - Columbia River Levee System
 - Earthquake Ready Burnside Bridge
 - Here Together
 - I-5 Replacement
 - Rose Quarter
 - Willamette Cove
 - Willamette Locks

P & D Budget Overview

| | FY 18 | FY 19 | FY 20 | PROPOSED FY 21 |
|---|-----------------------|-----------------------|------------------------|------------------------|
| <u>Fund 140</u> Planning Operations | \$16,974,483 56.80 | \$14,867,948 58.00 | \$14,780,422 52.20 | \$14,600,000 49.95 |
| <u>Fund 141</u> Capital Contributions | \$0 0.00 | \$8,053,785 0.00 | \$21,741,817 4.45 | \$17,886,549 3.40 |
| <u>Fund 180</u> Housing Bond | \$0 0.00 | \$10,000,000 4.00 | \$172,717,100 6.15 | \$171,926,547 7.20 |
| <u>Total Funds</u> 140/141/180 | \$16,974,483 56.80 | \$32,921,733 62.00 | \$209,239,339 62.80 | \$201,971,928 60.55 |
| | | | | |

Total Department Funding

METRO PLANNING & DEVELOPMENT DEPARTMENT FY2020-2021 PROPOSED BUDGET (\$14.6 MILLION; FTE 49.95)



Department Organization

Metropolitan Transportation Planning

Regional Transportation Planning

MPO Management

RTP Implementation

Climate and Resiliency Planning

Resource Development

MTIP

RFFA

RTO

TSMO

SRTS

Emerging Technology

Investment Areas

Economic Development

Corridor Planning and Development

Equitable Development Strategies

Enhanced Transit Implementation

Equitable Development

Land Use and Urban Development

Urban Growth Management

2040 Planning and Development Grants

Transit Oriented Development

Housing Site Acquisition Program

Housing and Community Stabilization

Housing Program and Policy

Equitable Development Grants

Community Placemaking

Community Partnerships

Major Activities FY 2020-21

Metropolitan Transportation Planning

Regional Transportation Planning

MPO Management

RTP Implementation

Climate and Resiliency Planning

Resource Development

MTIP

RFFA

RTO

TSMO

SRTS

Emerging Technology

Regional Planning Major Activities:

- Congestion Pricing
- Mobility Policy
- Emergency Transportation Routes
- Jurisdictional Transfer
- Urban Design Guidelines

Resource Development Major Activities

- 2021-24 RFFA Allocation Implementation
- PILOT grants Round 2
- RTO Capacity Building
- SRTS Partnerships
- Transportation Measure Project Development and Implementation

