



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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**Tuesday, April 8, 2025**

**10:30 AM**

**Metro Regional Center, Council chamber,  
<https://zoom.us/j/615079992> (Webinar ID:  
615079992) or 253-205-0468 (toll free)**

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Work session will begin at 10:30 a.m. Agenda item times are estimated and the order of items may be subject to change.

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.

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

<https://zoom.us/j/615079992> (Webinar ID: 615 079 992)

### **10:30 Call to Order and Roll Call**

### **10:30 Work Session Topics:**

10:30 Future Vision: Follow-Up Scoping Discussion [25-6228](#)

Presenter(s): Malu Wilkinson (she/her), Planning, Development, and  
Research Deputy Director  
Jess Zdeb (she/her), Principal Regional Planner

Attachments: [Staff Report](#)

12:00 Regional Workforce Gap Analysis Introduction [25-6229](#)

Presenter(s): David Tetrick, Senior Economic Development Planner

Attachments: [Staff Report](#)

### **12:50 Chief Operating Officer Communication**

### **12:55 Councilor Communication**

### **1:00 Adjourn**

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្រកាសស្តីពីការមិនរើសអើងសូមចូលទស្សនាគេហទំព័រ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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**Future Vision: Follow-Up Scoping Discussion**  
*Work Session Topics*

Metro Council Work Session  
Tuesday, April 8, 2025

## FUTURE VISION SCOPING DISCUSSION #2

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Date: March 27, 2025  
Department: Planning Development & Research  
Meeting Date: April 8, 2025  
Prepared by: Jessica Zdeb

Presenters: Malu Wilkinson; Jess Zdeb; Connie Chung (HR&A Advisors); Janine Clark (HR&A Advisors); Jill Bengochea (HR&A Advisors)  
Length: 90 minutes

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### **ISSUE STATEMENT**

Starting in 2025, Metro will be updating its 50-year regional vision, the Future Vision, as required by Metro Charter. Metro's Charter does not describe a specific process to update the Future Vision, so staff is seeking Council guidance on a scope to define a set of planning and engagement steps for the update. The scope is being developed with input from Metro Council members and experts, in addition to learning from peers across the country about current best practices.

### **ACTION REQUESTED**

Staff request active participation in the discussion to help define the outcomes, scope and content of the Future Vision process.

### **IDENTIFIED POLICY OUTCOMES**

Eventual adoption of an updated Future Vision and an implementation plan are likely to lead to actions that result in amended and potential new Metro policies. These are anticipated to include an update of the 2040 Growth Concept and Urban Growth Management Functional Plan, but other outcomes will be identified as part of this process.

### **POLICY QUESTIONS**

1. What are your reactions to the vision process elements and examples of outcomes you just heard?
2. What are your key priorities and direction for the Future Vision Commission in their work to draft and recommend a Vision to Council?

### **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

While some aspects of the work program are defined by Metro's Charter, there is significant flexibility to define the scope of this effort, and staff will build the work program in response to Council's input and feedback. Staff and consultants will present several example process elements that could be part of the Future Vision work plan. Council is requested to consider the suitability of these elements to achieve the outcomes collectively identified in the February 25 work session.

### **STAFF RECOMMENDATIONS**

There is no staff recommendation associated with this item.

## STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Metro Council held the first of two work sessions on this scoping topic on February 25. Staff and the consultant team will share some key takeaways from that discussion in the work session and request Councilors to confirm or adjust those takeaways. The initial list includes the following considerations for the project team to apply as scoping proceeds:

- The Future Vision is an **opportunity to incite excitement and dreaming** about our region's potential.
- The Future Vision should be **aspirational and supported by a plan that is actionable.**
- The Future Vision should **combine rigorous analysis and inclusive community engagement.**
- The Future Vision should provide a basis to **open difficult conversations and grapple with tough questions.**
- The Future Vision should **reflect the unique attributes of the Portland region.**
- The Future Vision should **embody regional coordination.**

Council also expressed priorities for the process itself that will be used to develop the Future Vision. These priorities were:

- Build beyond initiatives and organizations already engaged, including youth voices
- Include those clearly left out of the 1995 planning process
- Work with the region's business community
- Reference expert opinions on future trends

Councilors have also been clear that the process to develop the 50-year vision must effectively set the stage for the shorter-term implementation steps that will flow from it. Implementation happens when parties are motivated to bring resources, remove barriers and work together because they bought into the end goal and can see themselves in it.

## BACKGROUND

Last year, the Metro Council discussed this topic during two work sessions and two rounds of staff conversations, plus additional one-off discussions. Those conversations reinforced Council's interest in this work but have not yet coalesced around a concrete statement of desired outcomes, guidance for the Future Vision Commission or engagement and scope elements. This work session is the second of two led by a consultant team with the goal of:

- Defining project outcomes/outputs
- Initial identification of key Vision topics
- Charge for Future Vision Commission
- Scope inputs for Vision development

The prior scoping work session was held on February 25, 2025.

