



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council strategy session agenda

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**Tuesday, November 30, 2021**

**10:45 AM**

**<https://zoom.us/j/471155552> (Webinar ID:  
471155552) or 877-853-5257 (toll free)**

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Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public.

This meeting will be held electronically. You can join the meeting on your computer or other device by using this link: <https://zoom.us/j/471155552> (Webinar ID: 471155552) or 877-853-5257 (toll free)

If you wish to attend the meeting, but do not have the ability to attend by phone or computer, please contact the Legislative Coordinator at least 24 hours before the noticed meeting time by phone at 503-797-1916 or email at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov).

**1. Call to Order and Roll Call**

**2. Strategy Session Topics:**

2.1 Strategic Framework Update **21-5630**

Presenter(s): Marissa Madrigal (she/her), Metro

2.2 Budget Overview **21-5632**

Presenter(s): Marissa Madrigal (she/her), Metro  
Brian Kennedy (he/him), Metro

**3. Chief Operating Officer Communication**

**4. Councilor Communication**

**5. Adjourn**

# Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro’s civil rights program, or to obtain a discrimination complaint form, visit [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet’s website at [www.trimet.org](http://www.trimet.org).

### Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

### Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

### Metro 的不歧視公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

### Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullanka dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmaha shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

### Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

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Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、[www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

### إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

### Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

### Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

### Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

### Avizul Metro privind nediscriminarea

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](http://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.

### Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

Materials following this page were distributed at the meeting.



Metro

# Council Budget Strategy

November 30, 2021



# Agenda

- Strategic Framework for Recovery Update
  - Department Goals Recap & Progress
- Priority Recommendations
- 5 Year Budget Forecast

# **Strategic Framework for Recovery**

11.30.2021

## COMMITMENTS

# Keep our promises and build back better



## GUIDING PRINCIPLES

**Racial justice**

**Climate justice and resiliency**

**Shared prosperity**

## HOW AND WHERE

### **The roles we play**

Employer

Investor

Policy maker

Service provider

Influencer

Regional convener

### **Our service areas**

Garbage and recycling

Visitor venues

Oregon Zoo

Parks and nature

Land use and transportation

### **Our programs**

Affordable housing

Supportive housing

Parks and nature investments

Economic development

Diversity, equity and inclusion



# Human Resources

- Inclusive recruitment strategies
  - New pre-employment background check process
  - Paperless onboarding
- Safe & Inclusive workplace policy model implementation
  - Gender Inclusion - Transition Planning & Systems Analysis
- Expanding access to professional training to all employees (including targeted training for supervisors)
- Hybrid / Flexible Work Policy



# Finance

- Support venue re-opening and new programs (SHS, Parks and Nature Bond)
- Improve reporting to connect investments to outcomes
- Move finance function from transactional focus to partnership model

# Information Services

- Implement Microsoft 365 for better collaboration
- Complete Cloud Computing Strategy
  - Provide wider, more resilient access to data and programs
  - Assessment of climate justice with more sustainable hosting
- Process improvement
  - Gender inclusion policy
  - Better onboarding processes
  - Cybersecurity

# Capital Asset Management

- Maintain public trust with voter approved capital investments
- Manage and plan for capital asset risks and funding needs
- Site, design, build, and manage capital assets to advance climate justice and resilience
- Update Metro's internal climate goal, benchmarks and strategies

# Communications

- Increase awareness, understanding and community engagement with Metro's services, opportunities and policies among communities of color.
  - Keep promises: Goal B, racial equity strategy, meaningfully engage communities of color
  - Build back better: Create more accessible and inclusive content, spaces and decision-making

# DEI

- Utilization of Racial Equity Framework in various parts of the agency – embedded in operations/project management/decision making
- Establish decision making tables internally and externally.
- Track measurable outcomes for the work

# Oregon Convention Center

- Recover and fulfill our contract commitments
- Implement shared prosperity actions
- Implement OCC's five-year Racial Equity Action Plan internally
- Increase external outreach with community partners (phased over 5 years)
- Replenish the financial operating reserve and capital reserves
- Improve sustainable outcomes/climate resiliency (3-5 years for reserves, out years for investments and improvements)

# Portland'5

- **Rebuild team**
  - Racial equity lens to recruitment
  - Resources for returning and on-site employees
  - Employee equity from the bottom up
  - Return of education and community engagement team
- **Rebuild business**
  - Confidence in venue safety
  - Evaluate mission with values and guiding principles
  - Promote artists of color
  - P'5 Presents, more diverse programming
  - Brunish Hall, performing arts users of color

# Expo Center

- Fiscal responsibility
  - Asset management
- Facility stewardship
- Customer and community relationships
- Staff engagement, racial and climate leadership



# Oregon Zoo

- Develop a financially sustainable funding model
- Rebuild the team
- Enhance the guest experience
- Continue to meet AZA standards

# WPES

- Foster inclusive prosperity and workforce equity.
- Prepare for emergencies and solid waste system recovery.
- Strengthen systems for recovery of recyclables, food scraps and yard debris.
- Provide excellent and equitable garbage and recycling system access and service.
- Reduce environmental and health impacts of products and trash and advance environmental literacy.
- Foster continuous improvement in WPES internal administration and operations aligned with Regional Waste Plan goals.

# Parks and Nature

- Clarifying Outcomes for Bond Work
- Keeping Promises to Voters
- Improved Communication
- Increase Community Engagement Capacity

# Planning

- Fulfill promises to voters: Affordable Housing Bond and Supportive Housing Services
- Fulfill Federal and State Planning Requirements
- Maintain analytical integrity and quality expected of Metro
- Replace the unjust and discriminatory foundations of urban planning with new practices, systems and approaches that promote racial justice and harm restoration

# Recommended Council Priorities

- Supportive Housing Services Oversight
- Parks Bond implementation
- Solid Waste System Updates and Financing
- Venue Stabilization

# Discussion Question

- Are these the right top priorities for us as an organization right now?