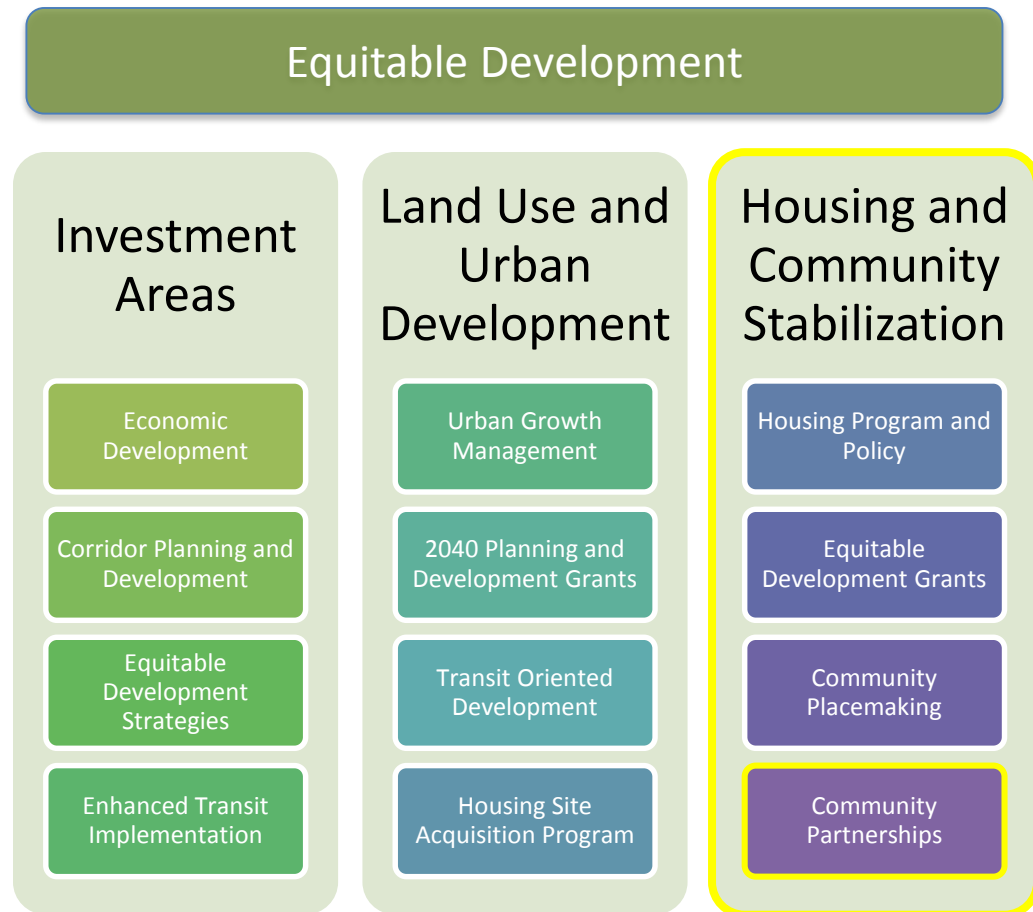
Major Activities FY 2020-21

Investment Areas Major Activities:

- SW Corridor
- SW Corridor Equity Coalition
- Planning for a Future Economy/CEDS
- Placemaking Grants Round 3
- Transportation Measure Project Development and Implementation
- 2040 Refresh Ramp Up

Land Use and Urban Development Major Activities:

- HB 2001 and 2003 rulemaking
- Annual Housing Snapshot
- Housing Site Acquisition
- TOD Glisan Site
- 2040 Grants Cycle 8
- 2040 Refresh Ramp Up



Equitable Housing Program Evolution

Major Activities:

- Housing Bond Implementation
- HCS Division Start Up
- Home Ownership
- Housing Federal Agenda
- Transportation Measure Housing Program Development
- Supportive Housing Program Development

Equitable Development

Housing and Community Stabilization

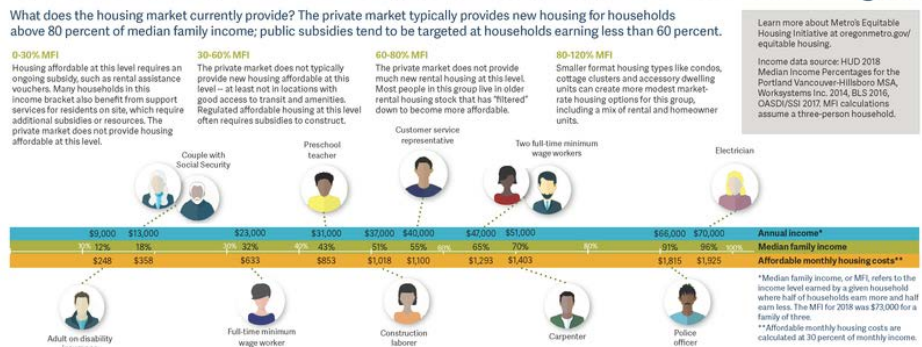
Housing Program and Policy

Equitable Development Grants

Community Placemaking

Community Partnerships

Regional affordable housing framework: Connecting equitable housing strategies to the needs of residents



- Strategies: Regional partners are working with a variety of tools to serve families at different income levels.
- Increase and optimize resources** (helps families with 0-50% MFI)
 - Increase funding flexibility and pursue coordinated investment strategies to expand the region's supply of regulated affordable housing with tools such as:
 - tax increment financing
 - revolving loan funds
 - donation of public/surplus land
 - housing trust funds
 - rental assistance vouchers
 - dedicated public funding
 - transit-oriented development grants.
 - Mitigate displacement** (helps families with 0-50% MFI)
 - Support public and nonprofit partners to prevent rent increases and evictions that may accompany property improvements and infrastructure investments with tools such as:
 - public/nonprofit acquisition/rehabilitation
 - real estate investment trusts
 - rental rehabilitation grants
 - tenant protections (e.g. notifications for no-cause evictions, rent stabilization)
 - short-term rental or utility assistance.
 - Leverage growth for affordability** (helps families with 30-50% MFI)
 - Encourage for-profit developers to include some income-restricted units in market-rate projects or to pay into a fund for affordable housing with tools such as:
 - tax exemptions
 - density bonuses
 - fast-tracked permitting
 - linkage fees
 - inclusionary zoning.
 - Increase and diversify market-rate housing** (helps families with 50-120% MFI)
 - Eliminate regulatory barriers, deliver education, and create incentives for transit oriented development, missing middle housing and accessory dwelling units using tools such as:
 - zoning/building code changes
 - developer/homeowner education
 - fast-tracked permitting
 - innovative financing for accessory dwelling units
 - scaled or waived system development charges
 - reduced parking requirements
 - vertical housing tax credits
 - transit-oriented development grants.
 - Stabilize homeowners and expand access to homeownership** (helps families with 50-120% MFI)
 - Pursue strategies that bridge the homeownership gap for lower income groups and communities of color and create stability for homeowners with diminishing or fixed incomes with tools such as:
 - foreclosure prevention
 - weatherization assistance
 - community land trusts
 - limited equity cooperatives and shared appreciation mortgages
 - accessory dwelling unit financing tools
 - down payment assistance.

