



METRO

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Memorandum

October 28, 1991.

TO: Tanya Collier, Presiding Officer

FROM: Rena Cusma, Executive Officer *RC*

The Portland Future Focus final report identifies Metro as the responsible (lead) agency in achieving results outlined under "Program/Action Items".

Metro also is identified as having some responsibility for the accomplishment of other listed "Program/Action Items".

Follow-thru is expected of Metro and of other agencies designated as "lead".

The following paragraph from the report describes the Future Focus implementation process:

"The work of Portland Future Focus does not end with the release of this plan. A wide variety of community organizations will be working over the next three to five years to set their action steps in motion. In addition, an Implementation Committee of citizens will champion the plan. This committee will be charged not only with monitoring the action steps but also with coordinating any changes to the plan. As currently envisioned, subcommittees of the Implementation Committee will be formed to oversee each of the six action plans. These subcommittees will work closely with organizations to facilitate implementation. The implementation phase must be a dynamic process of interaction between the community, implementing organizations and the Implementation Committee."

I suggest the following steps be taken to assure Metro follow - thru occurs and is clearly understood.

- (1) Program/Action Item(s) will be reviewed by the appropriate departmental staff. Written staff reviews utilizing the Future Focus format will expand, alter, or otherwise refine or elaborate upon the "action" contained in the report.
- (2) Executive Officer will review expanded scenarios produced with staff.

- (3) Material prepared by staff and reviewed by Executive Officer will be forwarded to Presiding Officer for assignment to Council Committees.
- (4) Staff responds to Committee questions or requests for information, if any.
- (5) Following our internal policy discussion and conclusions, this office will contact the Future Focus Implementation Committee to convey Metro's resulting "lead" agency scenarios and anticipated timelines.

cc: Department Heads
Council

Portland Future Focus

Managing Regional Growth Action Plan

Strategy #1: Maintain livability in the Portland metropolitan region through an integrated planning process which focuses appropriate growth in the Central City, protects the natural environment and open spaces, strengthens cultural programs, and enhances neighborhoods.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
<p>1.1 Recognize the region's Urban Growth Boundary (UGB) as a mechanism to shape regional urban form based on a regional growth management plan. Such a plan will reflect a long-term vision for the regional urban form including satellite cities, increased densities, exception areas, urban reserves and linked greenways and natural areas. Implement the adopted Regional Growth Goals and Objectives (RUGGOs). Until that regional growth management plan is in place, there will be a presumption that the UGB will be maintained in its current location.</p> <p>Amend Metro's statute or charter to enable it to adopt a regional growth management plan.</p>	<p>Metro (lead); Land Conservation and Development Commission; cities and counties in the region; Oregon Legislature</p>	<p>Adoption of Regional Urban Growth Goals and Objectives by September 1991.</p> <p>Long-term vision and regional comprehensive plan in place by 1995.</p>	<p>In place</p>	<p>Pressure from developers to expand the boundary</p> <p>Working with State of Washington to include Clark County in the plan.</p> <p>Lack of cooperation among counties</p>	<p>Adoption of long-term vision and regional growth management plan for Multnomah, Clackamas, Washington, Yamhill, Columbia and Clark counties.</p> <p>Enabling legislation in 1993 session.</p>

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<p>1.2 Create a regional system of linked natural areas, open space, trails, and greenways integrated with landscape features, natural areas, wildlife refuges, rivers, streams and crop lands.</p>	<p>Metro (lead); City of Portland; regional cities; business; Multnomah, Clark, Clackamas and Washington Counties</p>	<p>Program was initiated as a regional park inventory and study in 1989.</p> <p>The program entered Phase 3 (analysis, master plan and public outreach) in January 1991, and it will run through February 1992.</p> <p>Begin "Green-spaces" acquisition, protection and preservation" in 1992.</p>	<p>This will be implemented as part of Metro's Green-spaces program. Over 60 parties are already participating in this project. Funding has been received from a variety of sources: Local governments, nonprofits, foundations, neighborhoods, special districts, federal and state governments, and Metro excise taxes. Conservation groups.</p>	<p>Lack of financing strategy for land acquisition; confusion about jurisdictional roles and responsibilities; uncertainty of future funding; resistance by some local jurisdictions to regional government.</p>	<p>Improve water quality and quantity; preserve natural habitat and biodiversity; expand pedestrian access; provide an environmental education program; watershed management program; institute multi-objective management of urban streams and rivers; change in the comprehensive plans of all jurisdictions involved by 1995.</p>