# **Five-Year Forecast**

November 30, 2021

# Agenda

- Context and background
- Key economic factors
- Department & fund outlooks

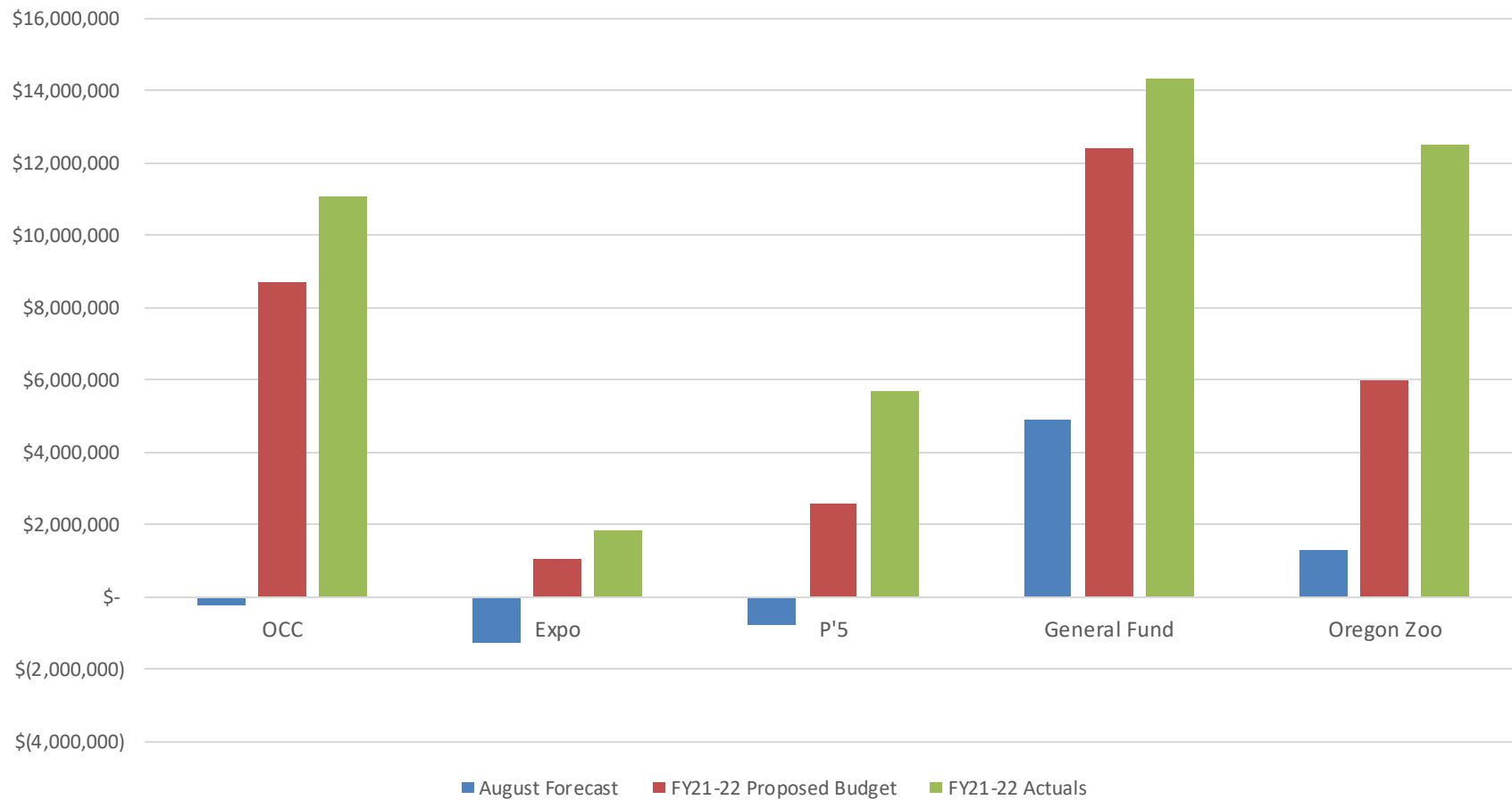


# Last fiscal year...

- Hard decisions in 2020 positioned Metro well to recover
- Some parts of the economy are recovering better than others
- Metro's recovery will be uneven