Planning and Development Communications and Engagement

Required Engagement and Involvement

Ensure we meet required state and federal policies for public comment and involvement on projects, programs and policies

- MTIP Public Comment Periods
- Title VI Reporting
- MPAC

Department Themes and Priorities

Develop, maintain and communicate a set of messages, themes, and tools to communicate clearly throughout all department work to various audiences about what we're trying to accomplish

- Regional Investment Measures
- Regional Snapshot
- Housing Bond Implementation
- Momentum Alliance Partnerships

Programmatic Communications

Ensure that department programs are reaching out to diverse interested parties to inform them and help them successfully engage in grant processes, program planning and review, and communicate results

- Community Placemaking
- 2040 Grants
- PILOT
- RTO

Major Projects and Policies

Design and implement engagement and partnership strategies to work meaningfully with community members to engage in long-term and high impact planning and project development processes

- SW Corridor
- Mobility Policy
- 2040 Refresh/Planning for A Future Economy

Minor Projects and Policies

Design and implement engagement and partnership strategies to work meaningfully with community members to engage in medium-low impact planning processes

- Columbia Connects
- Brownfields

Proposed Modifications

| | |
|---|--------------------|
| • 2040 Refresh | |
| • Communications and Engagement | \$250,000 |
| • Economic Analysis | \$100,000 |
| • Emerging Technologies PILOT Grants | \$200,000 |
| • Placemaking Grants | \$200,000 |
| • <u>Congestion Pricing Communications and Engagement</u> | <u>\$275,000</u> |
| TOTAL | \$1,025,000 |



Questions, Issues, and Tradeoffs



Policy Questions

- What is Metro's long term role in Housing?
- Stepping up our game on Climate: How fast and how far?
- Using Better Data Better: What policy decisions does Council want to support with enhanced data?
- Life in 2070: What do we hope 2040 Refresh will accomplish and when?

Management Issues

- Building Metro staff capacity to meet our evolving Housing program needs
- Building Metro staff and jurisdictional partner capacity to implement the transportation measure
- What is the right balance of emphasis on measure implementation, existing program implementation, and performing required State and Federal planning activities?
- What's Plan B?