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<p>1.3 Institute ecosystem protection, restoration & management. program that integrates landscape ecology, protection of open space, wildlife refuge parks, crop lands and the maintenance of air and water quality with economic development. The programs should also implement waste management and recycling.</p>	<p>Environmental Commission</p>	<p>Integration by 1993</p>	<p>City Council; Bureau of Planning; Bureau of Environmental Services ; Bureau of Parks; Office of Transportation; Bureau of Water; Businesses; Neighborhood groups; conservation groups; Metropolitan Green-spaces; Architect and planning organizations.</p>	<p>Budget process; resistance from development community</p>	<p>Attainment of all mandated requirements by 2010; watershed protection plans by 1993; assessment of long-term cost savings of program by 1995; integration of programs with air and transportation elements of PFF. Increased pedestrian access to a regional system of paths by 1997.</p>
<p>1.4 Develop a functional plan for change in the current zoning structure to enhance mixed uses, increase density, encourage alternatives to automobile travel, and provide affordable housing along transit corridors.</p>	<p>Metro (lead); Land Conservation and Development Commission; City of Portland; Association for Portland Progress; Multi-family Housing Council; American Institute of Architects</p>	<p>Plan in place by 1993 Housing rule change by June 1992</p>	<p>In place -- Metro's ability to build functional plans along light rail transit corridors. The plan needs to reflect the density needed to support transit.</p>	<p>Some neighborhoods will oppose</p>	<p>Raise minimum density in LCDC and Metro Housing Rule to 8, 10, 12 units per acre depending on city size and location; Metro plan by 1993.</p>

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<p>1.5 Recognize the arts commissions as mechanisms to shape, protect and enhance the built environment. Develop a regional approach to funding, planning and administering arts programs.</p>	<p>Metro (lead); Metropolitan Arts Commission, small and large arts organizations in the region.</p>	<p>Full administration of a regional arts program by 1994</p>	<p>New dedicated taxes will be required</p>	<p>Some local communities will resist regional planning Citizens will resist a new tax.</p>	<p>Completion of Arts Plan 2000 Plus by 1992</p>

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Strategy #2: Develop a transportation system that preserves basic mobility, conserves natural resources efficiently and at a sustainable level, and is paid for by its users.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
<p>2.1</p> <p>Revise transportation investment evaluation criteria to give greatest weight to natural resource consumption factors (consumption of land, airshed, energy); other factors (traffic intensity; economic development) shall be a secondary part of the evaluation criteria.</p> <p>Revise regional transportation plan to reflect the new criteria</p>	<p>Oregon Department of Transportation(lead); Land Conservation and Development Commission; State Agency Council for Growth (coordination)</p> <p>Metro</p>	<p>Revise the criteria by December 1992</p> <p>Revise the plan by December 1993</p>	<p>In place</p> <p>In place for 1991-92 Fiscal Year; resources not allocated beyond 91-92</p>	<p>Resistance by affected agencies; lack of public acceptance; resistance by special interests</p> <p>Lack of resources; government inertia</p>	<p>Density near trans. routes</p> <p>Air quality</p> <p>Decreasing urban space dedicated to roads. Increased density along transit routes, Improved air quality.</p>
<p>2.2</p> <p>Initiate a Constitutional amendment to allow gas tax and vehicle registration funds to be used for mass transit and direct Oregon Department of Transportation to allocate resources based on the criteria in action 2.1.</p>	<p>Joint Policy Advisory Committee on Transportation to lead the formation of a citizen steering committee to lead this effort</p>	<p>1993 Session</p>	<p>In place; Mayor's Office</p>	<p>Automobile Association of America; Oregon Truckers; Rural cities and counties</p>	<p>Density near trans. routes</p> <p>Air quality</p>

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2.3 Seek legislative approval for a regional vehicle registration fee based on efficiency and miles traveled.	City of Portland(lead); Metro; Department of Environmental Quality; regional counties & cities	Prepare legis. by Dec. 1992	User pay	Lack of resources; Automobile Association of America	Reduction in miles driven in the region; Legislation in place.
2.4 After passage, impose a special vehicle registration fee within Portland's Inspection/Maintenance Boundary calculated to reflect 1) vehicle miles traveled (in registration period); 2) vehicle weight (engine displacement); 3) engine combustion efficiency. Establish sliding scale to assess higher fees to less efficient vehicles and lower fees to less efficient vehicles.	Oregon Department of Transportation (lead); Department of Environmental Quality (assist in setting fees)	Implement fee by Jan. 1994	User pay	Lack of resources; Automobile Association of America; Oregon Truckers; public opposition	Reduction in vehicle miles traveled; higher average fleet fuel economy; reduced vehicle emissions.
2.5 Apply revenues from fee in 2.4 to improving air quality and upgrading the multi-modal transportation system, including arterial streets and non-motorized transportation. Expenditures should also work to address issues of social equity.	Oregon Department of Transportation; Metro	July 1995	User pay		

