



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, June 8, 2021

2:00 PM

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

Revised 6/04

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2:00 Call to Order and Roll Call

Work Session Topics:

2:05 Adopted Budget Worksession [21-5563](#)

Presenter(s): Brian Kennedy, Metro
Marissa Madrigal, Metro

Attachments: [Work Session Worksheet](#)
[Council Budget Summary](#)

3:05 Emerging Growth Trends: Draft Work Program [21-5559](#)

Presenter(s): Elissa Gertler, Metro
Ted Reid, Metro
Dana Lucero, Metro
Eliot Rose, Metro

Attachments: [Work Session Worksheet](#)
[Growth Trends Work Program 2021-23](#)

3:50 Chief Operating Officer Communication

3:55 Councilor Communication

4:00 Adjourn

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Council Budget
Work Session Topics

Metro Council Work Session
Tuesday, June 08, 2021

STAFF REPORT FOR 6-8-21 WORK SESSION

FY 2021-22 DEPARTMENT SUBSTANTIVE AND TECHNICAL AMENDMENTS

Date: 5.24.2021

Prepared by: Jessica Eden, Budget Coordinator,
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Department:
Finance and Regulatory Services

Presenters:
Brian Kennedy, Chief Financial Officer,
503.797.1913, Brian.Kennedy@oregonmetro.gov

Marissa Madrigal, Chief Operating Officer,
503.797.1541,
Marissa.Madrigal@oregonmetro.gov

Meeting date: 6.8.2020

Length: 45 minutes

ISSUE STATEMENT

The work session will provide Council the opportunity to discuss department and council proposed requests for amendments to the FY 2021-22 budget.

ACTION REQUESTED

None at the work session. Consideration and vote on the amendments at the 6.10.2021 Council meeting.

IDENTIFIED POLICY OUTCOMES

Compliance with Oregon Budget Law

POLICY QUESTIONS

- Is additional information needed on any proposed amendments?
- What are Council preferences for consideration at the 6.10.2021 Council meeting for:
 - Department and council proposed requests for amendments (*en bloc* or individually).

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Council consideration of the amendments should occur prior to adoption of the FY 2021-22 budget.

STAFF RECOMMENDATIONS

- Consideration and approval of department substantive and technical amendments

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- The amendments discussed today will be considered by Council on 6.10.2021. Financial Planning staff have reviewed the amendments brought forth and have determined that they fall within the limitations defined by Oregon Budget Law which states the increases to expenditures after approval of the budget are limited to no more than 10 percent of any fund's expenditures.

- Amendments adopted on 6.10.2021 will be incorporated into the FY 2021-22 budget. Consideration of Resolution 21-5174A, adopting the FY 2021-22 budget, is scheduled for 6.17.2021.
- Consideration of Resolution 21-5175, adopting the Five Year Capital Asset Plan (CIP) is also scheduled for the 6.17.2021 Council meeting. The CIP details five years of planned projects with the first year of the plan appropriated in the FY 2021-22 budget. Adopted FY 2021-22 amendments that impact the CIP will be incorporated into the plan prior to adoption.
- The annual re-adoption of the agency's financial policies is also included in Resolution 21-5175. There are no changes to the FY 2021-22 financial policies.
- Known Opposition: none known at this time
- Legal Antecedents: Oregon Budget Law requires adoption of the FY 2021-22 budget no later than June 30th in order to have legal authority to spend money as of July, 1st.
- Anticipated Effects: Metro will have legal authority to fund agency programs and functions as of 7.1.2021.
- Financial Implications: Adopted amendments will be incorporated into the FY 2021-22 Adopted Budget.

BACKGROUND

Oregon Budget Law requires local governments to prepare their annual budgets in three legislatively defined stages, Proposed, Approved and Adopted. The agency's current processes and calendar allow the agency to meet this requirement.

ATTACHMENTS

- FY 2021-22 Packet of department substantive and technical budget amendments
- Is legislation required for Council action? Yes, but not at this work session



FY 2021-22 ADOPTED BUDGET WORKSESSION

Summary Documents

Prepared by Jessica Eden, Budget Coordinator

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Reading This Document

The **Summary** section of this document provides very high level information about the number and type of amendments.

The **General Fund Summary** highlights changes to General Fund resources and is meant to provide information quickly. It is not in addition to, but highlights changes to the General Fund as a result of the amendments.

Councilor Proposed Amendments and budget notes are also called out in their own sections with brief descriptions and the corresponding departmental amendment is listed in the departmental section. Each Council Budget Amendment or Budget Note is described in brief with a link to the full text.

The **Departmental Amendments** in this report displays *all* of the amendments. That *includes* any amendments initiated by Council, which is noted in that section.

Summary

The FY 2021-22 budget before you today includes multiple Councilor amendments, Department amendments, changes to the capital improvement plan (CIP), and Councilor budget notes.

- Councilor Amendments: Three Councilor Amendments are proposed, two of which are substantive, one technical.
- Substantive Amendments as proposed by departments: Nine (including Councilor amendments) substantive amendments are proposed. Substantive amendments are amendments that may change appropriation in a fund or alter FTE.
- Technical Amendments as proposed by departments: 12 technical (including Councilor Amendments) amendments are proposed by departments. Technical amendments include carry forwards for unspent FY 2020-21 funds. Others refine the budget to best reflect anticipated activities in FY 2021-22 but do not change appropriations or FTE.

General Fund Summary

The fiscal year 2021-22 budget fully funds the reserve at the new target levels, including the proposed amendments. Nine of the twenty one amendments before you result in changes to non-departmental General Fund resources (either contingency or fund balance). These include the following changes:

- \$170,000 transfer to the Visitor Venues Fund, specifically the Expo Center
- \$500,000 for programming related to Building Back Better in the Chief Operating Office and Deputy Chief Operating Officer's Office(s)
- \$355,583 for 2.0 FTE in Finance and Regulatory Services
- \$30,000 for resources to support external investigations ([Councilor Lewis' Amendment #2](#))
- \$1,000,000 transfer to the New Capital Fund ([Councilor Lewis' Amendment #1](#))
- \$235,346 transfer to the New Capital Fund to bolster reserves and plan for future capital
- \$50,000 transfer to Parks and Nature to perform feasibility study for Willamette Cove ([Councilor Stacey Budget Note #1](#))
- \$145,941 transfer from the Research and Planning Fund as a result of moving existing FTE
- \$118,095 transfer from Supportive Housing Services Fund as a result of moving existing FTE

In addition, there are numerous technical adjustments in the General Fund that result in changes between the General Fund and subfunds, or are related to technical carryovers from FY 2020-2021.

Notable Changes in Other Funds

- Waste Prevention and Environmental Services is increasing FTE by 2.0 limited duration positions ([Councilor Nolan Amendment #1](#))

Council Amendments

[Councilor Lewis Amendment #1: Unallocated General Fund Reserve for Capital—Safety, Climate, Resilience](#)

Directs 50% of unallocated General Fund resources be placed in a capital reserve fund to be used within the Build Back Better framework with a focus on safety, climate justice, and resilience on Metro property.

