



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council meeting agenda

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**Thursday, October 12, 2023**

**10:30 AM**

**<https://us06web.zoom.us/j/85669404815>**

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You can join the meeting on your computer or other device by using this link:

<https://us06web.zoom.us/j/85669404815>

### **1. Public Communication**

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Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the legislative coordinator by phone at 503-813-7591 and providing your name and the agenda item on which you wish to testify; or (b) registering by email by sending your name and the agenda item on which you wish to testify to [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Those wishing to testify in person should fill out a blue card found in the back of the Council Chamber.

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### **2. Call to Order and Roll Call**

3. Metro Strategic Targets Town Hall Listening Session

**23-5941**

### **4. Adjourn**

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្រឹក្សាស្តីពីការរើសអើងសូមទូរស័ព្ទទៅលេខ 503-797-1700 ។ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights) ។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃច័ន្ទ) ។ ប្រសិនបើលោកអ្នក មុនថ្ងៃប្រជុំដើម្បីរៀបចំឲ្យមានអ្នកបកប្រែភាសាសំរាប់លោកអ្នក ។

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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 ntxov txog 5 teev tsaus ntxuj weekdays) 5 hnuv ua hauj lwv ua ntej ntawm lub rooj sib tham.



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# Strategic Targets Project

Town Hall | October 12, 2023

# Technology Check and Polling Demo

If you have any tech issues, please contact –  
[legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov)



# Developing Metro Strategic Targets

April – May 2023

June – October 2023

Phase 1  
DISCOVERY

Phase 2  
VISIONING

Phase 3  
OUTCOMES DEFINITION

Phase 4  
WORK-PLANNING

## Project planning:

- Task force development
- Hiring consultants
- Council feedback
- Research and project refinement

## Stakeholder Visioning Sessions:

- Labor and workforce groups
- Community based organizations
- Environmental advocates
- Elected officials and government leadership
- Business leaders

## Target development:

- Internal expert teams
- Draft targets
- Council and external SME feedback
- Council Work Session

## Target refinement and adoption

- Public town hall
- 2<sup>nd</sup> Work Session
- Target refinement
- Council adoption
- Stakeholder engagement
- Implementation planning

## Phase 2 - Visioning

- 76 stakeholders participated
- 11 visioning sessions



## Phase 3 - Outcomes Definition

- Internal subject matter expert workshops
- External subject matter expert workshops
- Councilor briefings



# External Stakeholder Attendees

1000 Friends of Oregon  
Access for All  
Adelante Mujeres  
American Society of Landscape Architects  
Black Community of Portland  
Business Oregon  
Centro Cultural of Washington County  
City of Cornelius  
City of Fairview  
City of Gresham  
City of Happy Valley  
City of King City  
City of Lake Oswego  
City of Milwaukie  
City of Portland  
City of Sherwood  
City of Tigard  
City of Troutdale  
City of Tualatin  
City of Wilsonville  
Civic Engagement Collective

Clackamas County Business Alliance  
Columbia Land Trust  
Columbia Pacific Building and Construction Trades  
Enterprise Community Investment  
Faison Construction, Inc  
Getting There Together  
Greater Portland, Inc.  
Home Building Association of Greater Portland  
Hygiene4All  
Institute for Applied Ecology  
International Association of Machinists  
Intertwine Alliance  
Land Trust Alliance  
Latino Built  
Latino Network  
LIUNA  
Mayer/Reed  
Metro Natural Areas Oversight Committee  
Mortenson  
Multnomah County  
NAACP  
Native American Youth & Family Center

Oregon Employment Department  
Oregon Environmental Council  
Oswego Lake Watershed Council  
Pacific Northwest Regional Council of Carpenters  
Portland Audubon  
Portland Metro Chamber  
Portland Metropolitan Association of Realtors  
Portland Parks & Recreation  
Portland State University  
Professional Business Development Group  
Prosper Portland  
Soul District Business Association  
Stoel Rives, LLP  
The Marie Equi Institute  
The Street Trust  
Tualatin Hills Parks & Recreation District  
Tualatin Riverkeepers  
Verde  
Washington County  
Welcome Home Coalition  
Willamette Riverkeepers