## ATTACHMENTS

None

[For work session:]

- Is legislation required for Council action? ☐ Yes    ☒ No
- If yes, is draft legislation attached? ☐ Yes    ☐ No
- What other materials are you presenting today?
  - PowerPoint presentation to be given at Work Session

**Regional Workforce Gap Analysis**  
**Introduction**  
*Work Session Topics*

Metro Council Work Session  
Tuesday, April 8, 2025

## REGIONAL WORKFORCE GAP ANALYSIS

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Date: April 2, 2025  
Department: PD&R  
Meeting Date: April 8<sup>th</sup>, 2025

Prepared by: David Tetrick, (971) 393-3226, david.tetrick@oregonmetro.gov  
Presenter(s), (if applicable): David Tetrick (he/him), Senior Economic Development Planner  
Length: 60 minutes

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### ISSUE STATEMENT

Metro is committed to supporting a region where all residents have access to quality jobs that support their families and help them thrive. Helping residents to develop the skills needed to thrive in today's economy is crucial for supporting the growth of businesses in our region. To that end, Metro is undertaking a Regional Workforce Gap Analysis to better understand the barriers to workers and businesses, and to understand the opportunities for additional support for our region's workers and businesses.

### ACTION REQUESTED

No action is requested at this time.

### IDENTIFIED POLICY OUTCOMES

The goal of this work session is to discuss the planned scope of the Regional Workforce Gap Analysis with Metro Council and solicit feedback. Staff are also hoping to learn how this project could address regional questions and priorities and support other Metro and regional projects like the Future Vision and the update of the Comprehensive Economic Development Strategy.

### POLICY QUESTION(S)

1. What are the current and likely future gaps in our workforce development system that are preventing residents from accessing training to advance into higher wage jobs?
2. What are the current and likely future gaps in our workforce development system that are preventing our local businesses from finding the workers they need to grow and expand?



## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

Not applicable at this time.

## **STAFF RECOMMENDATIONS**

Not applicable at this time.

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

The Regional Workforce Gap Analysis will consider how to provide better access to higher paying jobs to communities that have traditionally lacked that access. This work will build on several efforts that are currently underway.

First, the economic disparities faced by East Multnomah County residents and other historically disinvested communities compared to the rest of the region have long been evident, and many efforts to address these disparities are currently underway. The Port of Portland, in coordination with local partners, has recently completed the East Multnomah County Economic Development Strategy focused on leveraging Port assets in the region to deliver greater benefits to residents of those communities. One of the main concerns highlighted by their Stakeholder Advisory Committee is to marshal additional workforce development resources to provide greater opportunities for area residents. Metro is supportive of this work and may have a role to play in its implementation.

Second, Metro's existing work with community coalitions in developing and implementing Equitable Development Strategies offers an additional opportunity to pilot corridor- and neighborhood-specific workforce development strategies to improve job access and support growing businesses. Current work on 82nd Avenue will support and inform this project and help identify strategies to address disparate access to job opportunities for residents in our region.

Third, the Regional Workforce Gap Analysis should inform short and long-term strategies, including the region's Comprehensive Economic Development Strategy (CEDS) and Metro's update to the region's 50-year Future Vision. The current CEDS rallies partners to focus on three goals: fostering economic mobility, supporting a competitive economy and building a resilient region. The next CEDS update can build on these themes and address the current context of our region and how we maintain and build on our competitive advantages. Workforce development will be a crucial part of this conversation--creating opportunities for residents to skill up in quality jobs is vital to the continued economic growth of the Greater Portland region.

Lastly, the Environmental Protection Agency's Climate Pollution Reduction Grant (CPRG) award to Metro requires an analysis of the region's workforce capacity to implement the Comprehensive Climate Action Plan (CCAP) and will be included in this work.

Our current project scope has been reviewed by regional partners, including Worksystems Inc and the Port of Portland, and we are in the process of procuring a consultant to support the work. This project is funded within the Planning, Development & Research Department's budget along with a contribution from the Port of Portland.

## **BACKGROUND**

Metro is committed to helping all residents of the region have access to quality jobs that support their families and help them thrive. The EPA Climate Pollution Reduction Grant (CPRG) and the development of the Comprehensive Climate Action Plan (CCAP) require an analysis of the current and future workforce development gaps that could negatively impact the implementation of the CCAP in our region. Metro staff saw an opportunity in this analysis of workforce gaps to address persistent poverty in certain areas of our region--and the ways in which certain populations have been excluded from education, job training and career opportunities--by looking across additional industries and career pathways beyond those included in the CCAP and holistically address the workforce development needs of the region.

## **ATTACHMENTS**

None.

Materials following this page were distributed at the meeting.



# Future Vision Project Goal Setting

**Metro**

April 2025





01

# Welcome and Objectives

5 minutes • Metro Staff • HR&A Advisors

### **Work Session 1: February 25**

**1**

Discuss vision development best practices and align on intended outcomes of the Future Vision project.

### **Work Session 2: April 8**

**2**

Share insights from the first session and align on the focus and charge of the Future Vision Commission.

### **Summary Memo**

**3**

Outline a potential charge for the Future Vision Commission and process for our staff and potential future consultants to develop the Future Vision.



**Connie Chung**  
Managing Partner



**Jill Schmidt Bengochea**  
Director



**Janine Clark**  
Senior Analyst



# Meeting Objectives

- 1** **Reflect and align** on the goals, topics, and process principles for the Future Vision process.
- 2** **Identify key process elements** for the Future Vision work and engagement plans.