[Councilor Lewis Amendment #2: Fund Set Aside for External Investigations and Mediation for Discriminatory Incidents Involving Metro Staff \(Pilot\)](#)

Directs \$30,000 of General Fund resources to be set aside for the purpose contracting professional services to conduct outside investigations or mediation as appropriate in FY 2021-22 as a pilot.

[Councilor Nolan Amendment #1: Waste Prevention and Environmental Services RID Program Expansion](#)

Directs Waste Prevention and Environmental Services (WPES) to expand and expedite Metro's clean-up efforts in the region. This is funded through the reallocation of \$1,070,000 of existing WPES resources.

Council Budget Notes

[Councilor Lewis Budget Note #1: Departmental Capital Planning](#)

This budget note directs all departments to advance capital planning work and update Council on capital planning work by September 2022. In addition, the Capital Asset Management Team (CAM) will provide Council investment strategy options ahead of the FY 23 budget process. Both directives are in order to inform Building Back Better efforts.

[Councilor Lewis Budget Note #2: Workplace Culture Work Session](#)

This budget note commits Council to holding a worksession in the second half of FY 2022 in collaboration with the Chief Operating Officer (COO), Office of Metro Attorney (OMA), and Human Resources (HR) to improve workplace culture.

[Councilor Nolan Budget Note #1: Waste Prevention and Environmental Services RID Program Expansion](#)

This budget note directs WPES to track key performance indicators of the RID program and return findings to Council by December 2021.

[Councilor Stacey Budget Note #1: Willamette Cove Future Funding](#)

Directs \$10 million of beginning fund balance in the Parks Bond Fund be set aside for potential allocation by Metro council to the Willamette Cove project in the future.

[Councilor Gonzalez & Lewis Budget Note #1: Analysis of Significant Metro Contributions/Sponsorships/Memberships](#)

Directs the annual Council review of sponsorships or awards equal to or greater than \$10,000 per year to any specific organization. Additionally, directs the COO and Council to recommend a framework for analyzing desired outcomes and benefits of these sponsorships and investments to be used by Council in developing the FY 2022-23 budget.

[Councilor Nolan & Gonzalez Budget Note #1: Equity Goals and Corrective Measures](#)

Directs the COO to establish equity performance measures for use in the FY 2022-23 and subsequent budget processes. The COO is also directed to update Council by December 1, 2021 on the equity performance measures and racial equity framework for budgeting, as well as an evaluative framework and work plan to standardize equity analysis and impact evaluation Metro-wide. The COO will provide regular updates on this body of work.

[Councilor Nolan, Gonzalez & Stacey Budget Note #1: Supportive Housing Services for Winter Safety](#)

Council has a continued commitment to work with the Clackamas, Multnomah, and Washington Counties to achieve long-term permanent housing and wrap-around services. This budget note expresses Council's simultaneous commitment for Metro to provide additional tools for Counties to help meet immediate needs for emergency and winter-safe shelter. This note directs the Chief Operating Officer to engage with the Counties to determine shelter capacity, establish a program utilizing Supportive Housing Services funding for temporary and alternative shelter, and to inventory Metro properties that could be used for this purpose by December 1, 2021.

[Department Amendments and Capital Improvement Plan Changes](#)

Below is a list, by department, of each change. Associated CIP changes can be found as attachments 1-3.

[Central Services](#)

<ul style="list-style-type: none">• #403- Substantive Office of the Deputy Chief Operating Officer	Appropriates \$400,000 in General Fund resources to be used for Building Back Better. Additionally, this request appropriates \$100,000 to support various agency wide programs and may support the engagement of a Hatfield Fellow to further the efforts.
<ul style="list-style-type: none">• #404- Substantive <u>Councilor Lewis Amendment #2</u>	Appropriates \$30,000 of General Fund resource to be designated for professional services for conducting outside investigations.
<ul style="list-style-type: none">• #420 – Substantive Finance & Regulatory Services	Appropriates \$355,583 to support the addition of 2.0 FTE in Finance & Regulatory Services.
<ul style="list-style-type: none">• #404- Technical Multiple Departments	Moves \$77,162 of FY 21 revenue and expenditure to FY 22 to reflect the timing of contractual costs within Human Resources and Communications.
<ul style="list-style-type: none">• #405- Technical Diversity, Equity, and Inclusion	Moves FY 21 revenue and expenditure to FY 22 to reflect the timing of a contract with the City of Portland for Social Vulnerability Grant. Additionally, this request moves \$200,000 of resource from FY 21 to FY 22 for Diversity Equity and Inclusion as part of the commitment to deploy \$1,200,000 in resources toward Capacity Building with Community Based Organizations.

Metropolitan Exposition Recreation Commission

<ul style="list-style-type: none"> • #413- Substantive Expo 	Transfers \$170,000 from the General Fund to the Visitor Venue Fund to support the Expo DOS project team.
<ul style="list-style-type: none"> • #414- Technical P5 Keller Auditorium 	Increases the five year capital improvement plan for Visitor Venues to address Keller sound room water damage; however, it is anticipated that all expenses will be covered by the risk fund and no additional appropriation is necessary at this time. See Attachment 2 for CIP details.

Non-Departmental

<ul style="list-style-type: none"> • #411- Substantive Councilor Lewis Amendment #1 	Transfers \$1,000,000 of General Fund resources to the New Capital subfund to be used to support Build Back Better with a specific focus on safety, climate justice, and resilience on Metro property.
<ul style="list-style-type: none"> • #412- Substantive Capital Reserves 	Transfers \$235,346 of General Fund resources to the New Capital subfund to be used to increase capital reserves in general.
<ul style="list-style-type: none"> • #409&410 – Technical MRC 	Moves \$1,248,529 FY 21 revenue and expenditure to FY 22 to reflect the timing of capital projects. See Attachment 3 for CIP details.
<ul style="list-style-type: none"> • #408- Technical Renewal & Replacement 	Moves \$248,104 FY 21 fund balance to FY 22.
<ul style="list-style-type: none"> • #407- Technical New Capital 	Makes technical adjustments to the New Capital subfund to reflect operational changes in FY 21 that reduce revenue and expenditure by \$60,720 in FY 22.

Planning & Development

<ul style="list-style-type: none"> • #419- Substantive Revenue Adjustment 	Corrects for technical errors, and recognizes additional grant revenue and government contributions that result in a \$188,983 increase to contingency
<ul style="list-style-type: none"> • #421- Substantive FRS FTE Adjustment 	Moves 1.0 FTE from central finance back to planning to specifically work on Supportive Housing Services.
<ul style="list-style-type: none"> • #425- Technical Communications FTE Adjustment 	Includes multiple components: moves position and costs (\$145,941) for 1 FTE from Communications back to Planning and Development, moves costs only (\$371,261) for 1 FTE from Communications to Planning and Development, adjusts the materials and services budget (\$216,800) between cost centers within Planning and Development, and includes a carryover (\$55,000) for work related to Economic Investment Areas.
<ul style="list-style-type: none"> • #426- Technical CET Adjustment 	Moves the budget for Metro's 2040 grants from Special Appropriations to Planning and Development while simultaneously increasing the amount available for payment on previously awarded grants. There are no changes to appropriation.