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2.6 Revise the Land Conservation and Development Commission transportation rule #12 to set maximum parking transportation standards for commercial, industrial and institutional developments. The standards could decline over time as transit service improves. The revisions should assist in creating compact development, encouraging mass transit, carpools and vanpools and reducing congestion. Revise local transportation plans with measures to reduce auto usage.	Land Conservation and Development Commission; Tri Met	<ul style="list-style-type: none"> •Revisions to the rule adopted by Land Conservation and Development Commission by August 1992. •Revisions to local transportation plans complete by August 1993 	In place Each local government's transportation budget	Developers are generally opposed to parking limitations	<p>Air Quality State Implementation Plan is changed to effect reduced vehicle travel to meet and maintain air quality standards.</p> <p>The number of cities with parking standards; the number of parking spaces reduced or restricted because of those standards</p>
2.7 Establish a system of highway tolls collected electronically and keyed to peak hour travel. Seek legislative approval for a regional electronic toll system. Tolls would be based on peak/off-peak travel and calculated to pay for the true costs of congestion. Funds would be expended within the assessment area for tax reduction, transportation system improvements, and mitigation of impact on low income residents..	City of Portland (lead); Oregon Department of Transportation; Metro; Department of Environmental Quality	<p>Approval of 1993 legislature</p> <p>Implement by June 1994</p>	Revenue bonds to be repaid by user fees	Need for both state and federal legislation; strong public opposition; high public costs	Decreased traffic congestion, decrease in vehicle miles traveled, improved air quality, increase in transit ridership.

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<p>2.8 Create additional spokes of hubbed light rail system with corridors connecting Portland, Oregon City and Vancouver. Continue to focus on the Central City while adding light rail access to the airport, Milwaukie, Oregon City, Lake Oswego, Tigard, Hillsboro and Vancouver.</p>	<p>Tri- Met (lead); City of Portland; Metro; State of Oregon; State of Washington</p>	<p>Seek appropriation from 1995 Oregon Legislature for the Oregon City spoke.</p> <p>Seek approp. from the 1999 Oregon and Washington Legislatures for the Vancouver spoke</p>	<p>Additional funding will be necessary for the Oregon City and Vancouver spokes.</p>	<p>Obtaining the funding</p> <p>Failure to have a clear strategy for overall implementation of light rail.</p> <p>Lack of commitment to a compact urban form.</p>	<p>Adequate funding for completion of the light rail system.</p> <p>No more than 1/2 an hour commute (one-way) for 80% of work trips.</p> <p>Reduced daily vehicle trips in the metropolitan area.</p>

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Strategy #3: Consolidate programs and services at the most appropriate level of government for taxation and delivery purposes.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
3.1 Ensure that full municipal services are available throughout urban areas in the region by annexing all of the urban land to Portland or other existing cities.	Cities in the region	Full transition complete by 2000.	Traditional revenue sources supplemented by a local option sales tax	Resistance of smaller cities and service districts. The need for a broad coalition of public and business support	20% of unincorporated urban land added to cities by 1995 Urban service agreement in place on Portland's west-side boundary by 1995
3.2 In consultation with other governments in the region, consolidate services now delivered by Metro and the three metropolitan counties under a single governmental unit and allocate urban functions and revenue between this unit and other local units.	Metro (lead); three metro counties; cities; service providers; Portland State University; City Club	Begin immediately through Metro's charter review process. A package of implementing bills prepared for 1995 legislative session.	PSU could conduct a study of current regional demands and the feasibility of regional government. Restructuring of revenue sources may be necessary.	Reluctance of jurisdictions to consolidate. Lack of a broad constituency in support of regional government	

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Strategy #4: Plan housing regionally to achieve increased density, infill, improved transit, bicycle and pedestrian orientation, diversity, equal opportunity, and affordability.

Program/Action Item	Responsibility	Timeline	Resources	Obstacles	Milestones
4.1 Amend local and regional plans to promote the construction for a variety of affordable housing types in cohesive neighborhoods.	Metro (lead); LCDC; cities; housing authorities	Amendments to Metropolitan Housing Rule by September 1993; local plans respond to rule changes by 1995	Land Conservation and Development Commission staff; local governments planning depts; Metro; neighborhood groups; planning commissions; city councils		Greater variety of housing types; greater number of housing projects built at or near full densities
4.2 Develop a regional housing plan to address issues of affordability, density, home ownership, neighborhoods and location. It should include: attainment of affordability targets, minimum density requirements, affordable housing close to employment, variety of housing types, goals for mixed-use development.	Metro (lead); all local governments	1996	Metro staff; local government staff; businesses; Housing Authority of Portland	1986 Federal tax package; access to financing; lack of regional consensus; building codes; community development corporations.	Portland - Multnomah County Consolidated Housing Affordability Study completed by November 1991; employer assisted programs in the city and suburbs; decline in the percentage of substandard housing; a higher percentage of projects built at or near maximum density; the number of units for low-income households.