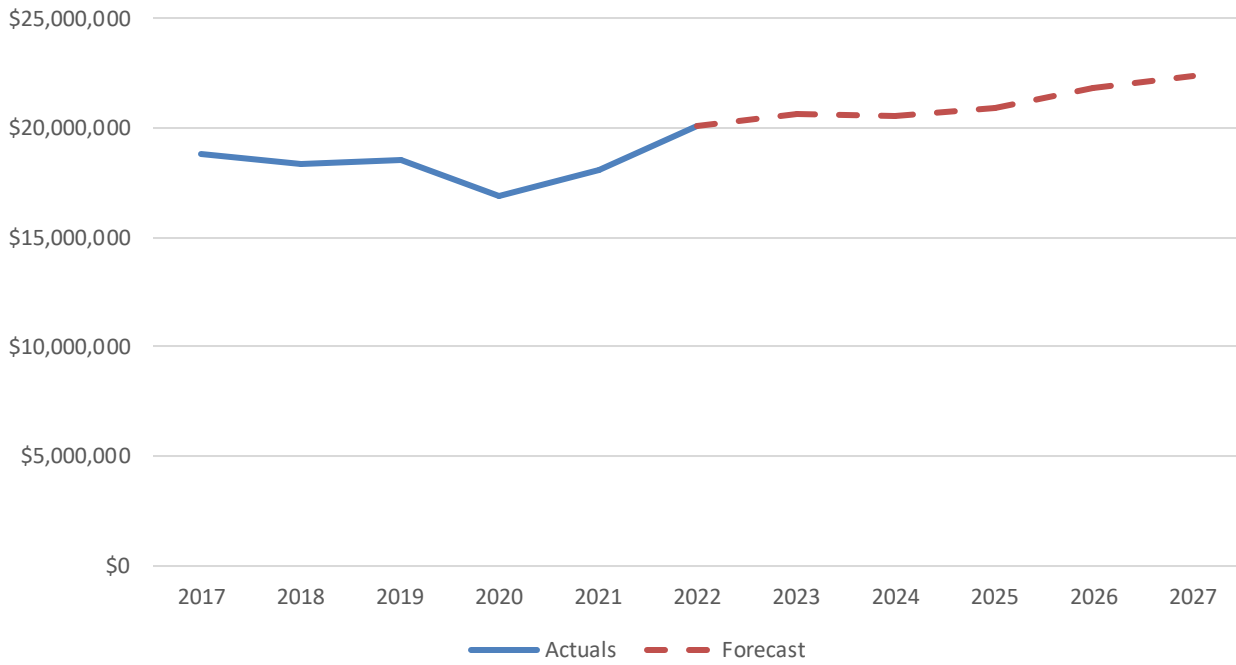
# Metro is recovering

FY2021-22 Beginning Fund Balance Projections

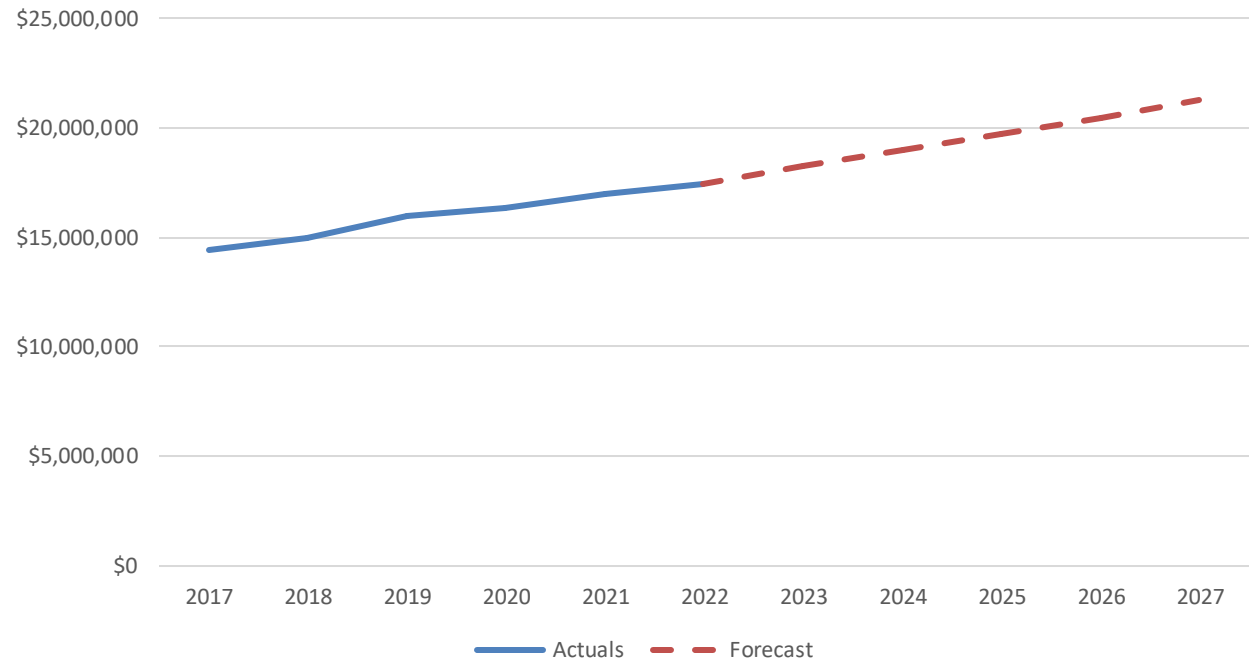


# General tax revenues are steady

### Solid Waste Excise Tax

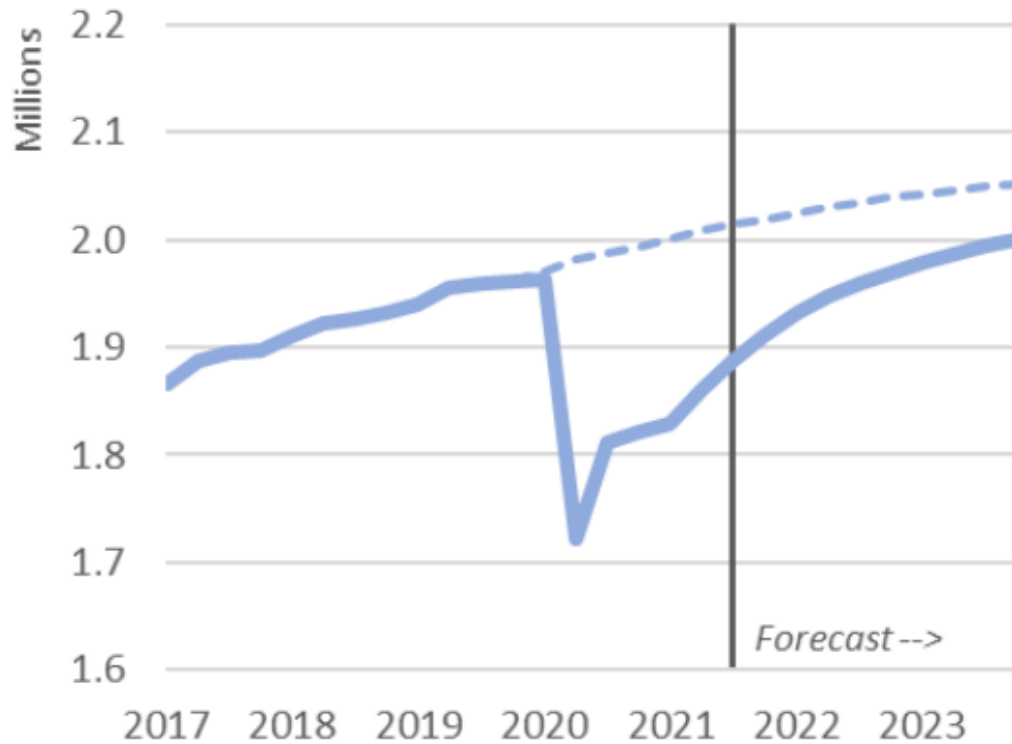


### Property Tax - Permanent Rate

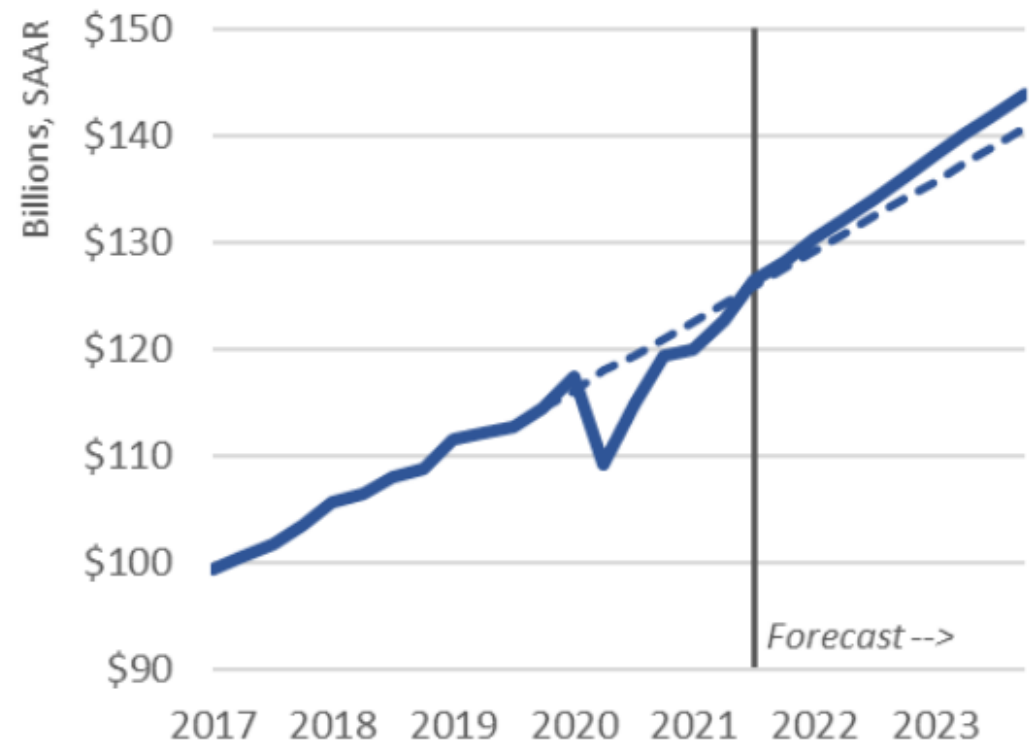


# Oregon's economy is strong

Employment 4% below peak



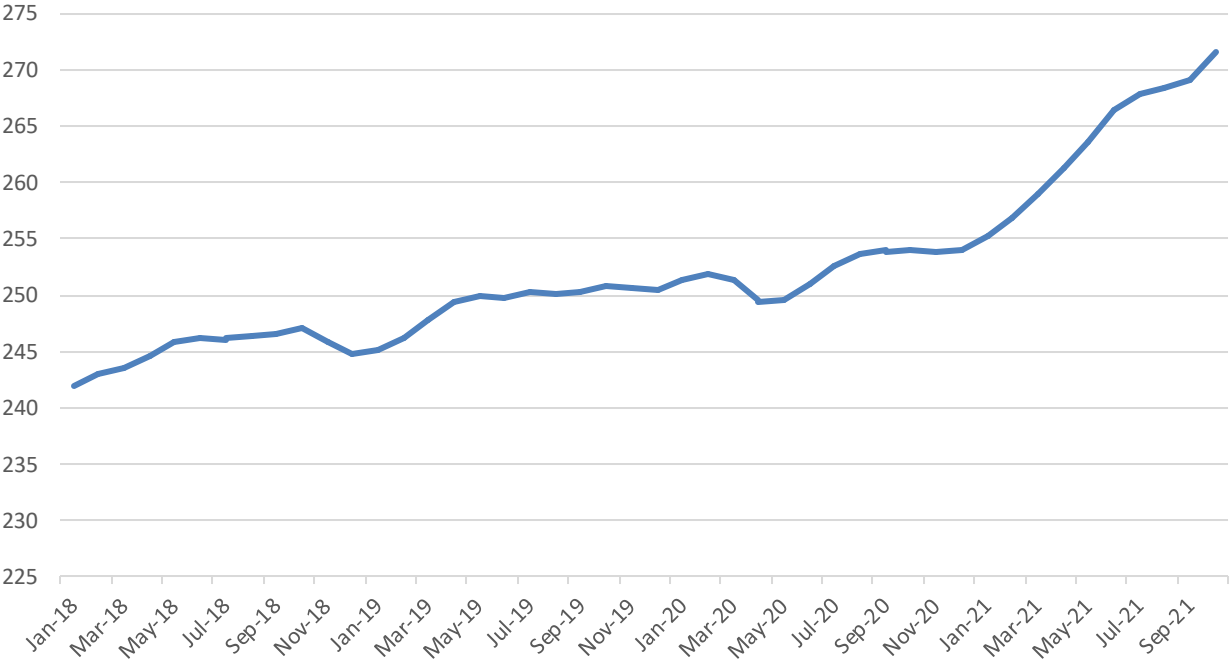
Wages and Salaries 8% above peak



Dotted lines are pre-pandemic forecast | Latest data: 2021q3 | Source: BLS, Oregon Employment Dept, Oregon Office of Economic Analysis