Parks & Nature

<ul style="list-style-type: none"> • #415- Substantive FRS FTE Adjustment 	Transfers \$50,000 from the General Fund to the Parks Bond Fund to retain professional services to perform a feasibility study for cleanup costs at Willamette Cove.
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<ul style="list-style-type: none"> • #414- Technical Willamette Cove Future Projects Councilor Stacey Budget Note #1 	Designates \$10,000,000 of beginning fund balance in the Parks Bond Fund is reserved for future projects at Willamette Cove
<ul style="list-style-type: none"> • #422&423- Technical Carry Forwards 	Moves \$661,230 FY 21 revenue and expenditure to FY 22 to reflect timing of costs incurred in three separate funds. See Attachment 1 for CIP details.

Waste Planning & Environmental Services

<ul style="list-style-type: none"> • #417- Substantive Councilor Nolan Amendment #1 	Realigns \$1,000,000 of existing resources to help address illegal dumpsites, litter and graffiti issues across the region. It also realigns \$70,000 of personnel budget to support two limited duration positions that will support the aforementioned.
<ul style="list-style-type: none"> • #418- Technical Carry Forwards 	Moves \$225,000 of FY 21 revenue and expenditure to FY 22 to reflect the timing of costs associated with the following: food waste prevention training materials, recycling services and multifamily properties, Metro food separation policy, and work related to Elevate Oregon and Trash for Peace within Community Cleanup.

Full Text Council Amendments

Councilor Lewis Amendment #1: Unallocated General Fund Reserve for Capital—Safety, Climate, Resilience

FY 2021-22 Council Proposals

Councilor Christine Lewis #1

For Budget Amendment Discussion

Amendment Title (brief):

Unallocated General Fund Reserve for Capital—Safety, Climate, Resilience

Department:

All General Fund

Concise Description

Allocate 50% of the unallocated general fund resources after required reserves are full funded to seed an expanded capital reserve in the general fund. The funds will be used within the Build Back Better framework with focus on safety, climate justice, and resilience on Metro property. In the immediate, these funds could help support any airflow or air system assessments needed in light of COVID-19 and airborne disease best practices. Also of immediate importance, this fund should be used to help reduce resource (electricity, water, etc.) consumption and improve resiliency of our buildings and sites.

The fund that will be created through this amendment will be modest in size compared to the long list of needs, but will serve two purposes: (1) fund availability for pressing safety and climate investments and (2) setting up the discipline of budgeting for capital and kicking off a larger capital policy conversation among leadership.

Objective

- (1) Our capital needs are very real- Metro properties have deferred maintenance and needed improvements that have been put off long enough to become a liability. We should take this as a seed investment in a fund that could be funded year over year in a future budget after a deeper dive into our capital assets and development of a capital funding policy.
- (2) The COO and capital asset management team will have these funds and clear directive to take steps necessary to make our indoor spaces as safe as possible given the best science of air circulation and airborne disease.
- (3) We begin a regular practice of investing in Metro climate and resiliency capital projects.

Funding time period

☒ One-time ☐ Specific time period (e.g. two years) ☐ On-going

Cost Estimate

The general fund unallocated funds are expected to be a few million. 50% investment should yield about \$1 Million. The current capital asset team members are able to handle this resource with no additional personnel costs. The bulk of the funds will be spent on contracted services or equipment.

Funding Options

One time use of unspent funds from previous fiscal year. This funding is intended for use when no other identified funds are available.

Relationship to other programs

Metro has a capable and talented capital assets management team, but few resources relative to the need. This fund is intended to complement this work as well as our climate action and emergency preparedness programs. We have some assets with dedicated funding streams that have capital improvement plans moving right along, and this additional work should not hinder that advancement.

Stakeholders

This proposal was developed after consultation with both COO and Capital Asset Management/Emergency Management Directors consultation. These three know how to do so much with so little, they and their teams would have a clear interest in this proposal.

The unspent general fund dollars are one time only funding that is relatively small and so uncertain, no group or coalition regularly advocates for these funds other than Council in order to fund limited and one time only appropriate amendments.

Councilor Lewis Amendment #2: Fund Set Aside for External Investigations and Mediation for Discriminatory Incidents Involving Metro Staff (Pilot)

FY 2021-22 Council Proposals

Councilor Christine Lewis #2

For Budget Amendment Discussion

Amendment Title (brief):

Fund Set Aside for External Investigations and Mediation for Discriminatory Incidents Involving Metro Staff (Pilot)

Department:

Office of Metro Attorney

Concise Description

Funds will be set aside in a specific line item for use in contracting professional services to conduct outside investigations or mediation as appropriate. HR and OMA will be able to use these resources to help investigate, address and remedy incidents across the agency in any department.

Objective

The intent of setting aside these funds is to explicitly state that these resources are available. Managers and departmental leadership should not be in the position of weighing budget constraints when considering if internal or external consultants, investigators, and process are the best options for any specific incident.

Funding time period

☒ One-time ☐ Specific time period (e.g. two years) ☐ On-going

Cost Estimate

\$30,000 set aside for fiscal year 21/22 will be a pilot. In future years we can adjust and right-size the fund depending on the needs and scale of use in this first year.

Funding Options

The intent of this budget amendment is to call out a specific set of funds in OMA's materials and services line item that are already in the budget and available for these uses, among others, but not explicitly so.

While this budget amendment is a set aside direction that does not require any new funds, the trade-off is that the materials and services fund within OMA for all other purposes will be reduced.

Relationship to other programs

The work of OMA and HR to address these incidents is ongoing, and mediation as a tool is a fairly new practice for Metro. These funds should complement this work that is already staffed with internal capacity as well as the ability to tap the generalized OMA materials and services funds.

Stakeholders

This proposal is crafted to benefit Metro's workforce.

Councilor Nolan Amendment #1: Waste Prevention and Environmental Services RID Program Expansion

FY 2021-22 Council Proposals

Councilor Nolan#1

For Budget Amendment Discussion

Amendment Title (brief):

Waste Prevention and Environmental Services RID Program Expansion

Department:

Waste Prevention and Environmental Services

Concise Description

Council has directed Waste Prevention and Environmental Services to expand and expedite Metro's clean-up efforts in the region. This proposal outlines the additional funding to carry out those efforts.

Objective

This amendment will allocate resources for three primary initiatives which are (1) developing two additional clean-up crews via public/private partnerships, (2) providing financial support to community groups, small businesses and local governments to defray the cost of clean-up and disposal, and (3) increasing donation of MetroPaint to local groups to address graffiti issues in public spaces. Additionally, funding will support 2 limited duration positions for FY21-22 which will focus on planning, implementing, administration, and assisting with the evaluation of the three primary initiatives.