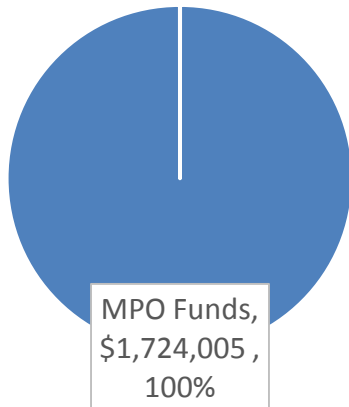
oregonmetro.gov



Division Funding Sources

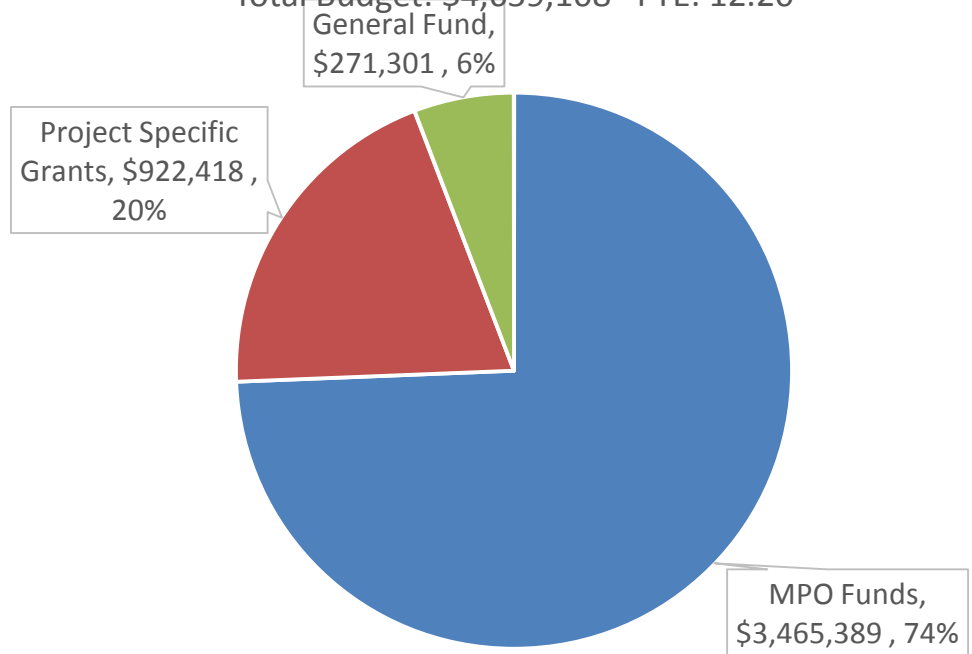
Regional Planning

Total Budget: \$1,724,005 FTE: 10.88



Resource Development

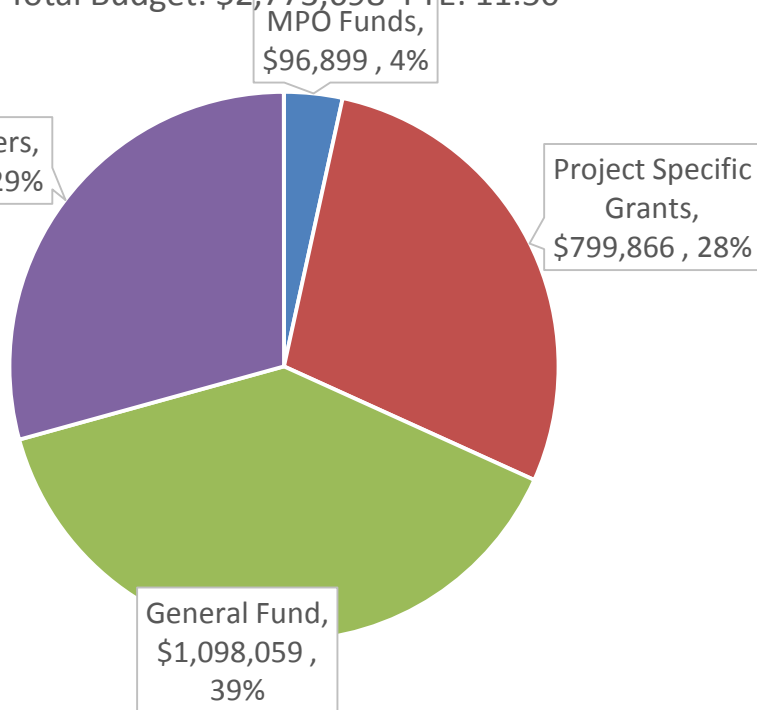
Total Budget: \$4,659,108 FTE: 12.20



Division Funding Sources

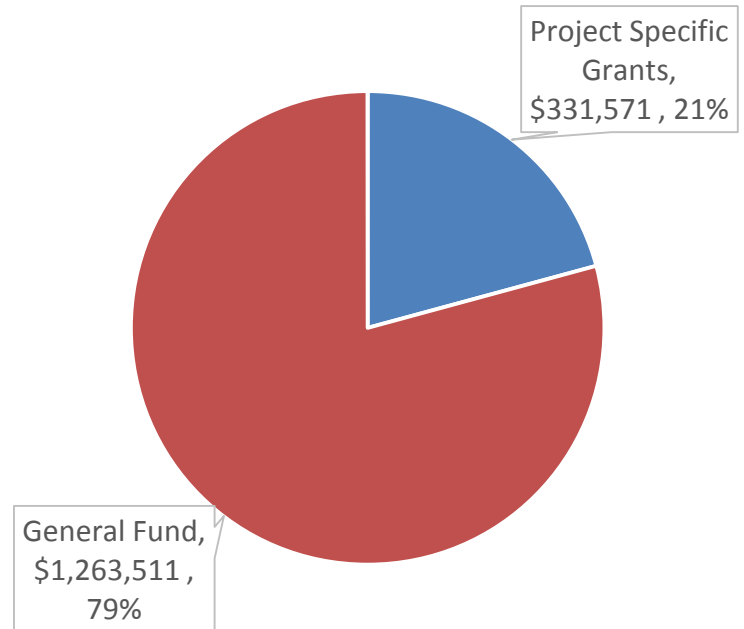
Investment Areas

Total Budget: \$2,773,698 FTE: 11.50



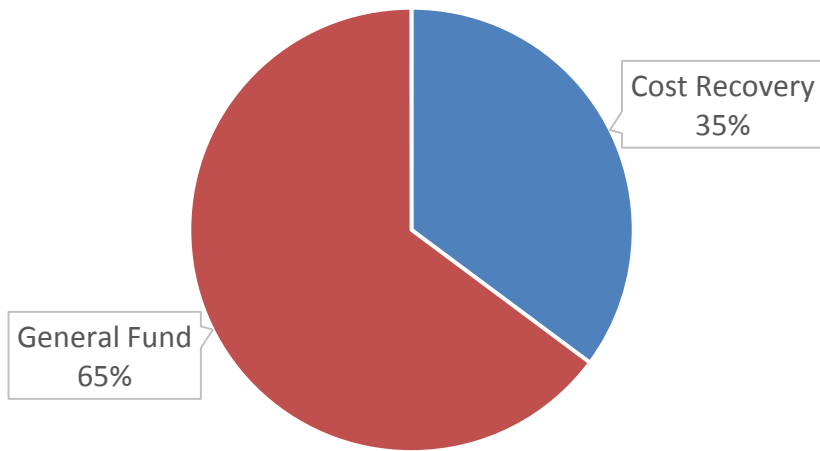
