

METRO STRATEGIC TARGETS IN THE AREAS OF ECONOMY, ENVIRONMENT, AND HOUSING: WORK SESSION UPDATE

Date: 9/26

Department: Council/COO

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Length: 60mins

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

Presenter:

Marissa Madrigal, COO (she/her)

Andrea Celentano, Policy Advisor
(she/her)

Val Galstad, Program Director
(they/them)

Ina Zucker, Program Director (she/her)

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 our 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 we 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.

This item is coming to Council for additional guidance on the development of the strategic targets, key regional metrics, and the next steps toward completion of this work.

ACTION REQUESTED

Update the Council on the development of the strategic targets, share draft targets and strategies and receive Council's direction on key policy questions. The direction provided by Council in this work session will assist staff in their preparation for the upcoming town hall and the development of final targets to be adopted by Council later this year.

IDENTIFIED OUTCOMES

- Council will have a better understanding of the process and progress in the development of the Strategic Targets Project.
- Councilors will have the opportunity to:

- Discuss policy questions with their colleagues.
- Give staff additional direction on further development of the strategic targets and what information they hope to receive from the town hall.
- Guide staff in the next steps of the project as they work to fully implement Council's vision.

POLICY QUESTION(S)

- Do the proposed draft strategic targets and the key metrics represent Council's vision of a north star for Metro's work over the next five years?
- What additional feedback would Council like to gather from members of the public at the upcoming town hall?
- What additional information does Council need from staff to support a future work session and the adoption of the strategic targets?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

The Council may provide staff direction on:

- The recommended targets, strategies, and key regional metrics
- The upcoming town hall
- Future engagement with stakeholders and partners

STAFF RECOMMENDATIONS

Proposed Draft Targets – See Appendix A

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 north star which can guide our progress towards a shared regional vision. This project 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 for each of the chosen key regional metrics.

With the final adoption of these strategic targets, Metro will have specific, measurable 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.

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 current staff recommended draft targets.

ATTACHMENTS

Staff Recommendation – Appendix A

[For work session:]

- Is legislation required for Council action? No
- What other materials are you presenting today? PowerPoint