Funding time period

☒ One-time

☐ Specific time period (e.g. two years)

☐ On-going

Cost Estimate

The cost of the one-time investment is \$838k in Materials and Services, and \$232k in Personnel Services to fund 2 limited duration Program Coordinator positions.

Funding Options

Funding for this program expansion is as follows:

- Shift \$1M from the Investment and Innovation Grant Program within Waste Prevention and Environmental Services.
- Reallocate variable hour staffing funding of \$70k within MetroPaint to support the RID Program expansion.

Relationship to other programs

This proposal will allow Waste Prevention and Environmental Services to begin the work that has been identified as COO and Council priority. The budget amendment will increase the budget for the RID Program by \$1M while reducing the Investment and Innovation Grant Program by the same amount. Although this is a reduction in the Investment and Innovation Grant Program for FY21-22, the program budget is \$2M which is an increase over the funding level for FY20-21.

Stakeholders

The stakeholders on which this proposal could have a potential positive impact include:

- Local governments
- Community based organizations engaged or interested in cleanup/graffiti projects
- BIPOC businesses engaged or interested in cleanup/graffiti projects

At this time, there were no stakeholders identified that would be negatively impacted by this proposal.

[Full Text Council Budget Notes](#)

Councilor Lewis Budget Note #1: Departmental Capital Planning

FY 2021-22 Council Proposals

For Budget Note Discussion

Budget Note Title:

Departmental Capital Planning

Budget Note Narrative:

Each department will advance capital planning work to identify assets, needs, capacities, and strategies.

Metro's Build Back Better framework will inform policy and practices across the agency going forward, but this directive is specific to mapping out the future of our sites and facilities. Each department will be starting from a different place, and the work product is expected to take the shape that will be most helpful to that department.

The Capital Asset Management team will be asked to come to Council with investment strategy options prior to the 22/23 Metro Budget Process.

Departments will be asked to update Council on their specific strategies either via Worksession or written summary by September of 2022.

Councilor Christine Lewis #1

FY 2021-22 Council Proposals

For Budget Note Discussion

Councilor Christine Lewis #2

Budget Note Title:

Workplace Culture Work Session

Budget Note Narrative:

“A culture is defined by the worst behavior tolerated.” John Amaechi

Metro Council and Metro Leadership will not tolerate harassment, discrimination, or targeting of employees based on protected class. We need the power of every tool available to investigate and remedy incidents.

Metro Council will hold a work session between February and June 2022 with the Chief Operating Officer (COO), Office of Metro Attorney (OMA), and Human Resources (HR) in order to review worksite culture, incident reports, investigations, and tools used to improve conditions for Metro staff.

We need a general awareness of what is happening within our workforce and at our worksites, for the purposes of public accountability and collaborative leadership to reshape systems and policies.

The materials prepared for the work session will include:

- (1) A comprehensive high-level (anonymized) report of worksite complaints filed related to safety, harassment, discrimination, or protected class status. The complaints should be listed along with relevant information including department, if the complaint was substantiated, investigation status, and any resulting remedy (disciplinary action, mediation, etc.). The purpose of this report is to help capture the magnitude and breadth of complaints filed within a reasonable timeframe dating back at least 2 years.
- (2) A protocol summary of investigatory procedures, decision points, and communication tools or techniques (both with involved parties and more broadly within the workforce). This can be a high level document prepared for Council or a compilation of documents already written and in place with HR, OMA, and the COO’s offices.

Councilor Nolan Budget Note #1: Waste Prevention and Environmental Services RID Program Expansion

FY 2021-22 Council Proposals

Councilor Nolan #1

For Budget Note Discussion

Budget Note Title:

Waste Prevention and Environmental Services RID Program Expansion

Budget Note Narrative:

To effectively evaluate Metro's expanded and expedited community clean-up efforts in the region, Council directs Waste Prevention and Environmental Services to track clean-up response times, community/government partnerships, total funding allocated to cleanup projects within Equity Focus Areas, and volume of donated/discounted paint distributed to local government and community organizations. Waste Prevention and Environmental Services will update Council no later than December 2021 on the Community Clean-up Evaluation, and advise Council on whether any budget adjustments are necessary to improve services. Council's goal is to effectively track progress, provide ongoing accountability, and improve services for communities across the region.

Councilor Stacey Budget Note #1: Willamette Cove Future Funding

FY 2021-22 Council Proposals

For Budget Note Discussion

Budget Note Title:

Willamette Cove Future Funding

Budget Note Narrative:

The Willamette Cove property is made up of 27 acres and approximately 3000 feet of Willamette River shoreline. For anyone that has had a chance to visit this remarkable property it's clear that there are tremendous opportunities and challenges on this site. Metro has worked with partners over the years on several cleanup efforts however contamination remains throughout the site. As the landowner Metro has a responsibility to current residents and future generations to clean up the site and make it safe for a range of passive recreational activities. Metro also has a responsibility to engage with stakeholders at the site including tribes that have historical uses at the site, community groups and neighbors.

In December 2020, the Metro Council voted to include Willamette Cove in the list of projects that would be eligible for funding from the 2019 Parks and Nature bond measure. Since that time, the Department of Environmental Quality (DEQ) has selected a cleanup plan for the upland portion of Willamette Cove that would leave some contaminated soil on-site under a cap. While the selected environmental remedy does not have universal support from the community, Metro Council recognizes that a different cleanup may have serious drawbacks including prohibitive costs, and that there are other portions of work at Willamette Cove beyond the uplands cleanup for which the costs are still unknown.

Because the extent of the costs associated with a different cleanup of the upland portion of Willamette Cove are not known in May 2021, the Metro Council directs staff to return in November 2021 and provide a report on the project and receive further direction regarding the type of cleanup the Council will authorize. To ensure adequate funds are at the Council's disposal, the Council directs the COO to reserve \$10 million of beginning fund balance in the Parks Bond Fund for potential allocation by the Metro Council to the Willamette Cove project in the future.

Councilor	# 1
Stacey	

Councilor Gonzalez & Lewis Budget Note #1: Analysis of Significant Metro Contributions/Sponsorships/Memberships

FY 2021-22 Council Proposals

For Budget Note Discussion

Councilors Juan Carlos Gonzalez
and Christine Lewis

#1

Budget Note Title:

Analysis of Significant Metro Contributions/Sponsorships/Memberships

Budget Note Narrative:

Metro provides sponsorships and funding contributions to non-profit organizations whose work aligns with Metro's mission, primary work programs and six desired outcomes for the region. Since the agency's inception, Metro has supported organizations and initiatives related to Metro's core areas of work including local governments and special districts, business associations and culturally-specific community-based organizations.

Funding has been used to support community programs, activities, events and projects that benefit the public, engage with the community and inspire inclusive and innovative solutions to the challenges facing our region. Several departments participate in reviewing and awarding sponsorship requests typically less than \$1,500 to any one organization on an annual basis. However, there are annual sponsorships and strategic investments in amounts greater than \$1,500 that often reflect the priorities of Metro and the Council and are located within the Special Appropriations line item of the Council Office and Department budgets.