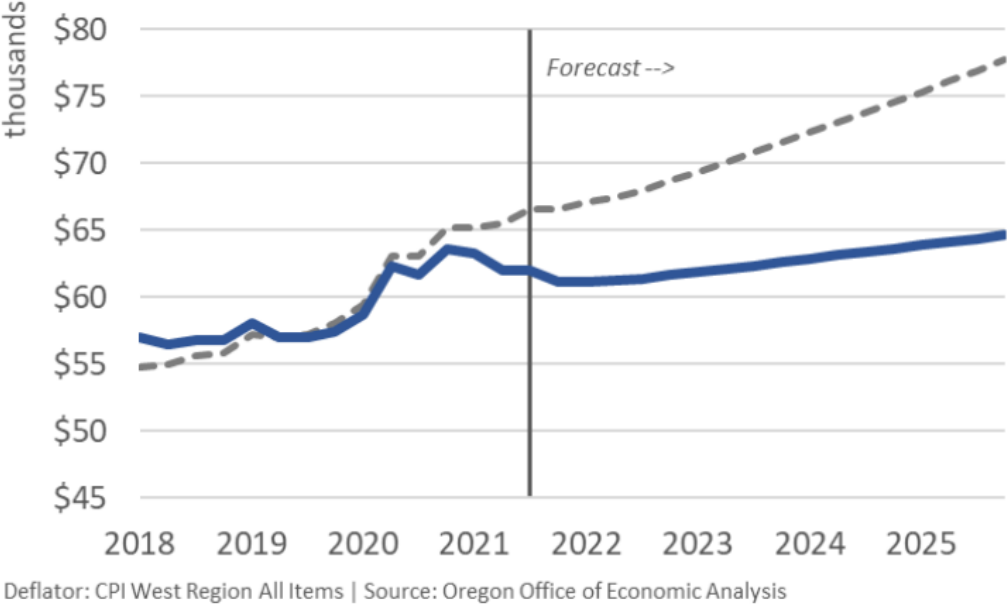
# There are new threats

Inflation



Oregon Average Wage Outlook

Nominal | Inflation-Adjusted 2019\$

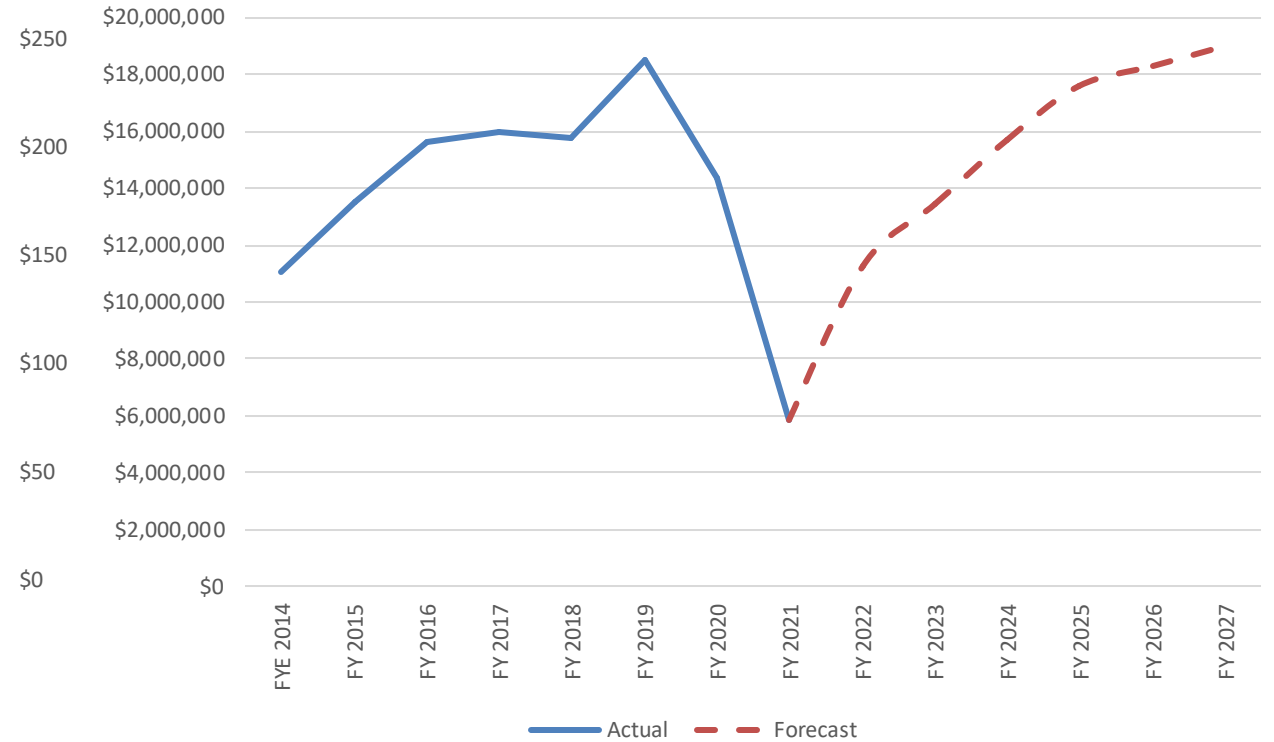


# Recovery is uneven

Downtown Hotel Occupancy and Room Rates

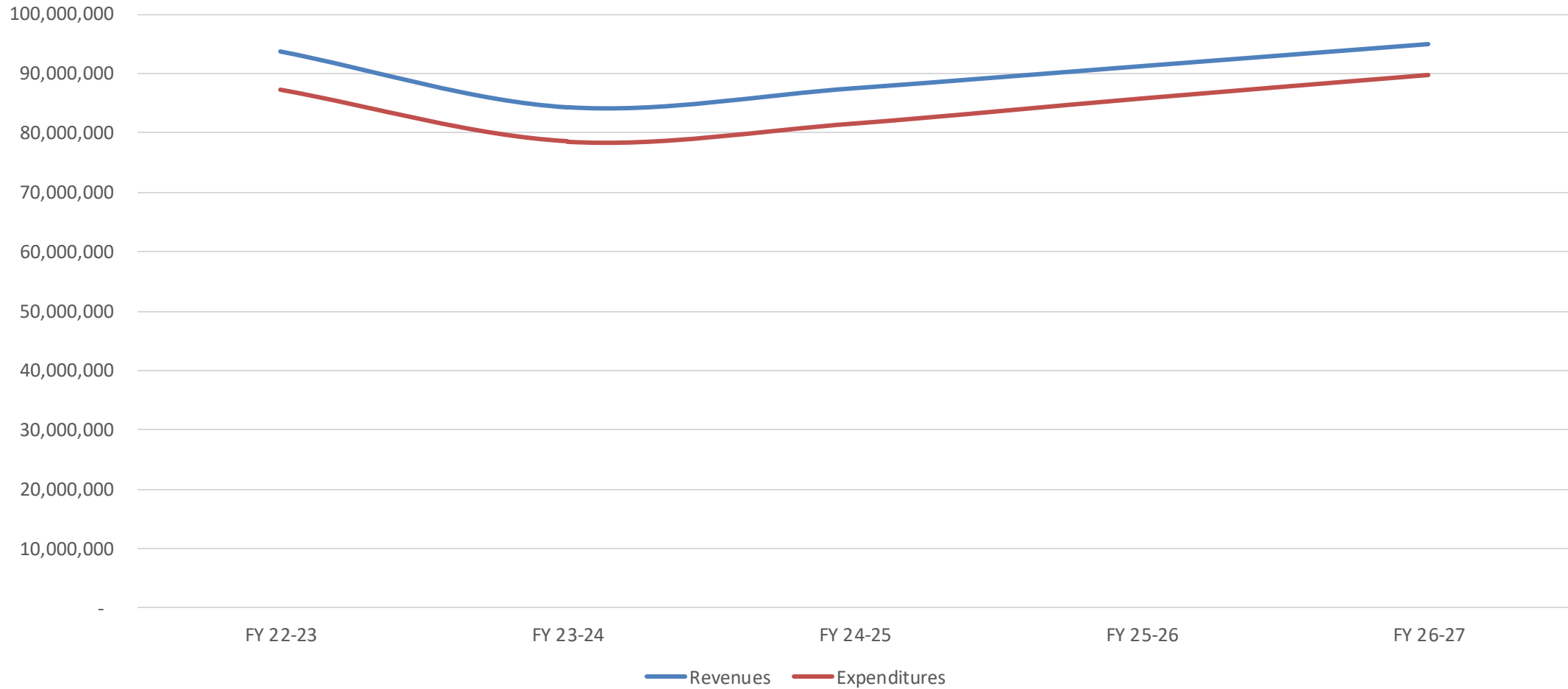


Transient Lodging Tax



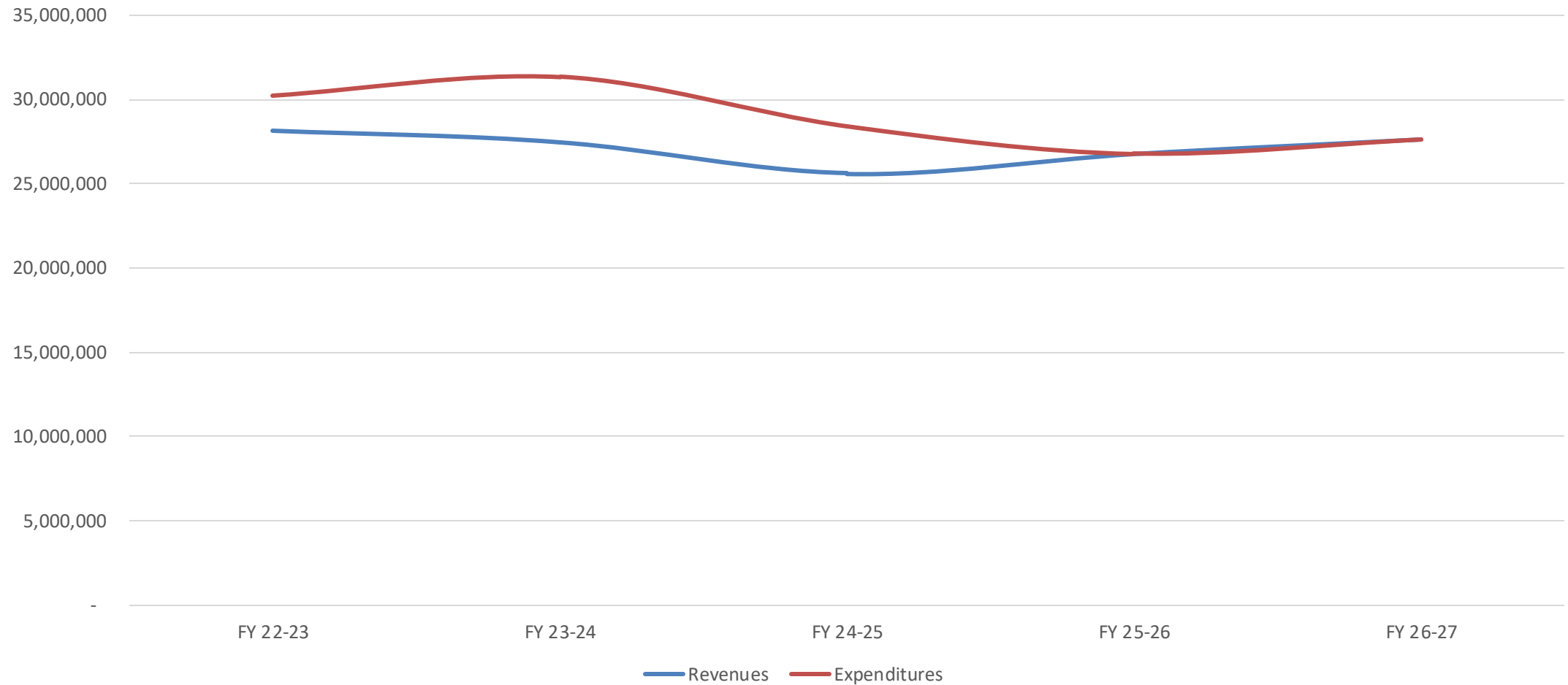