# Agenda

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Welcome and Objectives	5 min
Recap of February Work Session	25 min
Vision Process	15 min
Discussion	40 min
Closing and Next Steps	5 min



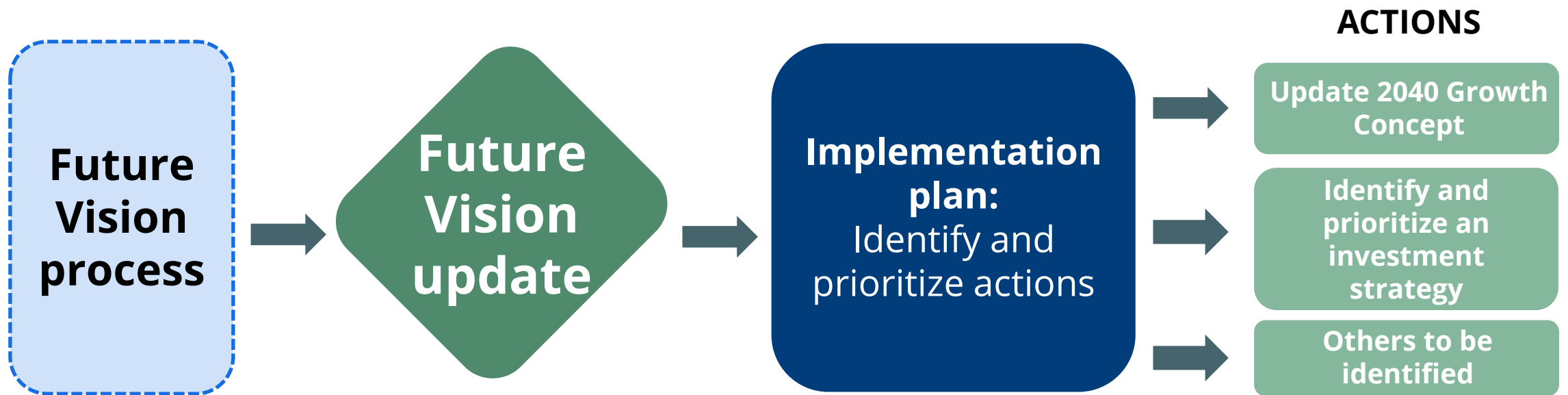
02

# Recap of February Work Session

25 minutes • All • Facilitated by HR&A Advisors

## RECAP: THE VISION PROCESS LEADS TO AN UPDATED FUTURE VISION

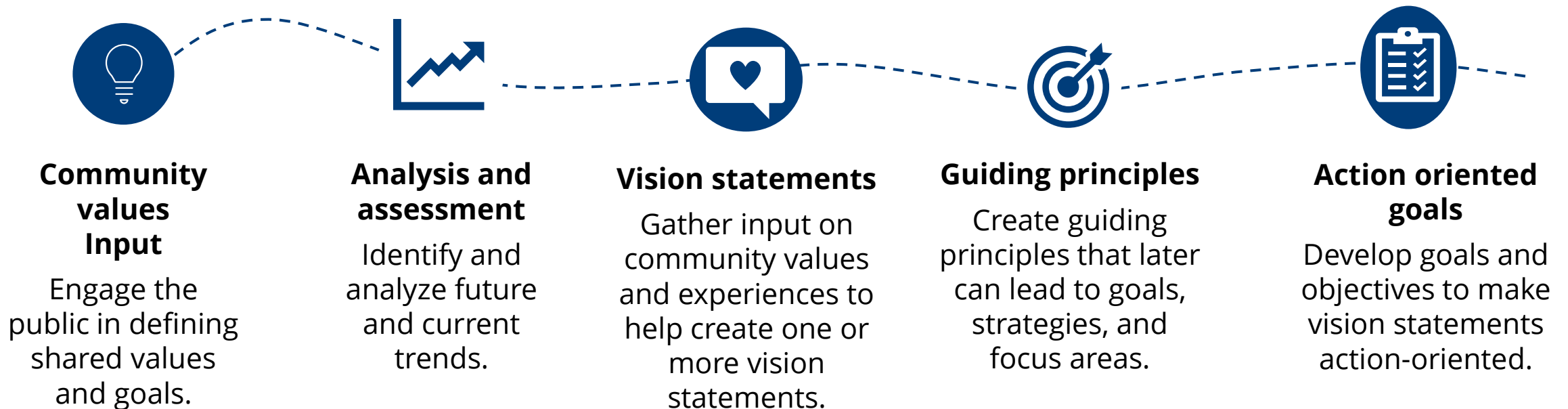
### METRO FUTURE VISION IN ACTION



## RECAP | VISION DEVELOPMENT BEST PRACTICES | VISION DEVELOPMENT PROCESS

Generally, communities develop their visions using some or all of the elements below.