We are requesting annual review by Council of sponsorship awards equal to or greater than \$10,000/year to any organization.

COO and Council offices will recommend a framework for analyzing the desired outcomes and benefits from supporting these sponsorships and investments to be used by Council in developing the 22/23 budget. This excludes expenditures for which there is an established review process such as grants. The 22/23 budget process will be the first year of what we expect to be a yearly review in advance of budget passage. The framework and process may shift as we learn from experience or needs change over time.

The framework should include, but is not limited to:

- (1) An assessment of the decision making process for these types of awards,
- (2) An overview of Metro's history with an organization and any operating agreements
- (3) Measures and metrics that could demonstrate the value we are receiving out of the sponsorship,
- (4) A format for reporting to Council (written or work session) on the outcomes of the investment over the previous year, and
- (5) Methodology to track which Councilors or Senior Leadership Team members (or their designee) are involved with the work or lead on the relationship.

The COO will present to Council no later than December 7, 2021, with the draft framework and work plan for implementation in the budget process.

Councilor Nolan & Gonzalez Budget Note #1: Equity Goals and Corrective Measures

FY 2021-22 Council Proposals

For Budget Note Discussion

Budget Note Title:

Equity Goals and Corrective Measures

Budget Note Narrative:

Council has declared that racial justice and equity guide all Metro policies, programs, and services. In order to assure that Council has the information to set objective measureable goals and evaluate whether Metro, as a whole and at each department, is achieving equitable access to and benefit from its services to all residents and visitors of the region, Council directs the COO to establish equity performance measures that will be used in the 2022-23 and subsequent budget processes to guide departments as they prepare budget submissions and to inform Council budget and policy decisions. These measures should align with the goals of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion and department racial equity plans, and should complement the racial equity framework for budget decisions currently being developed. Measures should be deliberately developed through comprehensive dialogue among Council members, Metro staff, the Committee on Racial Equity, and community members. Measures should utilize both quantitative and qualitative information as appropriate to speak to equitable results and access. Proposed measures should be presented to the Council for approval in advance of the development of the 2022-23 budget requests.

As part of this process, the COO should assess metrics and analysis approaches currently in use and identify critical gaps. The COO should also evaluate department-level capacity for collecting and reporting on equity performance measures, as well as each department's ability to collect data on race/ethnicity, gender, ability, income and other relevant demographic information where feasible. Council expects the COO and the departments to be innovative in identifying data sources and to focus on those Metro programs and services where there are the largest inequities in terms of who benefits. Council's goal is to ensure that BIPOC individuals and communities, disabled individuals and allies, and women utilize, enjoy and equitably benefit from Metro programs and services, and that significant progress is made toward that goal each year

The COO will update Council no later than December 1, 2021, on these equity performance measures and the racial equity framework for budgeting, as well as an evaluative framework and work plan to standardize equity analysis and impact evaluation Metro-wide. In addition, the COO will provide regular updates to Council on this work, including scheduling Council work sessions as needed to provide status updates and obtain feedback and guidance. Council's intent is to accelerate the pace for achieving equity and to effectively track progress, provide ongoing accountability, and improve interim outcomes for underserved and marginalized communities.

Councilors

#1

Nolan & Gonzalez

FY 2021-22 Council Proposals

For Budget Note Discussion

Councilors	#1
Nolan, Gonzalez & Stacey	

Budget Note Title:

Supportive Housing Services for Winter Safety

Budget Note Narrative:

The Greater Portland Region is facing a homelessness crisis. Human beings are unable to find and retain dignified housing for severe, overlapping and often systemic reasons that require compassionate, focused, generous collaboration among regional leaders in government, private enterprise and philanthropy. Metro will step up to provide planning, coordination and resources to assure that by December 1, 2021, and through the coming winter there are dry and warm, clean and secure living spaces throughout this region sufficient in number, location and circumstance so that no one must sleep unsheltered due to lack of options.

Under the Supportive Housing Services Program framework, the Counties have developed Local Implementation Plans based on current revenue projections for the first few fiscal years. However, as Metro works with the Counties to achieve long-term permanent housing and wrap-around services, we simultaneously commit to meeting immediate needs for emergency shelter and safe places to camp before freezing and rainy weather settles in, in order to meet intertwined goals of:

- No individual in the Region dies from exposure to winter weather while homeless or unsheltered.
- Minimizing physical, emotional and mental health deterioration of chronically homeless neighbors and temporarily homeless persons and forestalling further decline in their financial circumstances;
- Establishing a coordinated system of transition from sleeping in doorways, sidewalks, highway rights-of-way and other unsafe locations;
- Revitalizing residential neighborhoods throughout the region; and
- Supporting workers and businesses as they re-open for customers, patients, employees and visitors.

In order to provide additional tools to address this crisis, Council directs the following:

- (1) Council directs the Chief Operating Officer to require that Clackamas, Multnomah, and Washington Counties provide supplemental memoranda to Metro by August 2, 2021, outlining their baseline shelter and alternative shelter capacity as of June 30, 2021, and their anticipated new shelter and alternative shelter capacity planned to be available by December 1, 2021. Temporary winter shelter capacity should be included in this memorandum.
- (2) Council directs the Chief Operating Officer, in coordination with Clackamas, Multnomah, and Washington Counties, to establish a program to advance these counties funds from future tax collections under the Supportive Housing Services measure for the express and limited purpose of providing additional *temporary* shelter and alternative shelter space. The funds will be offered by Metro interest-free in order to incentivize and make possible new emergency shelter opportunities above and

beyond what is planned in their Local Implementation Plans to meet the goal of a dry and warm, clean and secure living space for every human being in the Metro region by December 1.

- (3) Council directs the Chief Operating Officer to provide by August 2, 2021, an inventory of Metro properties that could be made available to Counties, Cities or social service organizations for the purpose of the needed additional temporary shelter and alternative shelter capacity.
- (4) Council directs the Chief Operating Officer to convene key County, City, business, neighborhood and public benefit entities, along with Metro staff and leadership, to mutually agree to the number of temporary safe sleeping spaces for the winter, and to mutually agree to stretch each partner's contributions until the need is fully satisfied.