# Five-year Forecast

# General Fund

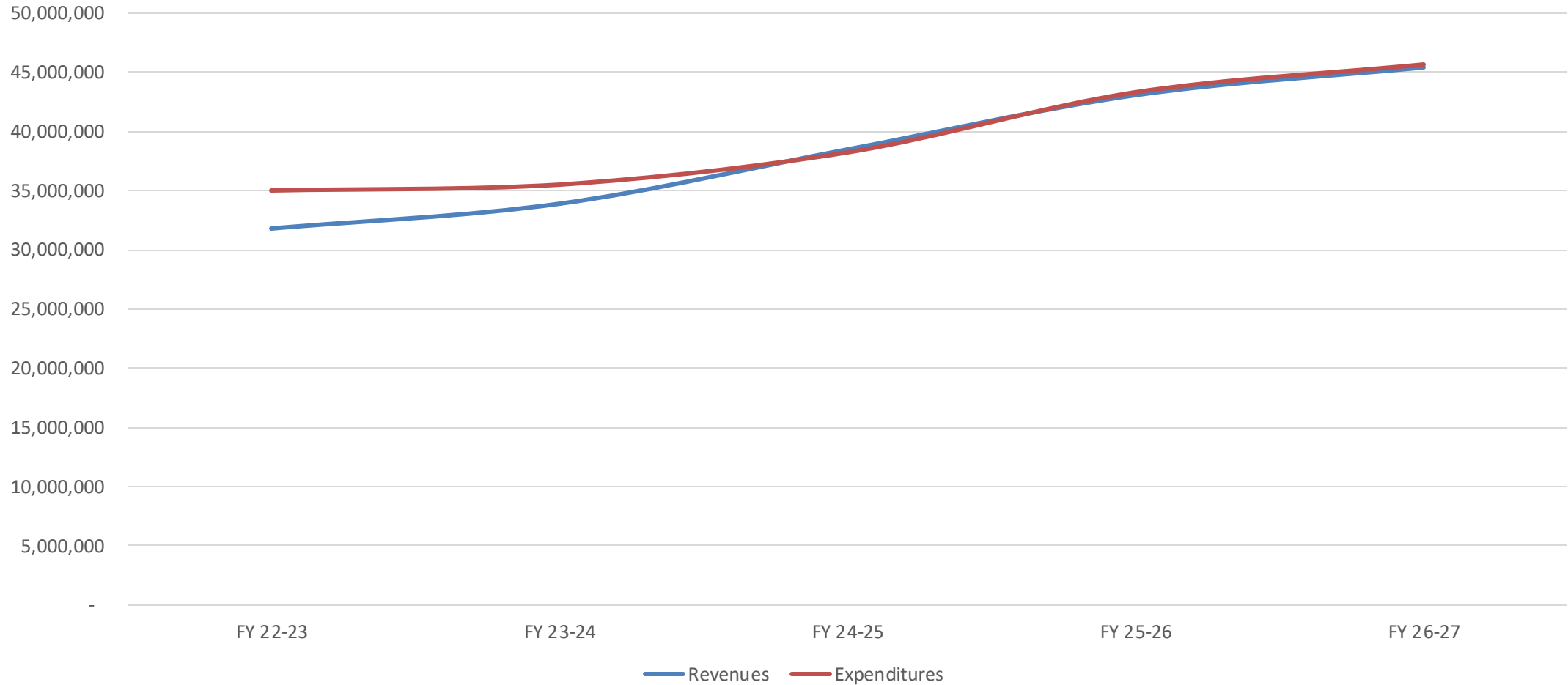




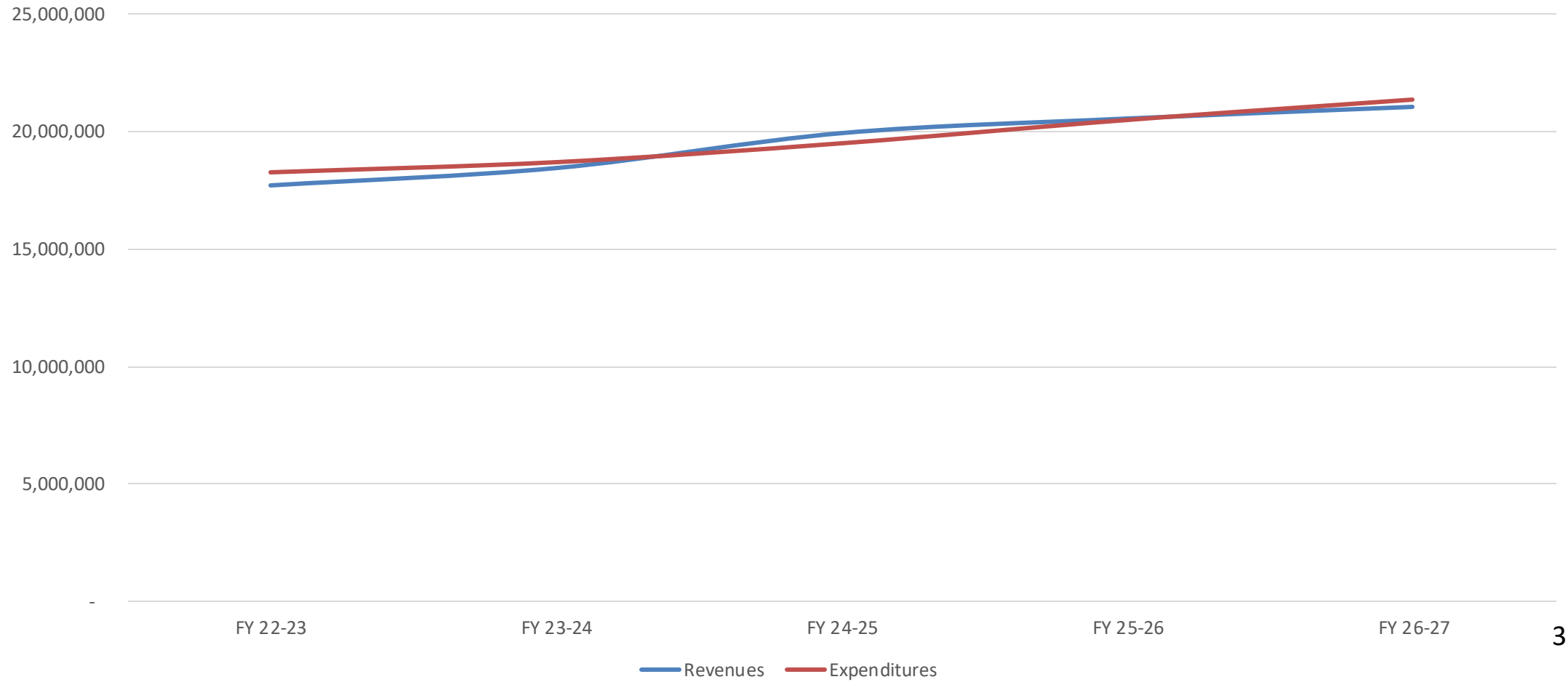
# Planning and Development



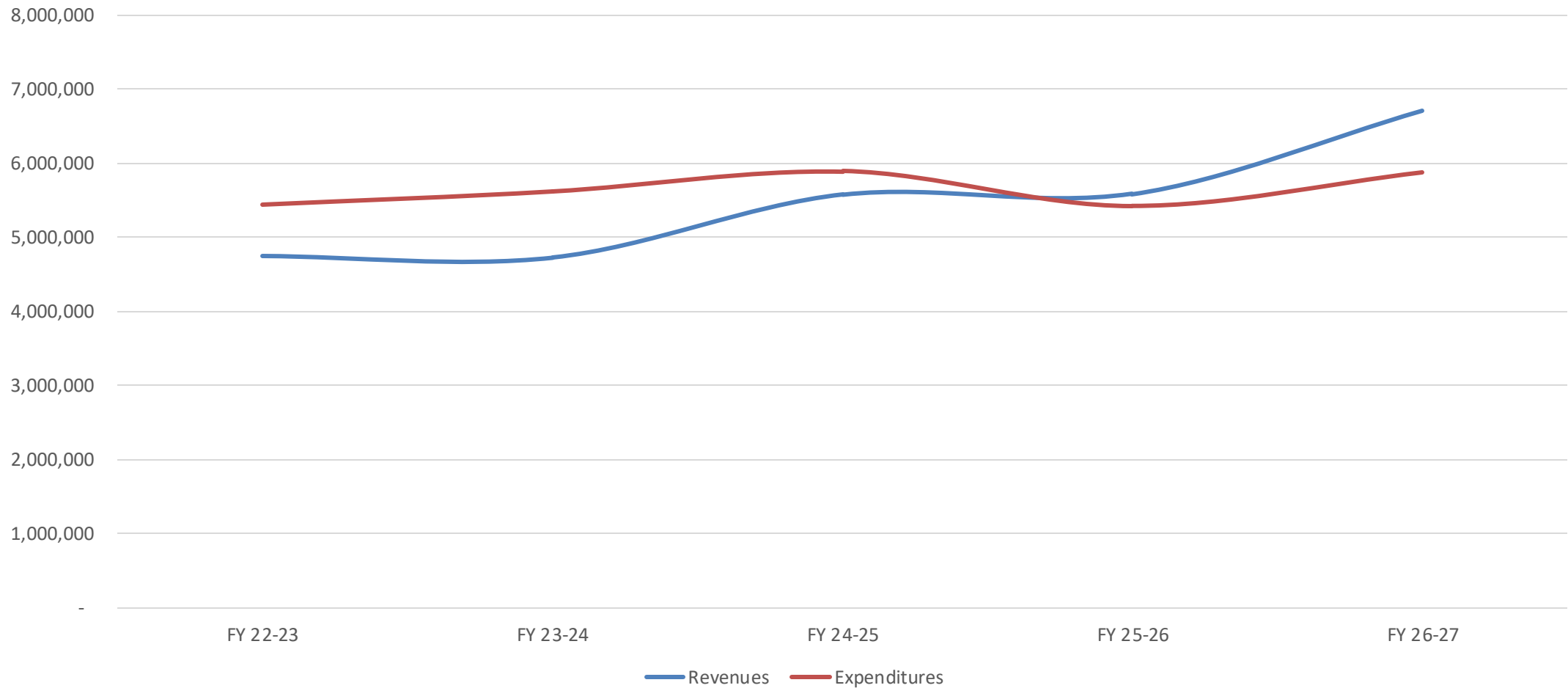
# Oregon Convention Center



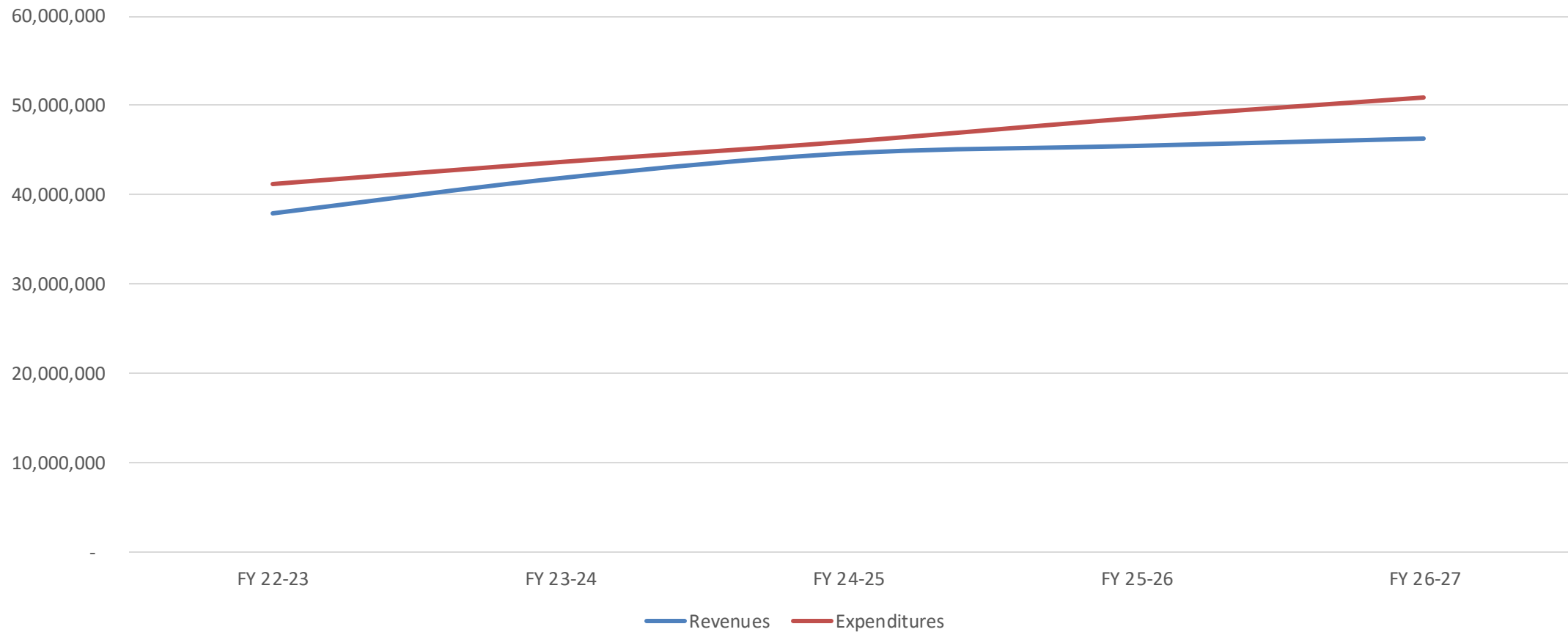
# Portland'5



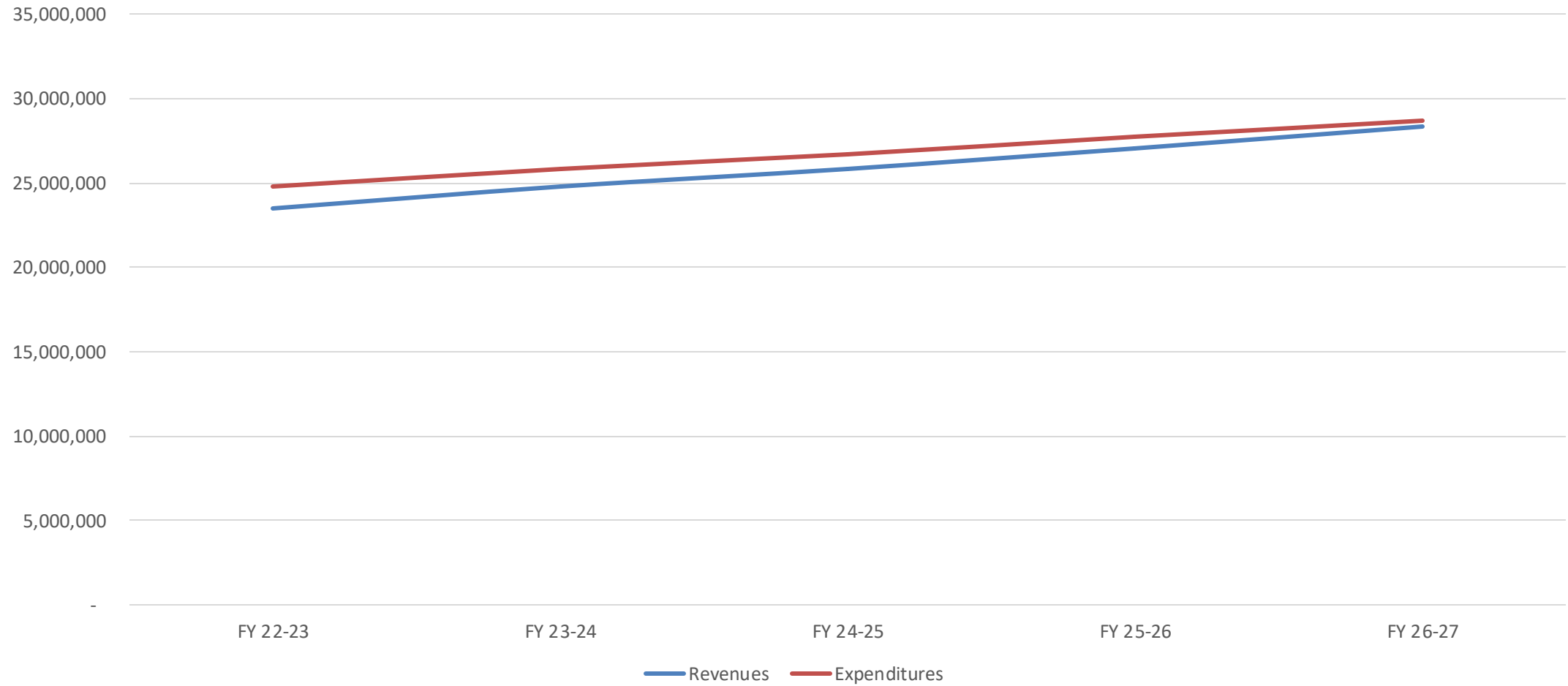
# Expo Center



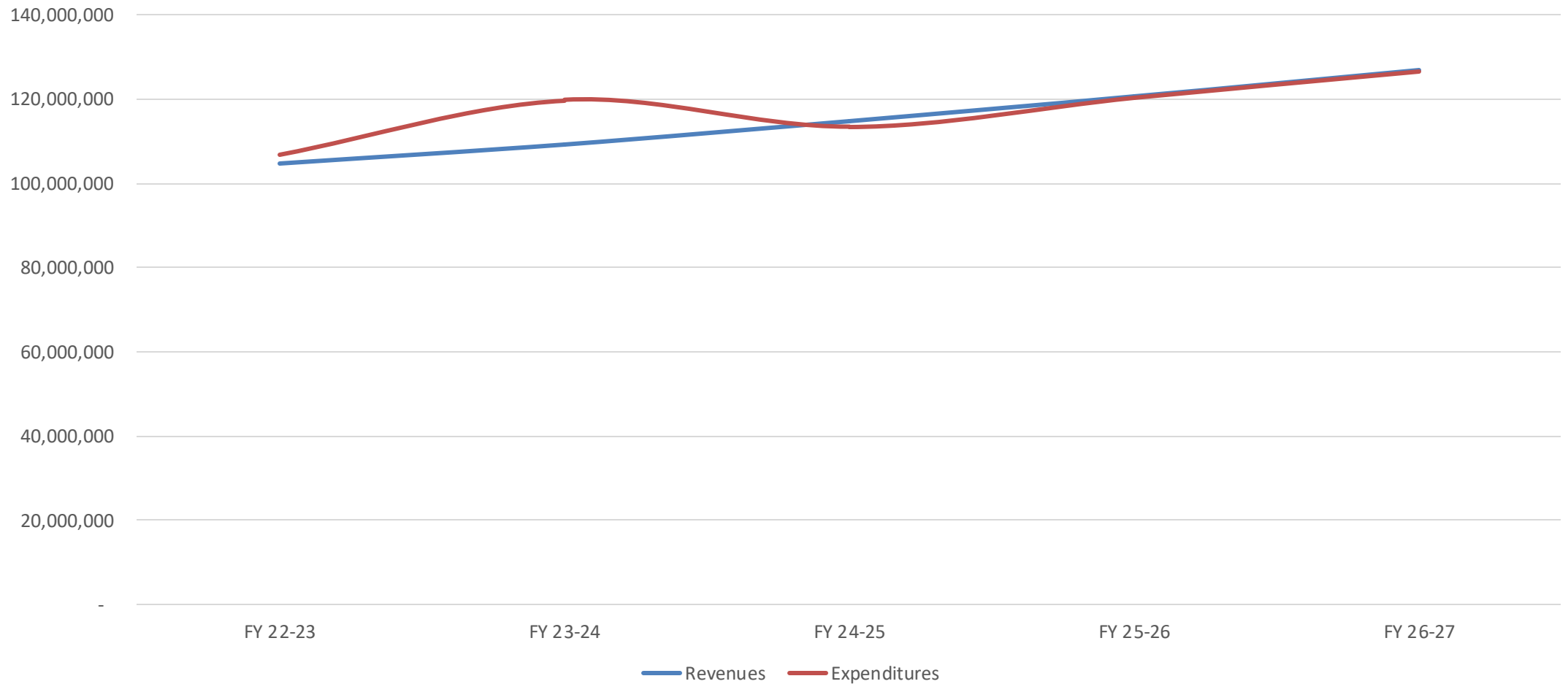