### VISION DEVELOPMENT PROCESS



## RECAP | FUTURE VISION PROCESS GOALS

We heard the Future Vision process should:

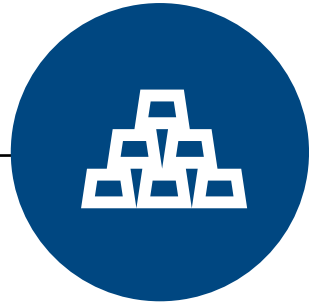
- Be an **opportunity to incite excitement and dreaming** about our region's potential.
- Be **aspirational and supported by a plan that is actionable.**
- **Combine rigorous analysis and inclusive community engagement.**
- Provide a basis to **open difficult conversations and grapple with tough questions.**
- **Reflect the unique attributes of the Portland region.**
- **Embody regional coordination.**

## RECAP | FUTURE VISION PROCESS TOPICS

We also heard that the Future Vision should broadly include the following topics:  
(with the list to be refined)



**Creativity and innovation,**  
including arts and culture



**Economic prosperity**  
including sports and sports tourism,  
workforce development



**Climate resiliency,** energy  
and resources



**Thriving places,**  
land use,  
transportation, and  
housing



**Racial equity**

## RECAP | FUTURE VISION PROCESS GOALS

Finally, we heard that the future vision process should:



**Build on initiatives** and organizations already engaged, including youth voices.



**Include those left out** of the 1995 planning process.



**Work with the business community.**



**Reference data-driven trends.**



What has stuck  
with you since  
the last  
meeting?







03

# Vision Process

15 minutes • HR&A Advisors

## VISION PROCESS | WE WILL REVIEW TWO ELEMENTS OF THE VISION PROCESS

### 1 Reaching the right audience:

- Whom to engage
- How to engage
- When to engage



**Build on initiatives  
and organizations**



**Include those  
clearly left of out  
the 1995 planning  
process.**



**Work with the  
business  
community.**



**Reference data-  
driven trends.**

### 2

### Leading a data-driven process

### Governing body, for example Metro Council

#### Commission

*A commission oversees the process to develop a vision and crafts recommendations for the governing body to ultimately adopt.*



#### Community values

Engage the public in defining shared values and goals.



#### Trends








Identify and analyze current and future trends to get a sense of how the region may look.



#### Vision statements

Gather input on community values and experiences to help create or receive feedback one or more vision statements.

## VISION PROCESS | HOW, WHOM, AND WHEN TO ENGAGE

How to engage	Whom to engage			When to engage		
<b>Future Vision Commission</b>	Jurisdictional and agency partners	Local organizations	Residents	 Community values	 Vision statement	
<b>Surveys, listening sessions and creative input</b>	Jurisdictional and agency partners	Local organizations	Residents	 Community values	 Vision statement	
<b>Action summit(s)</b>	Jurisdictional and agency partners	Local organizations		 Community values	 Trends	 Vision statement



## VISION PROCESS | WHOM TO ENGAGE: KEY PARTNERS AND CO-CREATORS

Metro stakeholder categories to include and invest in the Future Vision process:

### Jurisdictional and agency partners

- Local government

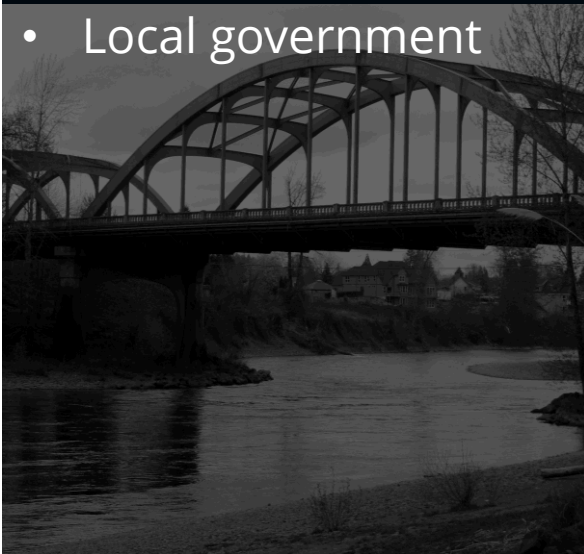


Image of Clackamas Bridge. Source: creative commons

### Local organizations

- Chambers of Commerce and local businesses
- Cultural and arts organizations
- Philanthropic foundations
- Research and higher education
- Topic specific expertise-housing, etc.



Image source: Metro

### Residents

- Advocacy Groups
- Inter-generational perspectives, especially youth



Image source: Metro

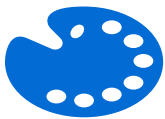
## How to engage



**Surveys**



**Listening sessions**



**Creative input**

## Whom to engage

**Residents**

**Local organizations**

**Jurisdictional and  
agency partners**

## When to engage



**Community values**

Engage the public in defining shared values and goals.



**Vision statements**

Gather input on community values and experiences to help create or receive feedback on vision statements.

## VISION PROCESS | HOW TO ENGAGE: ACTION SUMMIT

An action summit can help get buy in from community leaders and key partners on shared values and goals and assess future trends.



Image Source: Charlotte Center City 2040 Vision Plan page 27, "Transportation experts shared their ideas at the 2019 Mobility Summit."

## Time and Investment





## Mural Arts Philadelphia



Image source: [Mural Arts Philadelphia](#), PDR Peace Wall

Mural Art's "core programming is designed to inspire change through education, restorative justice, and collective artmaking."