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# Environment



# Visioning Session Themes:

## PRIORITY 1



Increase access to and volume of green spaces

## PRIORITY 2



Expand waste management and recycling access



Reduce greenhouse gas emissions (GHG)

## PRIORITY 3



Increase and maintain the regional tree canopy



Strengthen climate resilience of the region



Expand access to safe, free and clean public transit

## OTHER THEMES



Protect and expand access to waterways



Accelerate EVs & related infrastructure



Balance green space and housing development



Increase education about environment and conservation



Reduce wildfire risks



Expand green jobs training



Incentivize green construction

# Targets Development and Refinement

ENVIRONMENT

ENVIRONMENT

ENVIRONMENT



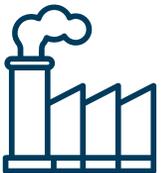
STRATEGIC TARGET

**Nature Close  
to Home**



STRATEGIC TARGET

**Climate Justice &  
Resilience for All**



STRATEGIC TARGET

**Meeting Our  
Climate Goals**

**What we heard from stakeholders:**

- **Climate change is the #1 issue - focus efforts there**
- **Resilience for people + nature**
- **Targets should not duplicate existing Metro plans/work**
- **Increase food recycling, composting**
- **Choose targets that improve things for everyone**



## STRATEGIC TARGET

# Meeting our Climate and Resilience Goals

## DESCRIPTION

In the face of a changing climate, we must reduce GHG emissions, be more sustainable, and build resilience to safeguard nature and people.

## STRATEGIES &amp; METRICS

## STRATEGY 1: Reduce Emissions

**Key Regional Metric:**  
Reduced **Regional Greenhouse Gas** Emissions

## STRATEGY 2: Sustainable Communities

**Key Regional Metric:**  
Reduced **Waste Generated** per capita (lbs per person)

## STRATEGY 3: Regional Resilience

**Key Regional Metric:**  
Reduced **Climate Related Deaths and Illness**



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# Economy



# Visioning Session Themes:

PRIORITY 1	PRIORITY 2			
 <p>Invest in critical infrastructure development</p>	 <p>Create jobs</p>	 <p>Ensure family wages</p>	 <p>Close the wealth gap</p>	 <p>Create regional balance for economic vitality</p>

## OTHER THEMES

 <p>Market the region to bring economic development to the area</p>	 <p>Incentivize business to locate and stay here</p>	 <p>Increase ecosystem supports for start-ups and entrepreneurs</p>	 <p>Revitalize downtown Portland</p>	 <p>Increase transit options for employment centers</p>
 <p>Support youth in building their future</p>	 <p>Expand workforce capacity and training</p>	 <p>Enhance diversity and equity in procurement</p>	 <p>Invest in industrial land</p>	 <p>Rethink System Development Charges (SDCs)</p>

# Targets Development and Refinement

ECONOMY



STRATEGIC TARGET

**Economy  
for All**

ECONOMY



STRATEGIC TARGET

**Building a Future  
Ready Green Economy**

## What we heard from stakeholders:

- **Workforce training and development**
- **Shovel ready development**
- **Emphasis on being able to afford to live in the region – quality jobs**
- **Attracting and retaining business**
- **Focus on diversity and equity to meet people's needs**



STRATEGIC TARGET

## A Resilient Economy for All

DESCRIPTION

Position the Metro Region to take advantage of future growth opportunities, by helping both people and businesses thrive.

### STRATEGIES & METRICS

#### STRATEGY 1:

**Attract, Retain, and Support  
Business Growth**

**Key Regional Metric:**

Add **Quality Jobs**

#### STRATEGY 2:

**Development Ready  
Communities**

**Key Regional Metric:**

Increased Land Readiness -  
Number of **Shovel Ready Sites**

#### STRATEGY 3:

**Workforce Training and  
Development**

**Key Regional Metric:**

Regional **Labor Force  
Participation**



Metro

# Housing



# Visioning Session Themes:

## PRIORITY 1



Reduce number of unhoused people



Create a pathway to home ownership



Increase number of affordable homes



Increase inventory of housing at all levels

## PRIORITY 2



Continue supporting wraparound services for homeless people



Avoid creating low income/ homeless islands



Develop affordable units near essential services



Invest in Transit Oriented Development (TOD)