Land Use and Urban Development

Total Budget: \$1,595,082 FTE: 8.50

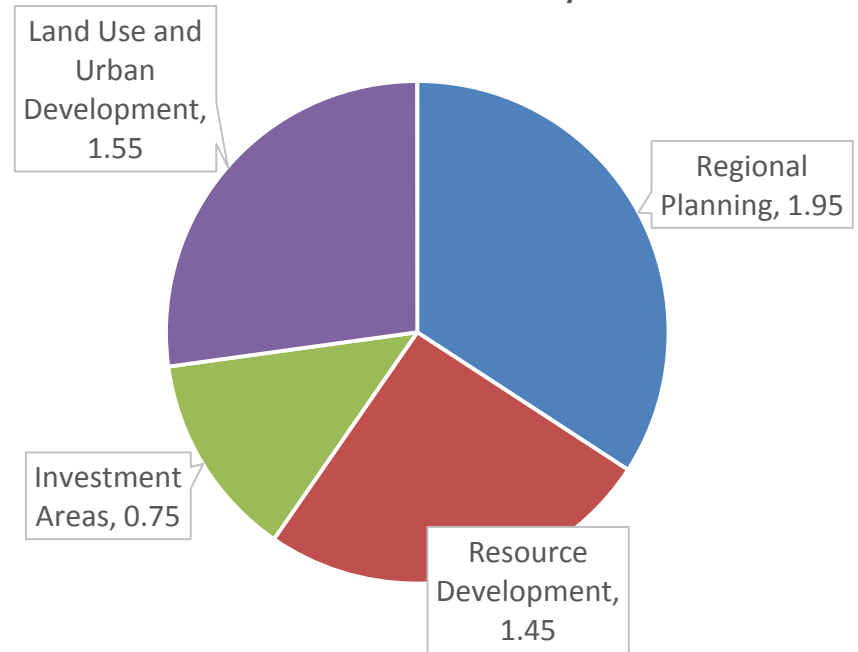


Division Funding Sources

Department Administration
Total Budget: \$3,837,145 FTE: 7.20



Communications Staff By Division



Regional Investment Strategy Update



Metro

Metro Council
Work Session
Feb. 11, 2020



Affordable housing bond

Solicitations open:

Clackamas County (\$40.67m)

Beaverton (\$9m)