## Pittsburgh Builds Bridges



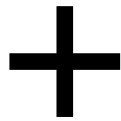
Image source: [ebartphotography](#) and Pittsburgh Building Bridges Initiative

Pittsburgh Builds Bridges "initiative involves creating murals and hosting events that encourage dialogue, acceptance, and compassion."

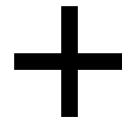
Data can project how the region may look in 50 years,  
the vision tells us how you want it to feel.



**Current  
conditions**



**Trends**

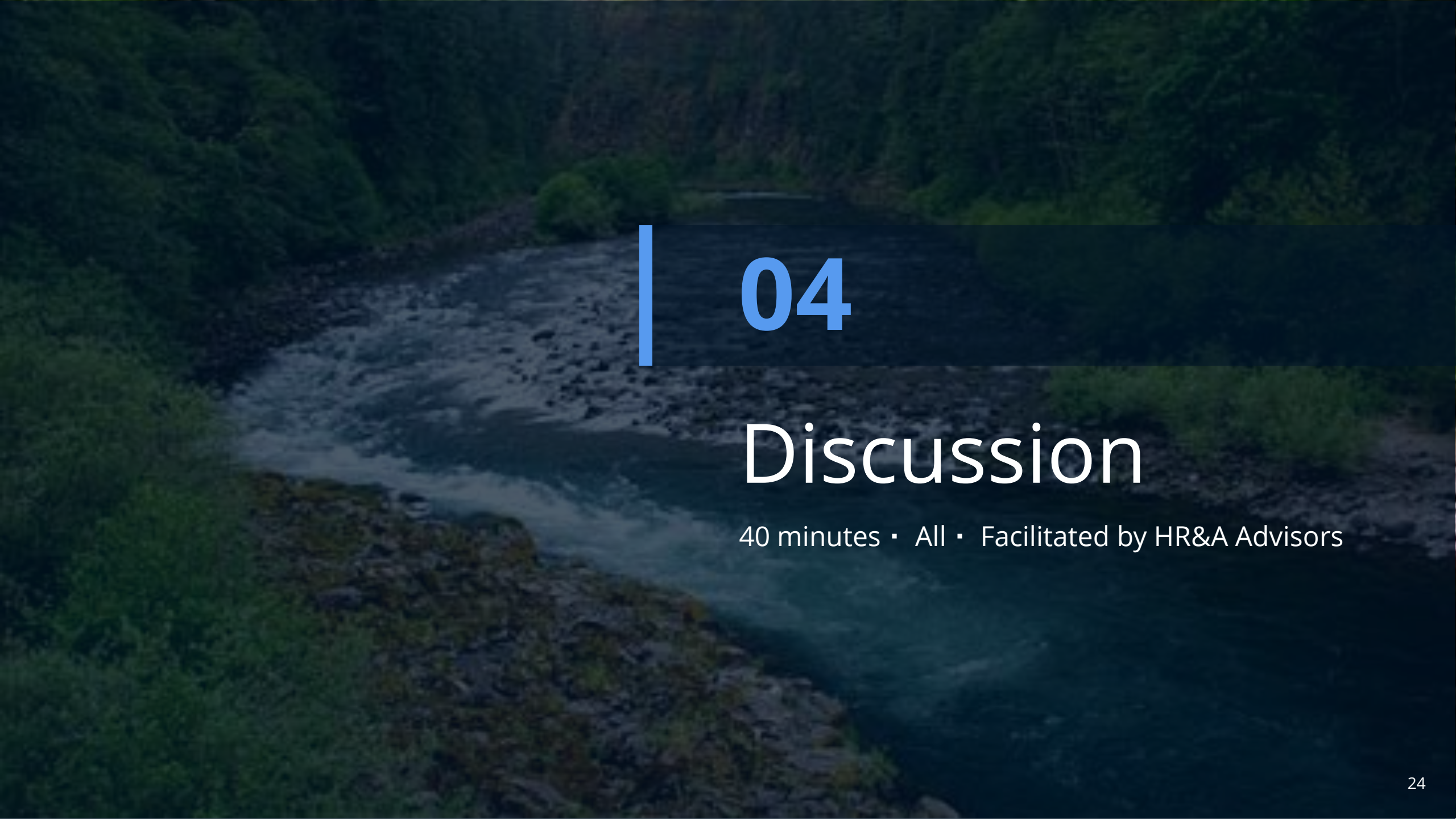


**Community  
values**



**Vision  
Statements**





# 04

## Discussion

40 minutes • All • Facilitated by HR&A Advisors

**What are your reactions to the vision process elements you just heard?**

# **What else should the Future Vision commission know?**



The background of the slide features a dark, atmospheric photograph of a mountain range. In the foreground, the dark silhouettes of evergreen trees are visible against a lighter, hazy sky. A prominent mountain peak with some snow or light-colored rock is visible in the mid-ground. The overall color palette is dark and moody, with shades of blue, grey, and white.

05

# Closing and Next Steps

5 minutes • HR&A Advisors

## CLOSING AND NEXT STEPS

- HR&A Advisors will produce a memo that summarizes insights and key takeaways from our two work sessions.
- Applications for the Future Vision Commission close on April 15.