**Mid Year Amendment FY 2021-22 Budget
Capital Improvement Plan (CIP) Detail Changes
Parks and Nature**

Financial Planning Use

Attachment 1

Approved to Adopted

New? Y/N	Project ID	Project Title	GL Acct	Fund ID	Dept ID	FY 2021-22			FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Notes (i.e delay/cancel other projects, contingency)
						CIP	Change Request*	CIP Amended	CIP Amended	CIP Amended	CIP Amended	CIP Amended	
N	LA250B	Newell Crk Trail Construction	571000	352	03430	-	292,651	292,651	-	-	-	-	carryover
N	LA141	Blue Lake Master Plan Update	524000	352	03450	-	64,939	64,939					carryover
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Mid Year Amendment FY 2021-22 Budget
Capital Improvement Plan (CIP) Detail Changes
Visitor Venue - P5

Financial Planning Use

Attachment 2

Approved to Adopted

[illegible]

* Change Request Column for current FY should agree to changes to projects on Operating changes on Tab

Mid Year Amendment FY 2021-22 Budget
Capital Improvement Plan (CIP) Detail Changes
Capital Asset Management

Financial Planning Use

Attachment 3

Approved to Adopted

New? Y/N	Project ID	Project Title	GL Acct	Fund ID	Dept ID	FY 2021-22			FY 2022-23	FY 2023-24	FY 2024-25			FY 2025-26	Notes (i.e delay/cancel other projects, contingency)
						CIP	Change Request*	CIP Amended	CIP Amended	CIP Amended	CIP	Change Request	CIP Amended	CIP Amended	
N	PSTBD032	MRC Plaza Drainage	572000	618	00434	1,500,000	150,000	1,650,000	-	-			-	-	carryover of fund balance
N	MRC015	MRC Interior and Exterior coatings	572000	618	00434	350,000	200,000	550,000							increasing project budget, reduced other projects
N	MRC014	MRC Lighting	572000	618	00434	-	600,000	600,000	-	-			-	-	carryover of fund balance
N	01332	MRC Fire Stoppage	572000	618	00434	-	200,000	200,000	-	-			-		Reduced project budget and carried forward \$200k to finalize in FY21-22
Y	MRC016	MRC Metro Together Workplace	526000	618	00434	-	460,000	460,000	-	-			-		Reduced project budget of MR005 and are starting new project MRC016 with remaining balance
N	MRC004	MRC Emergency Generator	574000	618	00434	200,000	(200,000)	-	-	-			-		Reducing this project in CY and adding to Electrical project in FY24-25
N	PSTBD035	MRC Main Electrical Switch	572000	618	00434			-	-	-	1,050,000	200,000	1,250,000		Increasing Electrical project in FY24-25 to include emergency generator

1,410,000

* Change Request Column for current FY should agree to changes to projects on Operating changes on Tab

Emerging Growth Trends: Draft Work Program
Work Session Topics

Metro Council Work Session
Tuesday, June 08, 2021

EMERGING GROWTH TRENDS: DRAFT WORK PROGRAM

Date: May 12, 2021
Department: Planning and Development
Meeting Date: June 08, 2020

Prepared by: Ted Reid,
ted.reid@oregonmetro.gov
Presenters: Elissa Gertler and Ted Reid
Length: 45 minutes

ISSUE STATEMENT

Metro is responsible for the region's long range land use and transportation plans and policies. The pandemic has accelerated a number of trends in how and where people live, work, shop, and travel. Understanding these trends is crucial to ensuring Metro's long-range land use and transportation plans and policies are reflective of and responsive to how our community is growing and changing.

ACTION REQUESTED

Staff is seeking Council input on a draft work program.

IDENTIFIED POLICY OUTCOMES

The Emerging Growth Trends work will inform future policy decisions by the Metro Council and local governments. This work is intended to provide a basis for future decision making including the 2023 Regional Transportation Plan, the 2024 Urban Growth Management decision, and an eventual update of the 2040 Growth Concept and its supporting policies and programs.

POLICY QUESTION(S)

- What trends would the Council like to understand better before making decisions on the 2023 Regional Transportation Plan and 2024 Growth Management Decision?
- Which stakeholders would the Council like to make sure staff engages in this work?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Provide feedback to staff on the draft work program. Council feedback will help guide scope refinement and stakeholder engagement.

STAFF RECOMMENDATIONS

Not applicable.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Guided by the Metro Council's Strategic Framework, the Emerging Growth Trends work will look at issues related to housing, jobs, transportation, environment, and community, through the lenses of shared prosperity, racial justice, climate justice and resiliency. The intent of this work is not to seek or provide definitive answers to the questions that our communities face, but rather to bring together analytical information and lived experience

in order to better understand how Metro's plans and policies can address key community issues and concerns.

Our society has shifted significantly over the past year as a result of the global pandemic, racial injustice, economic crisis, and climate-induced natural disasters. Previous urban planning assumptions about where people would live and work, how people would move around, or who would have access to wealth and opportunity have been disrupted, disproven, or dismantled. The 2040 Growth Concept has provided a basis to describe shared values and vision for what kind of community we want our region to be over time. The Emerging Growth Trends work will set the stage for the larger policy and community discussions about what shared values will guide our community vision going forward.

BACKGROUND

The 2040 Growth Concept describes an urban community tightly connected with nature, surrounded by the farms and forests that make Oregon a special place. Decades ago, our state developed a system to preserve this valuable land, and in the 1990's our region developed a plan for growth that protected nature by concentrating development in town centers, transit corridors, employment areas, and neighborhoods. Our region has been well known for decades as a place where people can walk, bike, or take transit to get around, live in vibrant neighborhoods where they can meet their basic needs without needing a car, and enjoy access to nature both within and just beyond the city. Our livability has also served as an economic advantage for the region, attracting industries and companies that valued the people and the environment of Greater Metropolitan Portland.

Yet, it is clear that while successful in many ways, this approach has also caused harm to our communities. There are significant disparities in wages, housing cost burdens, transportation access, public safety and more throughout our community. Black, Indigenous and People of Color have suffered discrimination, displacement, and disenfranchisement as a result of our region's land use and transportation plans and policies, and it is now our responsibility to recognize that our work must strive to undo previous and prevent further harm. It is time to revisit the 2040 Growth Concept, to refresh the shared values of what kind of community we want to be in the future, and to recognize the things that must be repaired or replaced with new anti-racist approaches, policies, plans, and investments.

But the past year has made the concept of a 50 year plan seem very distant. The upheaval created by the pandemic has created an urgent need to respond to the changes in how we all live, work, and travel, and how we work to end racism in our country. Trends such as e-commerce and remote work have accelerated. Changes to regulations such as allowing more missing middle housing in neighborhoods (HB 2001) present new opportunities for what gets built in our communities, and who is served by this new development.

The proposed Emerging Growth Trends work program is intended as a first step to building a shared understanding of the changes our region must address, and considering

which regional policies, plans, or investments might need to change to respond to these emerging trends.

This work is intended to inform the 2023 Regional Transportation Plan, the 2024 Urban Growth Management decision and an eventual “refresh” of the region’s long range plan, the 2040 Growth Concept.

ATTACHMENTS

Draft work program

[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? Work program and PowerPoint

EMERGING GROWTH TRENDS 2021-2023 WORK PROGRAM

Purpose:

Our society has shifted significantly over the past year as a result of the global pandemic, racial injustice, economic crisis, and climate-induced natural disasters. Previous urban planning assumptions about where people would live and work, how people would move around, or who would have access to wealth and opportunity have been disrupted, disproven, or dismantled. As we begin to build back toward a post-pandemic future, we are learning that there are places where it no longer works or makes sense to go back to the way things were “in the before times.”