Emphasize quality of units, not quantity only

## PRIORITY 3

## OTHER THEMES



Address zoning issues that impede housing development



Streamline permitting processes



Extend Metro bond measures



Increase land bank



Mixed guidance on UGB



Apply an equity lens for developing housing



Fair, equitable labor practices for housing projects

# Targets Development and Refinement

HOUSING



STRATEGIC TARGET

## Housing For All

HOUSING



STRATEGIC TARGET

## Strengthening Market Conditions

### What we heard from stakeholders:

- Reinforce Metro's current work and lean in to resolve challenges
- Housing production at all levels to solve crisis
- Services and production both need to be a part of this
- Metro is important as a convener



## STRATEGIC TARGET

## Housing For All

## DESCRIPTION

Housing market provides ample housing at all levels and everyone in the region can access services that meet their needs.

## STRATEGIES &amp; METRICS

**STRATEGY 1:****Housing Production and Affordability****Key Regional Metric:**

Increase Housing **Production Rate at All Levels**

**STRATEGY 2:****Safe and Stable Housing****Key Regional Metric:**

Reduction in **Chronically Homeless Population**





Metro  
600 NE Grand  
Portland, OR 97232

October 3, 2023

Dear President Peterson,

Thank you for the invitation to the Clackamas County Board of Commissioners to participate in Metro's Strategic Targets Town Hall. Clackamas hosts roughly 20% of the population within the Metro Urban Growth Boundary, and tens of thousands more that live outside the boundary but are still very much part of the region. These residents depend on the infrastructure and services we both provide.

Your invitation identifies Metro's effort to develop regional five-year, strategic outcomes in three focus areas – housing, economy, and environment. **It should be no surprise that transportation and land use are top of mind for Clackamas County.** The county is host to a majority of the remaining identified buildable land inventory within the region. This land remains underdeveloped for a variety of reasons, but the most significant reason is the lack of regional investment in the infrastructure to serve it. I was particularly surprised not to see transportation and land use on the strategic priorities list as they are more central to Metro's function, as defined by its charter and authorizing statute, than housing and the economy.

### **Housing**

I believe that more housing inventory –across the affordability spectrum – will help to alleviate the burden of housing needs in our region. Clackamas County will continue to deliver strategic housing investments to the most vulnerable community members in a way that responds to local needs.

Again, I point to the significant amount of identified developable land in Clackamas, but the policy and practices that determine how best to use it, how to invest in it, and how to maximize its potential has long been a source of conflict between our agencies. The policies and practices that govern land use decisions have become so controversial, in fact, that state legislators annually make efforts to erode local land use laws and remove local control. I do not want Salem to continue revoking control from either of our jurisdictions.

### **Economy**

The businesses and housing needs of the region need an urban growth boundary (UGB) that allows for appropriate growth and jobs. Unfortunately, I have not found Metro's UGB data

collection, policies or process to be inclusive of local voices, like mine. Most recently Metro took 500 acres in order to benefit another county, at their request, in a back-room deal with little reasoning to support this decision. We do not want to be a donor county and instead demand protection and expansion of our growth-ready lands for much needed development. Had Metro engaged the Board in a meaningful conversation to problem solve the need versus the supply, the outcome might have been different.

The Sunrise Corridor is an excellent example of investment vs potential. This 30+ year project has only accomplished roughly a quarter of its imagined distance. Major economic partners are holding land where the Sunrise Corridor is projected to end, waiting to bring jobs and services to the area and to the region. Investment here could be supporting the regional and state goals to attract microchip manufacturers.

### **Climate**

I believe the best way to address climate in our region, but especially in Clackamas County, is through adequate investments in road capacity and flexible transit options that can change and adapt to meet demand. I am very aware of transit gaps throughout our cities and along the I-205 corridor. And yet, I watch as continued investments are made in parts of the region where transit already exists. Metro – as the Metropolitan Planning Organization (MPO) – should guide equitable investment so the region can grow together.