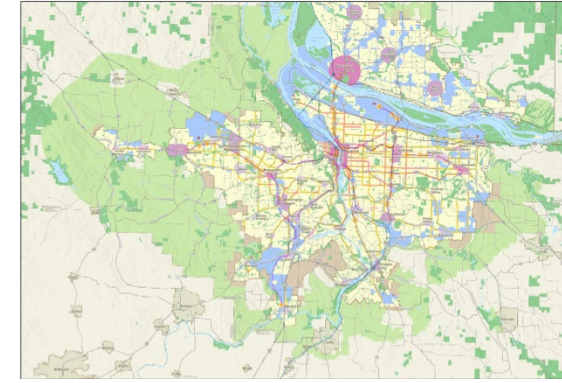
# Regional Workforce Gap Analysis

Metro Council

April 8, 2025

*Hau Hagedorn, Community  
Investments Team Manager*

*David Tetrick, Senior Economic  
Development Planner*





# Outcomes for today

- Discussion of project scope and planned goals
- Understanding where this project fits among other regional efforts
- Council input on project scope and goals



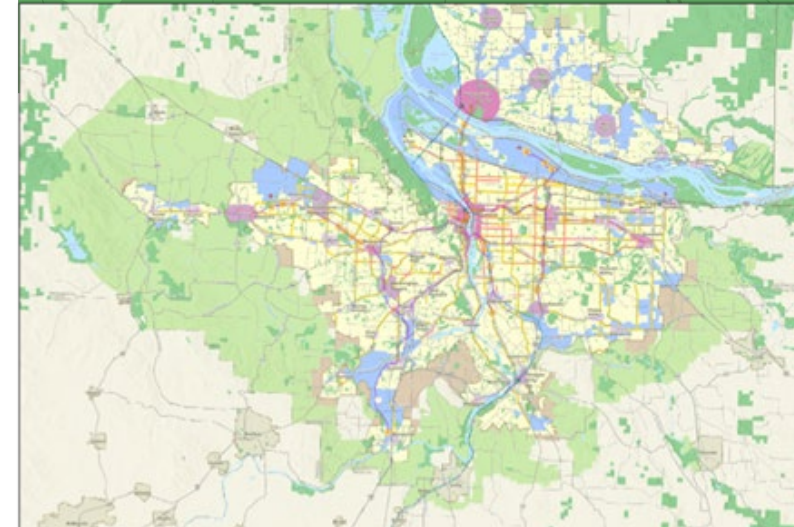
# Project Background

- Equitable Development Strategies
- Comprehensive Economic Development Strategy (CEDS)
- Future Vision

## EAST MULTNOMAH COUNTY (EMC) ROADMAP

EQUITABLE ECONOMIC DEVELOPMENT STRATEGY

FEBRUARY 2025



# Engagement with Partners

Planned engagement includes:

- Regional Workforce Boards
- Workforce Training Providers
- K-12 and Higher Education Institutions
- Industry Groups and Business Chambers
- Businesses in Target Industry Clusters



WORKFORCE  
SOUTHWEST WASHINGTON



Workforce  
Partnership  
WORKFORCE DEVELOPMENT BOARD

2022

## Quality Jobs Framework

Columbia-Willamette Workforce Collaborative  
Quality Jobs Initiative

A guide for advancing quality jobs in the region.



## Project Goals

# Growth Opportunities for Residents and Businesses

What are the current and likely future gaps in our workforce development system that are hindering residents from accessing training to advance into higher wage jobs?