Guided by the Metro Council’s Strategic Framework, the Emerging Growth Trends work will look at issues related to housing, jobs, transportation, environment, and community, through the lenses of shared prosperity, racial justice, climate justice and resiliency. The intent of this work is not to seek or provide definitive answers to the questions that our communities face, but rather to bring together analytical information and lived experience in order to better understand how Metro’s plans and policies can address key community issues and concerns.

As a lead-in to the 2023 Regional Transportation Plan update and the 2024 Urban Growth Management Decision, this work program is intended to provide opportunities to discuss and understand new and emerging trends that will shape where and how we live, work and get around.

The 2040 Growth Concept has provided a basis to describe shared values and vision for what kind of community we want our region to be over time. The Emerging Growth Trends work will set the stage for the larger policy and community discussions about what shared values will guide our community vision going forward. In addition to informing the 2023 RTP and 2024 growth management decision, this work is intended to provide a foundation for an eventual update of the 2040 Growth Concept and its underlying policies. Pending Metro Council direction, staff proposes undertaking that effort after the 2024 growth management decision.

The primary deliverable will be an approachable document (“Emerging Growth Trends Report”) summarizing a variety of trends and their potential planning implications. Supporting deliverables will include reports and analyses on specific topics, web-based materials that are accessible to non-technical audiences (similar to Regional Snapshots). Stakeholder engagement will include Metro’s technical, policy, and equity advisory committees, panel discussions and guest speakers, focus groups with interested stakeholders, and wide ranging interviews with diverse community members to learn first-person perspectives on our changing community.

This work will also produce conceptual suggestions for possible policy amendments that could be considered in the 2023 Regional Transportation Plan and an eventual refresh of the 2040 Growth Concept and supporting policies and regulations.

Approach:

Research and outreach will be organized into a series of themes that allow Metro and our partners to consider emerging trends, issues, lived experience, and policy implications in key areas. Analytical and engagement activities will inform a summary document for each theme.



Timeline:

July 2021-July 2022

Transportation and Transit
Economy and Employment
Restoration and Healing
Housing and Neighborhoods
Downtowns and Centers

July 2022-July 2023

Produce Emerging Growth Trends Report
Begin Urban Growth Report
Begin RTP process

December 2023

Council adopts RTP

December 2024

Council Urban Growth Management Decision

2025

Pending direction, begin 2040 Refresh

Theme: Population and Demographics

Questions:

Climate-change-induced migration

With the effects of climate change becoming increasingly apparent, it is a widely shared view that the Pacific Northwest will become a receiving area for those seeking a more temperate climate. However, climate-change-induced migration to the Pacific Northwest has not been measurable thus far. What are the appropriate policy responses for providing adequate housing and reducing racial inequities if this increased in-migration trend becomes apparent? How might this trend interact with the increased possibility of remote work, which could have a countervailing effect on regional population growth?

A west coast migration magnet

Despite the fact that housing prices have risen steadily in Greater Portland, housing here remains less expensive than several other west coast cities like L.A., San Diego, San Francisco and Seattle. This has meant that Greater Portland has attracted migrants, particularly well-educated people, looking for home ownership opportunities or apartments in lively urban settings. More recently, there have been accounts of people moving to smaller, more affordable cities like Boise, ID or to even smaller towns when remote work is possible.

Will these trends lead to lower rents in Greater Portland or does the recent slowdown in multifamily housing portend rising rents? How might these trends materialize in the coming decades? What are the potential displacement implications of the region attracting relatively wealthy migrants? What could be done to ensure more equitable growth? How does growth in Greater Portland fit into a larger Cascadian Regional context?

Policy and Program Implications:

- Improved understanding of migration trends to inform forecasting assumptions in the 2024 Urban Growth Report.
- Clarification of which land use and housing options should be priorities for addressing either lower or higher household growth scenarios.
- Conceptual policy guidance for incorporating climate-change-induced migration considerations into policies, programs and investments.

Possible Analytical and Engagement Activities:

- Assessment of historic migration trends
- Summary of our current understanding of climate-induced migration, including the demographic characteristics (income, age, household size) of possible migrants.
- Assessment of historic changes in household size, age, education, and income in the region.

Theme: Economy and Employment

Questions:

Manufacturing

Pre-pandemic forecasts indicate that the long-term industrial job growth trend will remain flat. Underlying those forecasts are trends like automation and off-shoring of manufacturing to countries with lower labor costs. These trends have sped up in recent years. With domestic manufacturing generally on the decline, are there other sectors that can provide middle income jobs for those without a college education? Are there manufacturing sectors that are bright spots? What are the locational and building requirements of those sectors?

E-commerce

In recent years – even before the pandemic – most new industrial development in the region was for warehousing and distribution facilities, often to serve e-commerce. During the pandemic, many consumers have fully embraced e-commerce, but middle-income jobs are often hard to come by in the warehousing and distribution sector. What might this trend mean for retail commercial uses, industrial land preservation, and good-paying jobs for people without a college education? What might this trend mean for carbon emissions? What are the opportunities for adaptive reuse of buildings for fulfillment centers? What options are there for minimizing their potential traffic, pedestrian safety, and air quality impacts on surrounding areas?

Data Centers

Data centers are a crucial component of our digital economy. Our region’s relatively cheap electricity and access to trans-Pacific data cables have made it attractive for development of data centers. However, these data centers typically do not employ many people and – as noted – place considerable demand on our power supply. Should it be an economic development priority to accommodate data centers or should the region seek to protect its industrial land for uses that produce more direct jobs and use less electricity? Are there ways to encourage more efficient use of land for data centers?

Policy and Program Implications:

- Coordination of long-range planning with the update of the region’s Comprehensive Economic Development Strategy.
- Improved understanding of economic trends for the 2024 growth management decision.
- Title 4 (Industrial and Employment Areas): consider whether industrial land protections need to be updated (e.g., is conversion to residential a significant issue); consider whether Title 4 should have a narrower focus on Regionally Significant Industrial Areas; consider whether Title 4 can be updated to support industrial incubator space.
- Consider whether demand for large lot industrial sites is sufficient to justify ongoing regulation of division of these sites.
- Policy concepts related to industrial and employment areas for consideration in a future refresh of the 2040 Growth Concept.

Possible Engagement and Analytical Activities:

- Audit of relevant Metro policies to identify areas that may need updates or revisions.
- Assessment of development trends in industrial areas, including residential and other non-industrial development.
- Assessment of employment trends in industrial areas, including job densities, growth by sector, and wages by race/ethnicity

Theme: Transportation and Transit

Questions:

Changing transportation behaviors

Long-standing trends combined with the pandemic have led to rapid shifts in our travel behaviors. How big have these shifts been and to what degree will these trends persist, affecting how much we travel, how we travel, how safe we feel while we travel (particularly people of color), and why, where and when we travel? How will technological changes impact these trends?

Transportation for the changing nature of how people work

It remains to be seen how employment locations will look when the dust settles after the pandemic. If a significant share of employees remain working from home or commute outside of the traditional rush hour, what does that mean for our transit system that was primarily designed to get people to urban centers? How can the transit system adapt to ensure equitable mobility options? Likewise, how might shifts in where we live (e.g., middle housing in neighborhoods impact transit)?