# Oregon Zoo



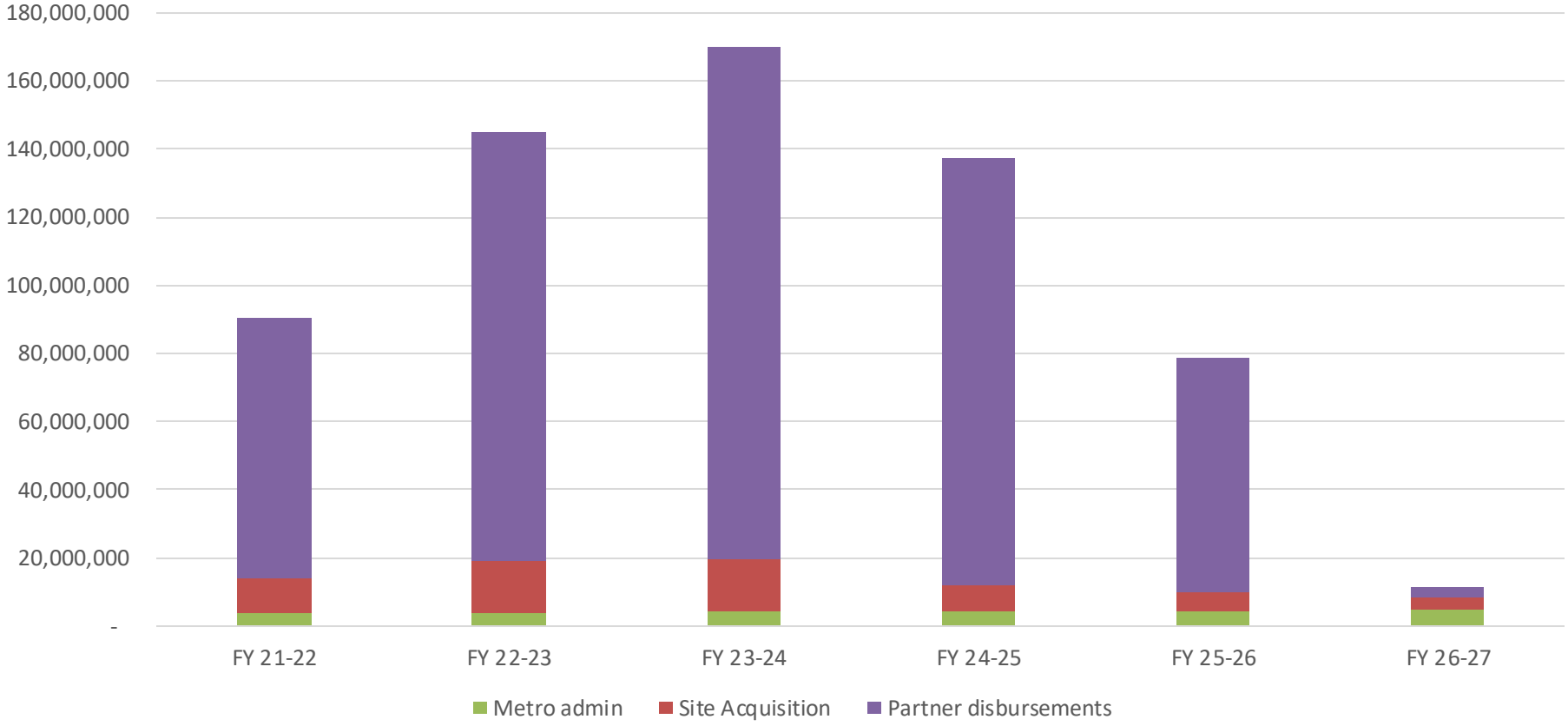
# Parks and Nature Operating Fund



# Waste Prevention & Environmental Services

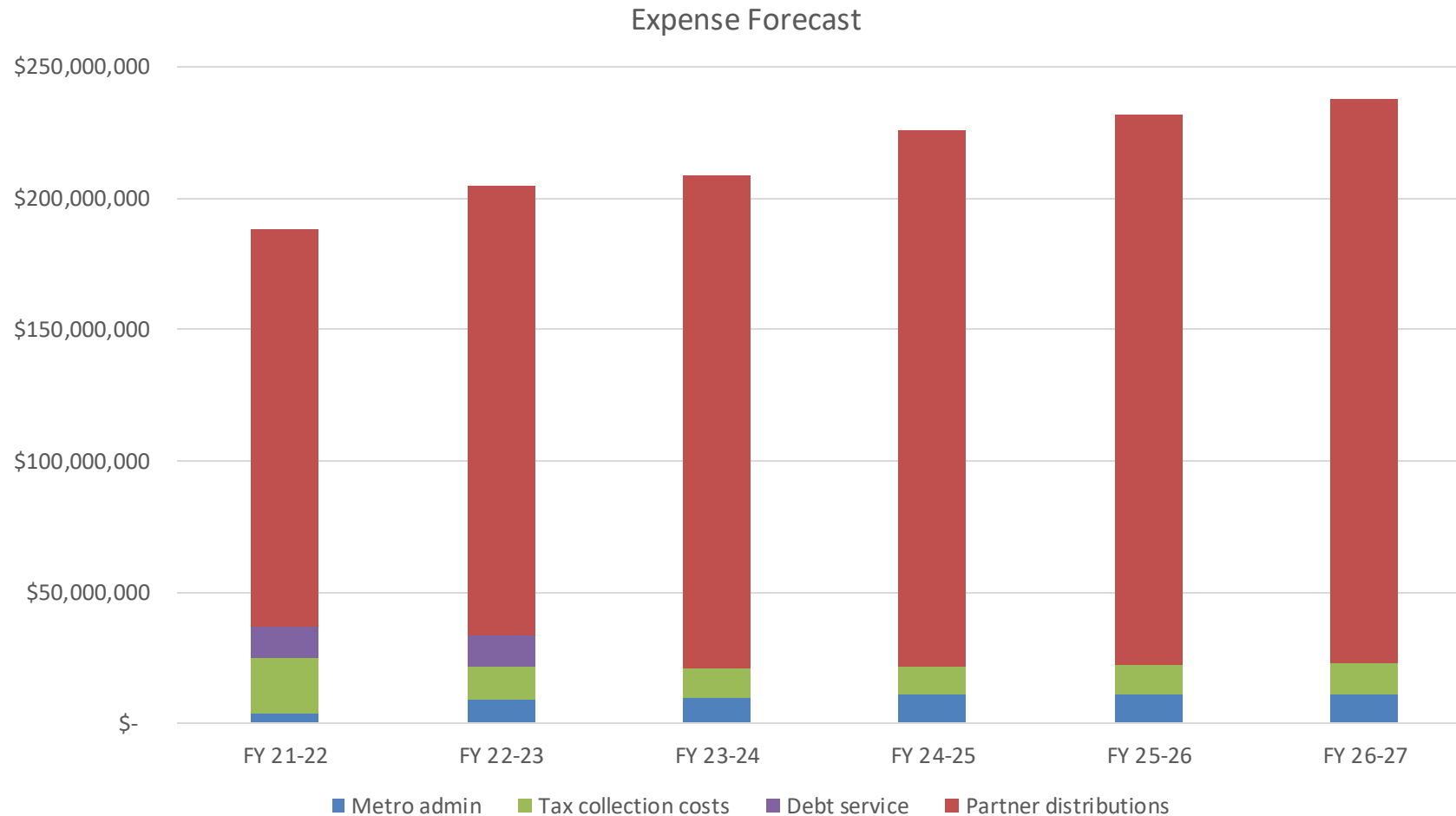


# Affordable Housing Bond

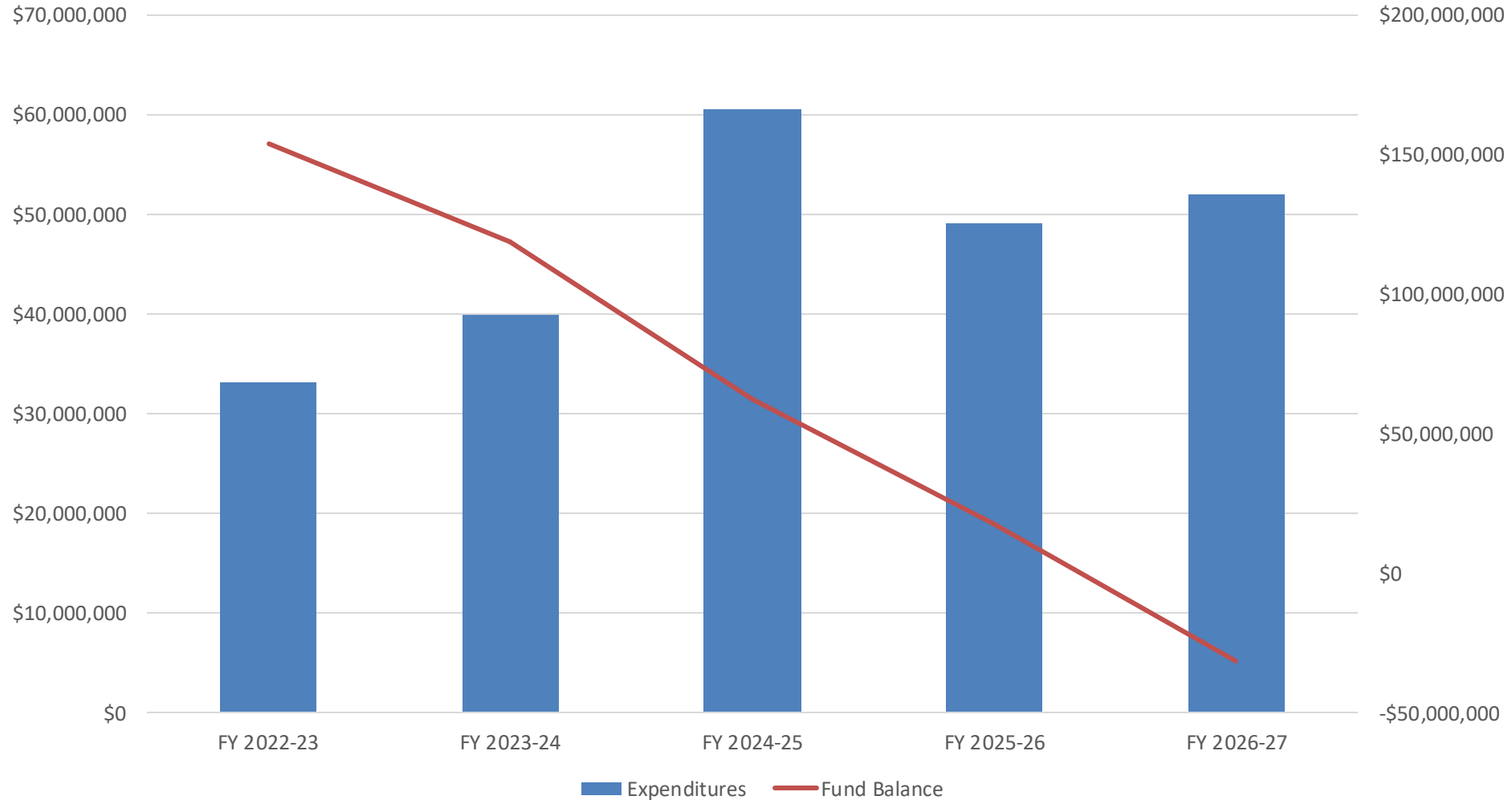




# Supportive Housing Services



# Parks and Nature Bond



# Financial Challenges and Opportunities

# Capital Funding

- Metro Regional Center Bond fully expended
- Venue capital funding uncertain
  - TLT Pooled Capital funding unlikely
  - Enterprise net revenues unlikely

# Operating Costs

- PERS Employer Rates
- Inflation
- Affordable Housing Bond administrative costs

# Opportunities

- Remaining Parks and Nature Bond authorization
- General Fund flexibility
- Parks and Nature/Zoo Bond refinancing

# Next Steps

- How should Council priorities be reflected in the budget instructions to departments?
- Are there challenges or opportunities that we missed?



Arts and events  
Garbage and recycling  
Land and transportation  
Oregon Zoo  
Parks and nature

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