**Developer & contractor
info session: Feb. 14**

Community Oversight Comm.:
Portland LIS discussed last week



Community Partner scopes

APANO, PAALF, Verde, Unite Oregon

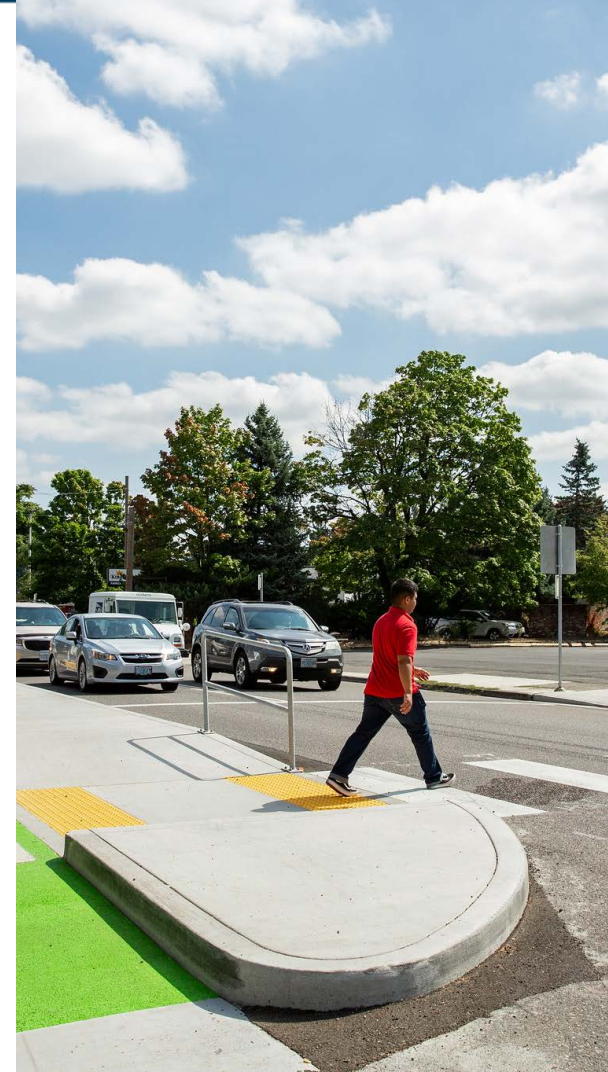
Recruiting people, providing input
on program community workshops

Hosting discussion groups

Promoting online engagement

Making new regional connections

Speaking to Metro Council



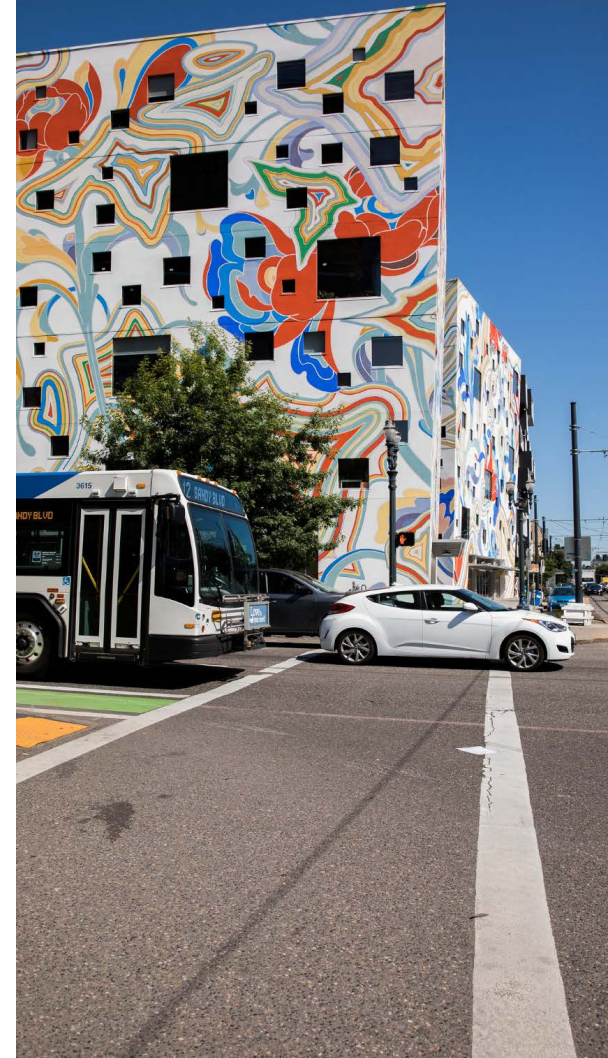
Next Task Force meetings

Feb. 19: Tier 2 corridor proposals & questions

March 4, Parkrose: Regionwide programs & equity analysis update

March 18: Tier 2 feedback to Council

April 1 & 15: Oversight & accountability, final input to Council



Feb. 18 work session preview

Council Tier 1
questions: Airport
Way/82nd,
Clackamas to
Columbia,
Sunrise/212

Updates on
outcomes analyses

