

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING METRO’S STRATEGIC TARGETS	) ) )	RESOLUTION NO. 23-5362  Introduced by Chief Operating Officer Marissa Madrigal in concurrence with Council President Lynn Peterson
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WHEREAS, the Metro Council directed staff to develop five-year strategic targets in the areas of economy, environment, and housing; and

WHEREAS, the Metro Council directed staff to work with partners and stakeholders from around the region to develop these targets; and

WHEREAS, these strategic targets will guide Metro’s future work; and

WHEREAS, staff developed and executed an expedited but robust engagement process in the development of these targets; and

WHEREAS, staff engaged a variety of stakeholders from different areas including business and industry, community-based organizations, local government administration and elected offices, environmental advocacy organizations, and labor and workforce groups; and

WHEREAS, Metro staff with expertise in the three target areas worked cross-departmentally to ground the draft targets with metrics supported by existing data to measure performance over the five years; and

WHEREAS, the Metro Council received an update and reviewed the progress of the strategic targets project at the October 3<sup>rd</sup> 2023 work session; and

WHEREAS, the Metro Council held a public town hall to get input from members of the public on the draft targets at an October 12<sup>th</sup> 2023 meeting; and

WHEREAS, the Metro Council held a second work session on the strategic targets project at the October 19<sup>th</sup> 2023 Council meeting; now therefore,

BE IT RESOLVED that the Metro Council adopts the strategic target “Meeting our Climate and Resilience Goals”, in the area of environment, with the following description: “In the face of a changing climate, we must reduce greenhouse gas emissions, be more sustainable, and build resilience to safeguard nature and people.”

BE IT RESOLVED that the Metro Council adopts the strategic target “A Resilient Economy for All”, in the area of economy, with the following description: “Position the Metro region to take advantage of future growth opportunities, by helping both people and businesses thrive.”

BE IT RESOLVED that the Metro Council adopts the strategic target “Housing for All”, in the area of housing, with the following description: “The market provides ample housing at all income levels and everyone in the region can access services that meet their needs.”

ADOPTED by the Metro Council this 14th day of December 2023.



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Lynn Peterson, Council President

Approved as to Form:



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Carrie MacLaren, Metro Attorney

## **IN CONSIDERATION OF RESOLUTION NUMBER 23-5362, FOR THE PURPOSE OF ADOPTING METRO'S STRATEGIC TARGETS**

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Date: 11/30/2023

Department: Council/COO

Meeting Date: 12/8/2023

Length: 15 mins

Prepared by: Cathy Love, Ina Zucker, 971-500-0726, cathy.love@oregonmetro.gov

Presenters:

Andrea Celentano, Policy Advisor  
(she/her)

Val Galstad, Program Director  
(they/them)

Ina Zucker, Program Director (she/her)

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### **ISSUE STATEMENT**

In a November 2022 budget meeting, Council gave direction that Metro as an organization needed a set of region-wide strategic targets to guide Metro's work for the next five years. At that meeting and again in February 2023, Council directed staff to engage stakeholders and develop strategic targets in the areas of environment, economy, and housing, by which Metro can measure the region's progress toward these targets and develop a shared vision for the future of greater Portland.

Since April 2023, staff have been working to implement this direction by engaging stakeholders and partners, consulting subject matter experts both internally and externally, and getting additional feedback and direction from Metro Council through briefings. Staff incorporated stakeholder feedback and Council direction in the development of the draft strategic targets. Two work sessions and a town hall on this topic were held in October 2023.

### **ACTION REQUESTED**

Approval of the resolution adopting Metro's Strategic Targets.

### **IDENTIFIED OUTCOMES**

- Council will provide direction to the agency by adopting the resolution setting Metro's Strategic Targets.
- Council will provide direction to the COO to implement Metro's Strategic Targets by developing departmental workplans and a communications plan.

### **STAFF RECOMMENDATIONS**

Staff recommends adoption of the resolution.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

Metro’s 2021 Strategic Framework affirmed a commitment to public service, safety and resilience. Metro embodies those values through organization-wide guiding principles that define the meaning and scope of those values: Racial Justice, Climate Justice and Resilience, and Shared Prosperity. The strategic targets developed in the areas of environment, economy, and housing specifically speak to these values and will help further Metro’s goals.

This work builds on critical plans and priority setting tools previously developed, including: the Strategic Framework, the Strategic Plan to Advance Racial Equity, Diversity and Inclusion, and the racial equity framework. The Strategic Targets project gives Metro a guide for our progress towards a shared regional vision. This project also marks further progress in Metro’s strategic planning efforts and will guide the organization towards achieving critical goals in priority focus areas.

Based on Council direction, these targets have been developed to be high impact, composite and multivariate in nature. These targets are also designed to have a Metro-specific component but to be bigger than Metro alone to help inspire regionwide efforts and promote collaboration with our regional partners. Metro can and will work towards each of these targets as an organization, but more progress will be made if we can work with our partners from across the region towards a common goal. More work, engagement and collaboration will be needed with stakeholders and partners once the targets are adopted to establish specific goals in each of the three areas.

With the final adoption of these strategic targets in the current resolution, Metro will have visionary outcomes to guide and support each department's work and future planning. Council will have additional opportunities to decide future policy and give additional direction in the implementation of the strategic targets throughout the budget process in spring 2024, and beyond.

## **BACKGROUND**

In budget meetings in late 2022 and early 2023, Council directed staff to develop strategic targets in the areas of environment, economy and housing to guide future budgeting and policymaking. To implement this direction, a task force of Metro staff members was formed. Metro also hired the Drawbridge Innovations consulting firm to assist with the development of the targets. Metro staff worked with Drawbridge to develop the project’s design and a project plan to achieve Council’s vision.

Metro staff, with the help of Drawbridge, first engaged external stakeholders and partners in “blue sky” visioning sessions to solicit ideas in the three target areas. Participants were asked, “What is your vivid 5-year vision for the Metro region – especially focused on strategic outcomes under Housing, Environment and the Economy?” Participants included labor and workforce trades, equity leaders, community-based organizations,

environmental advocates, conservation organizations, elected officials, local government leaders, business interests and economic development stakeholders.

Following the visioning sessions, Metro assembled groups of internal subject matter experts from across the agency into “Tiger Teams”. These teams met several times and worked to take the feedback from the visioning sessions and translate these big ideas into strategic targets with measurable metrics that would support the outcomes identified by our stakeholders and partners. Stakeholders and partners were then re-convened for additional input and feedback in a series of workshops.

Councilors received regular status updates on this project and offered direction and feedback throughout the development of the strategic targets. The internal Tiger Teams and Metro task force incorporated feedback from stakeholders and partners and direction from Council into the resolution.

This item came to Council in a work session on October 3, 2023 for input and guidance, and a town hall on strategic targets was held on October 12, 2023. Finally, this item returned to Council for a second work session on October 19, 2023, to review feedback and polling from the town hall and to respond to Council questions and input from the first work session.

## **ATTACHMENTS**

None.