Transportation for the changing nature of how people shop

E-commerce had been steadily increasing its market share before the pandemic, which only accelerated its use. What are the long-term implications for commercial districts, downtowns, and shopping centers if the trend persists? What are the long-term implications for industrial areas that provide warehousing and distribution space? What are the impacts of deliveries on transportation facilities, air quality and carbon emissions?

Policy and Program Implications:

- Consider Regional Transportation Plan policies that:
 - Prioritize transit and focus on the corridors that serve low-income riders / riders of color and carry people all day instead of serving peak commutes.
 - Re-evaluate major capital projects that are intended to address congestion.
 - Focus on methods of pricing that capture trips throughout the region and throughout the day (e.g., VMT fees, parking pricing in smaller commercial centers).
 - Revise policies, models, and decision-making processes to account for lower congestion.
 - Prioritize bicycle and pedestrian connections between neighborhoods and local commercial centers.
 - Require the implementation of Livable Streets Design Guidelines on new transportation projects.
- Title 4 (Regional Parking Management) of Transportation Functional Plan: consider options for updating regional parking standards to support urban centers and mixed-use areas.
- An Adaptive Planning Framework that recommends changes to regional transportation planning processes and tools for Metro to consider during the development and implementation of the 2023 Regional Transportation Plan.
- Policy concepts related to multimodal transportation for consideration in a future refresh of the 2040 Growth Concept.

Possible Engagement and Analytical Activities:

- Review of relevant Metro policies such as the 2018 Regional Transportation Plan to identify areas that may need updates or revisions because of emerging trends.

Theme: Housing and Neighborhoods

Questions:

Housing Production Strategies

Per state law (HB 2003), cities over 10,000 in population are required to adopt Housing Production Strategies. What are we learning about the most promising ways to address affordability and the historic underproduction of housing? What innovative approaches are cities using to encourage a variety of

housing, including middle housing such as townhouses, duplexes, triplexes and fourplexes? Do these local strategies point to possible regional approaches?

New neighbors

Will the increased potential for working from home combined with more middle housing options in neighborhoods (per HB 2001) shift housing growth from centers and corridors to neighborhoods? If so, how do we encourage affordability and reduce displacement in neighborhoods? Do neighborhoods have adequate access to nearby commercial services to support such changes? Will the region's neighborhoods be resilient in the event of a natural disaster? Can middle housing in neighborhoods provide residential options that are less vulnerable to urban heat island effects?

Policy and Program Implications:

- Title 1 (Housing Capacity): housekeeping amendments to facilitate local implementation of HB 2001; other policy concepts TBD.
- Title 7 (Housing Choice): reflect the role of regional funding measures in encouraging housing affordability; consider options for out-of-date voluntary affordable housing production goals.
- Policy options for encouraging city and county plans for Neighborhood Centers.
- Policy options for requiring or encouraging the most effective Housing Production Strategies.
- Policy and investment options for addressing access to nature and urban heat island effects in neighborhoods.
- Policy concepts related to Neighborhoods for consideration in a future refresh of the 2040 Growth Concept.

Possible Engagement and Analytical Activities:

- Audit of relevant Metro policies to identify areas that may need updates or revisions.
- Middle housing code workshop for city and county planners.
- Assessment of the economics of middle housing development around the region, including infill and greenfield options in different submarkets and tenures (rent and own).
- Assessment of observed prices and rents of new housing around the region, including infill and greenfield development in different submarkets.
- Assessment of urban heat island effect in different types of urban settings.
- Presentations by cities on their efforts to allow a greater variety of middle housing (per HB 2001) and to develop Housing Production Strategies (per HB 2003).
- Assessment of the market potential for Neighborhood Centers.
- Expert panel discussion of how to encourage equitable middle housing development.
- Opportunities for MTAC and MPAC members to share best practices for encouraging needed housing.

Theme: Downtowns and Centers

Questions:

Out of the office

Even before the pandemic, telecommuting was the fastest-growing way of getting to work. Now, the pandemic has demonstrated that working from home is a viable option for many more workers and it allows businesses to save money on office rent. If this shift proves durable, what might it mean for activity in downtowns and along main streets? If office rents decline, what will that mean for tax assessments and revenues and the services and facilities that they fund? What adjustments to parking policies might be in order? What might become of downtown commercial uses such as restaurants that

rely on office workers? What actions could be taken to support BIPOC-owned businesses? What are the equity implications of some workers having a choice to work remotely (potentially outside the region) while others have few choices?

A new focus for downtowns

If office uses diminish in downtowns, is it feasible to convert vacant office space to other uses such as residential? If proximity to work is less important now, what will attract residents to downtowns? What is the role of arts and culture? What transportation options support the evolution of downtowns? What needs to be considered to ensure that downtowns are resilient in the event of a natural disaster and impacts from climate change?

Policy and Program Implications:

- Title 4 (Regional Parking Management) of Transportation Functional Plan: consider options for updating regional parking standards to support urban centers.
- Title 6 (Centers, Corridors, Station Communities and Main Streets: consider updating definition of “regional investment” and updating eligibility requirements for those investments.
- Policy concepts related to the Central City, Regional Centers and Town Centers for consideration in a future refresh of the 2040 Growth Concept.

Possible Analytical and Engagement Activities:

- Audit of relevant Metro policies to identify areas that may need updates or revisions.
- Assessment of office market conditions in various urban centers.
- Assessment of commercial/residential mix in various urban centers.
- Assessment of parking trends in various urban centers.
- Assessment of the potential for repurposing commercial buildings in different urban center submarkets.
- Assessment of the role of arts and culture in urban centers with a focus on how it impacts housing, jobs, and transit.
- Assessment of how to diversify uses in central business districts.
- Expert panel discussion about downtown trends and their policy implications.
- Opportunities for MTAC and MPAC members to share opportunities and challenges for their downtowns and main streets.

Theme: Healing and Restoration

Questions:

Post pandemic interactions

Along with our work, travel, school, and shopping behaviors, the pandemic has changed the way people interact, gather, and socialize with one another. Uncertainty and distrust make it difficult to know what interactions feel safe. Human connection over a computer has changed many people’s social habits. Creative and performing artists have discovered new ways to make and share their work. What will community gathering spaces, performing arts, community events, and other social interactions look and feel like?

Cultural Capital

As neighborhoods and places undergo physical change, they also change culturally, as new residents move in, and old residents leave, either by choice or by involuntary displacement. Many places may have shiny new buildings and fresh bike lanes, yet they no longer have the longstanding community

connections, favorite businesses, and sense of familiarity they once had. Without this cultural capital, what creates a sense of place or identity among redeveloped neighborhoods?

Policy and Program Implications:

- Consider evolution and growth of Community Placemaking program.
- Policy concepts for inclusion in a future refresh of the 2040 Growth Concept.

Possible Engagement and Analytical Activities:

- Partnership with City of Portland Creative Laureate, Suba Ganesan.