- Understanding geographic, cultural, and capacity barriers

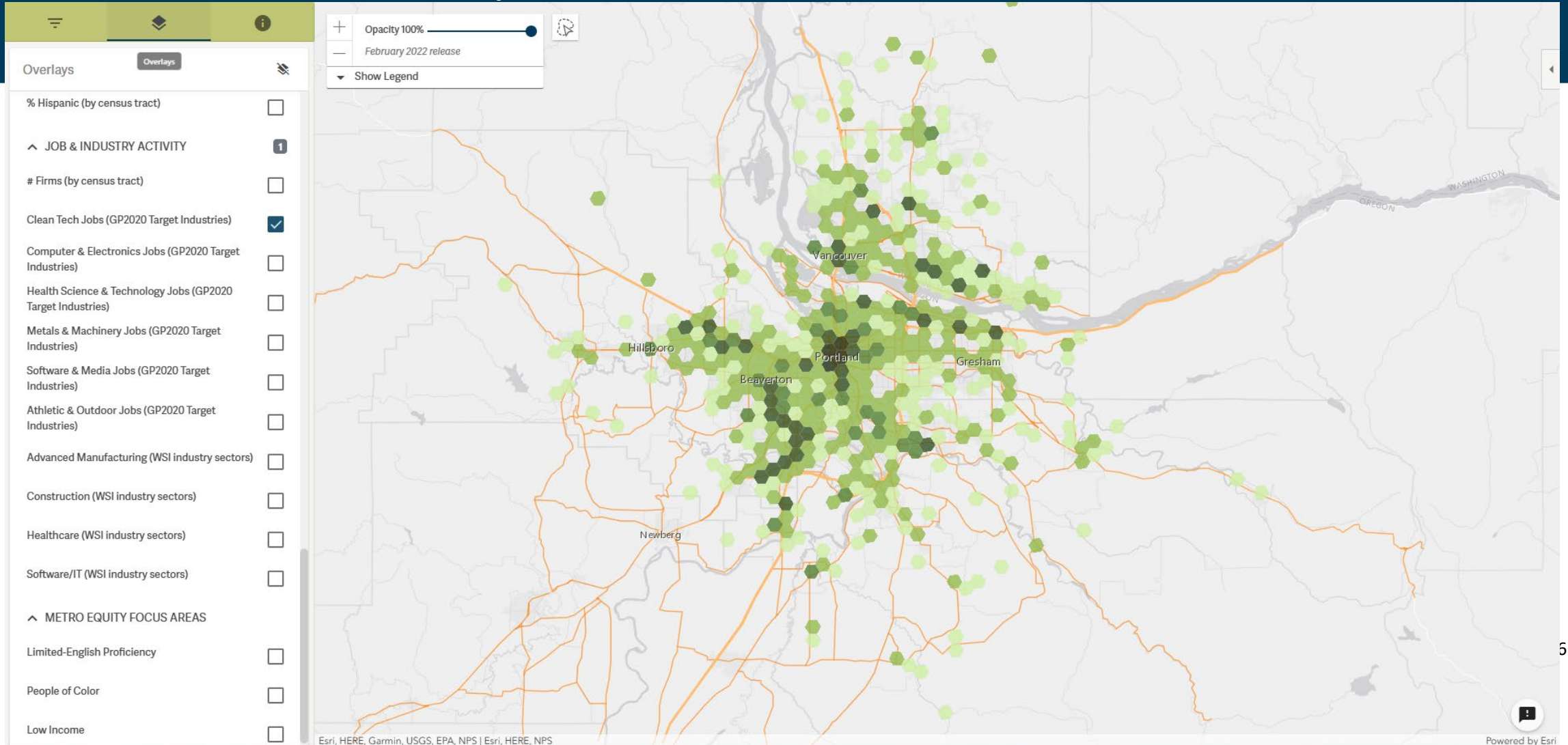
What are the current and likely future gaps in our workforce development system that are preventing our local businesses from finding the workers they need to grow and expand?