One additional thought, Metro's Title 13 Habitat Conservation Area (HCA) mapping tool is severely underdeveloped. As required, this is incorporated into development standards of local jurisdictions, including the County. I am requesting that Metro undertake the necessary activities to update the HCA mapping and map amendment process in order to facilitate development opportunities.

This is a pivotal time in our region. My hope is that we can continue this important work together through thoughtful engagement and full partnership.

Sincerely,



Tootie Smith, Chair  
Clackamas County Board of Commissioners



10/9/2023

Metro Council President Lynn Peterson  
Metro Councilor Ashton Simpson  
Metro Councilor Christine Lewis  
Metro Councilor Duncan Hwang

Metro Councilor Gerritt Rosenthal  
Metro Councilor Juan Carlos Gonzalez  
Metro Councilor Mary Nolan

Dear Metro President and Councilors,

Welcome Home Coalition, 80 organizations in the Portland Metro Area with the common vision of ensuring everyone has access to an affordable and stable home in our region is writing to urge you to begin convening stakeholder conversations regarding policies for new regional revenue to continue to increase our affordable housing supply. We know the need is great when it comes to more housing supply at all levels, but particularly, for those living at 60% AMI or lower in our region.

We commend Metro and your jurisdictional partners on the implementation of the Metro Affordable Housing Bond passed by voters in 2018. The success of this bond is clear- estimated to create around 800 more apartments and homes than originally promised to voters. Further, this bond is creating over 1,200 apartments that are affordable to residents living on very low incomes, 0-30% AMI. Hundreds of apartments are paired with funding to offer the essential wrap around supports that help people who have experienced chronic homelessness stay housed. Additionally, this bond has increased the number of two or more-bedroom homes in our region by more than 1,600 for families living on lower incomes. These are the sustainable solutions to our housing crisis we need. What's more, public opinion research we commissioned this summer showed that nearly two thirds of voters approve of building new affordable housing and offering supportive services as an approach to address our homelessness crisis.

Our coalition wants to see us all continue to make public investments that allow our affordable housing pipeline to continue the upward trajectory it's been on in recent years thanks to the two local voter backed affordable housing bonds. Considering that Metro's \$653 million of Affordable Housing Bond funds are on track to be fully allocated by the end of 2024, we ask that Metro convene stakeholders quickly to explore potential revenue generating policies to continue funding affordable housing development. Thank you for your consideration and public service.

Sincerely,

A handwritten signature in cursive script that reads "Molly Hogan".

Molly Hogan, Director, Welcome Home Coalition

**From:** [Tara Wilkinson](#)  
**To:** [Legislative Coordinator](#)

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Thank you, Councilor President Peterson, Councilors and Staff for a very well-run and effective town hall today.

You asked if the draft targets resonate, and if we see ourselves and our organizations in them, if we would get behind them. Yes, for sure. Great work, all so important! Harder sometimes to see what's missing, and along those lines, a few thoughts:

1. My main question/concern was what Bob Sallinger raised: Not including greenspaces in the strategic targets, with the thinking that Metro is already doing effective work in this area, already has that covered, raises some alarm bells. How does that not lead to a de-emphasis of this work, if the work doesn't appear in the final targets? Are these targets supposed to cover only NEW work for Metro? If so, it hasn't been clear to me in this process, and it doesn't seem to consistently be the case; parks & nature was the only area I recall being called out this way in the presentation. I'm looking for more info and more discussion on this. I would love to see the investment in parks and greenpace be woven into the targets with a clear articulation of their connection to pretty much all of the strategies and desired outcomes.

2. While the importance of the regional trails system was called out in the first-round strategic target drafts, I didn't hear mention of it in the evolved final draft target. So looking for more info about this, too. Is it still there, and it just didn't come up in the very high-level discussion? Similar to Jana Gastellum's point about climate being integrated into everything, I would like to see trails woven throughout the strategic targets for their importance to so many of the themes: livability (transpo), attracting workers, climate impacts, etc.

Finally, yay to the emphasis on trees and green workforce development!

Again, many thanks for all your smart and important work.

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