- Understanding skill gaps and target industry needs



# EPA Climate Pollution Reduction Grant and the Comprehensive Climate Action Plan (CCAP) Workforce Gap Analysis

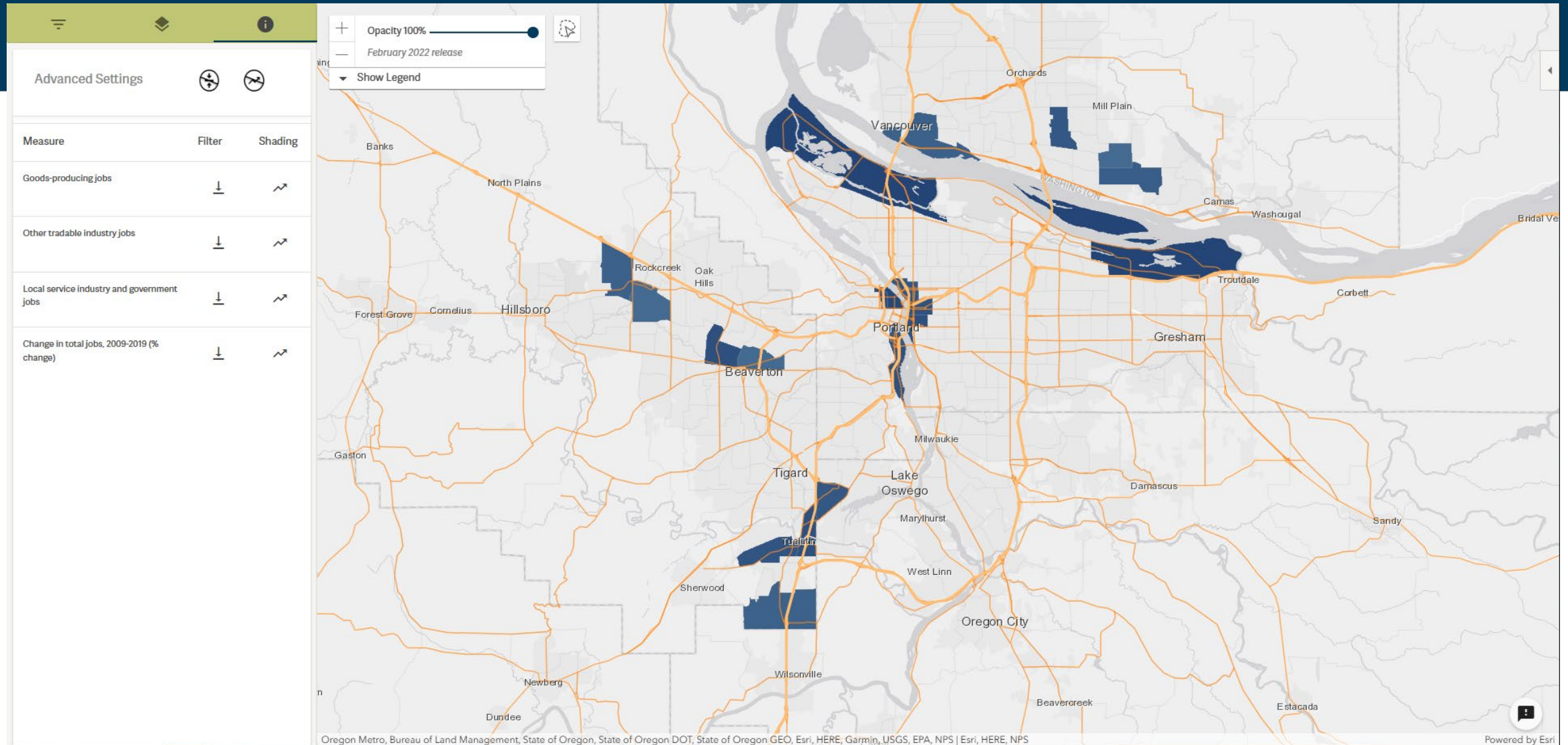
## Concentrations of Clean Tech jobs





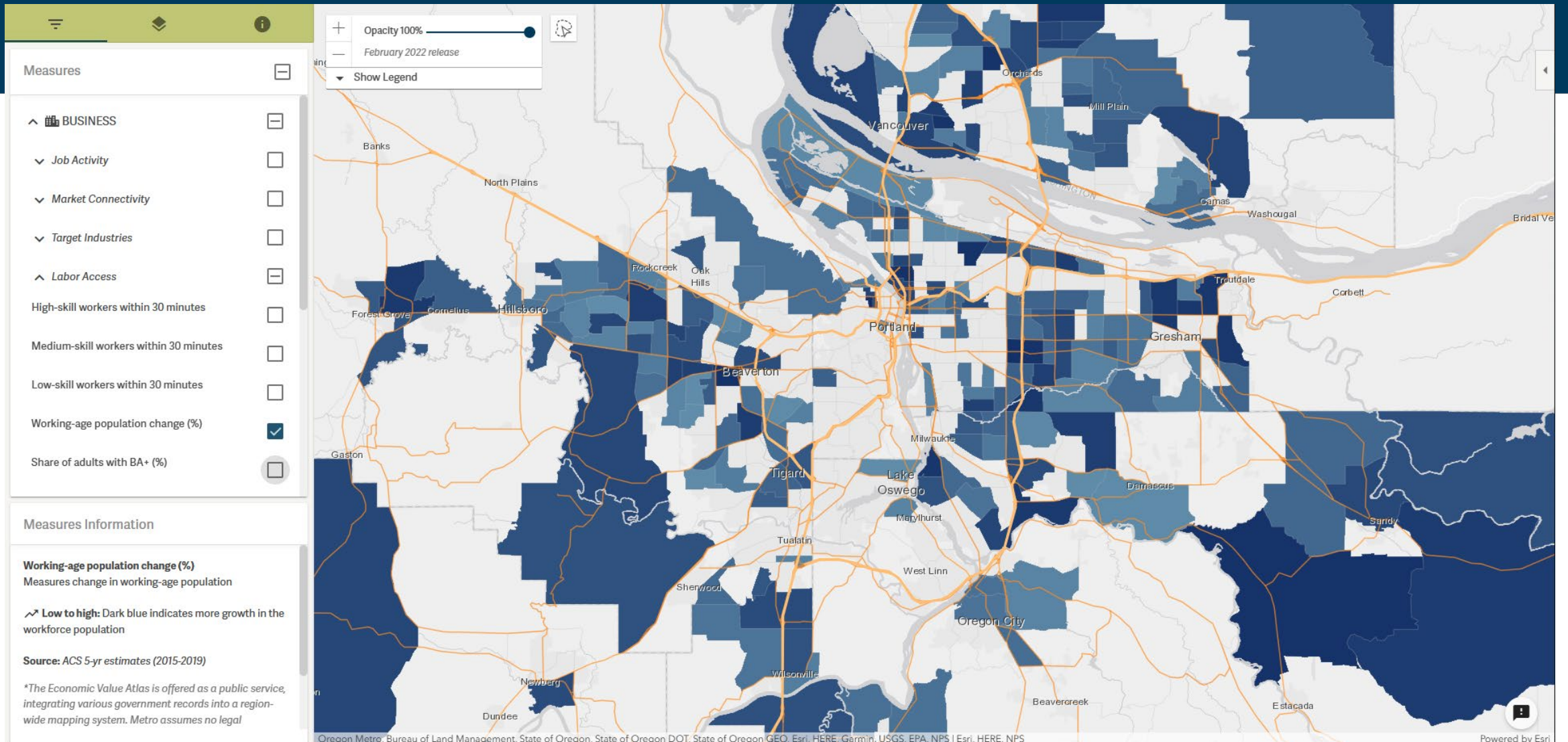
# Current Needs Analysis

Above Average Existing Jobs and Recent Job Growth



# Future Needs Analysis

## Above Average Growth in Working Age Populations



# Discussion for Council

1. What industries would you want to prioritize?
2. In addition to the CEDS and Future Vision, what other regional priorities and projects can this work support?
3. Is there anything missing from the scope or additional questions you want to answer?