

Council priority setting session agenda

Tuesday, February 12, 2019		9:00 AM	Multnomah County Drainage District			
		Priority Setting Session				
9:00	Welcome and Goals for	the Day				
9:10	Confirm Council Initiativ	es Prior to Upcoming Budget	<u>19-5166</u>			
	Attachments:	2019 Council Initiatives FY2019-20 Council Initiative Status FY2019-20 Council Initiative Status FY2019-20 Council Initiative Status	Update: Council "Awareness"			
10:30	Break					
10:45	Council Discussion					
11:45	45 Next Steps and Debrief					
12:00	Adjourn					

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ការកោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលពាក្យបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកគ្រូវការអ្នកបកប្រែកាសនៅពេលអង្គ ប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រពំរឺរថ្ងៃ ថ្ងៃធ្វើការ) ប្រពំរឺរថ្ងៃ ថ្ងៃធ្វើការ) ប្រពំរឺរថ្ងៃ إشعار بعدم التمييز من Metro

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February 2017

Confirm Council Initiatives Prior to Upcoming Budget *Priority Setting Session Topics*

Metro Council Priority Setting Session Tuesday, February 12, 2019 Multnomah County Drainage District

DRAFT COUNCIL INITIATIVES

Following January 22, 2018 Metro Council Priority Setting Session

	0-18 Months January 2019
Council Ownership Initiatives that require the leadership and direct involvement of the Metro Council to succeed. Council provides major policy direction, oversight and guidance of these projects, and critical political leadership. Council time should be prioritized for these projects	 Transportation Funding Measure Equitable Housing Program Implementation Metro 2040 Refresh/Employment Lands Parks and Nature Bond 3.0 2030 Regional Waste Plan 2019 Legislative Agenda
Council Attention Initiatives that require strong up-front policy direction and regular discussions with Council to ensure that the project is meeting Metro's policy and programmatic goals	 Resiliency Plan/Climate Action Plan Employer of Choice Construction Career Pathways Project Congestion Pricing Diversity, Equity, and Inclusion (CORE) Willamette Falls Riverwalk & Legacy Project
Council Awareness Projects that are largely operational but that require Council action to ensure consistency with policy, to comply with State law or Metro code, or to implement previous Council action or policy	 Financial 'Headwinds' Expo Center Business Plan Columbia River Levee System Zoo Master Plan Update Transportation Technology Strategy Oregon Zoo Business Plan Regional Disaster Debris Plan Next Steps Investment & Innovation Grants –Year 2 of Pilot Continuous Improvement

Council Initiative Status Update –

Draft – January 14, 2018

Council "Attention"/Medium council involvement

Items requiring Council "attention" are projects that require strong up-front policy direction from staff and regular discussions with Council to ensure that the project is meeting Metro's policy and programmatic goals. Often, the majority of work on this initiatives can be carried out by Council liaisons and Metro staff once the full Council has set the policy direction.

Proposal- these items are currently listed for Council "Attention" and are recommended to remain at that level

- Construction Careers Pathways Project
- Congestion Pricing
- Diversity, Equity Inclusion & working with CORE
- Willamette Falls Riverwalk

These items are currently listed for Council "Attention"/Medium council involvement and are recommended to move down to Council "Awareness"/Low council involvement to make room for new proposals in this category.

- Oregon Zoo Business Plan
- Regional Disaster Debris
- Investment and Innovation Grants
- Mid Cycle Growth Management Decision

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020 Budget Estimate
Construction Careers Pathways Project	Metro is partnering with 16 public sector partners to create a road map to provide reliable career paths for women and people of color in the construction trades.	Phase I of the project was completed in October and presented to Council on November 6. Phase II will identify opportunities to align policies and projects. Recommendations to the Council and other public partners will come forward in May 2019. Phase III will implement the recommendations	\$175,000 (staff plus consulting)
Congestion Pricing	2018 RTP Chapter 8 states: "Growing congestion on throughways is affecting regional quality of life. Ongoing efforts to address congestion in the region include investments in system and demand management strategies, improving transit service and reliability, increasing bicycle and pedestrian access and adding targeted highway capacity. It is clear these strategies are not sufficient and that we cannot address congestion through supply alone, we must also manage demand. House Bill 2017 directs the Oregon Transportation Commission to develop a proposal for value pricing on I-5 and I-205. The State Legislature directed the OTC to seek approval from the Federal Highway Administration by December 2018. If FHWA approves the proposal, the OTC is required to implement value pricing. The OTC formed a policy advisory committee to provide a recommendation after considering technical findings, likely effects (traffic operations, diversion, equity, environmental and air quality, others), mitigation opportunities and public	 2018 RTP Chapter 8 states: "The limited scope has raised larger questions about how demand management pricing strategies could be implemented throughout the region; further study is needed in this area and should be undertaken to better understand different ways that pricing could work regionally and the different policy outcomes each scenario would create. This should include an analysis of the potential importance and role of increased transit service and the mutual benefits congestion pricing and expanded transit service can bring depending on the type of pricing strategy and transit service implemented. A comprehensive, regional study should be undertaken before the next update to the RTP in order to provide policy guidance as to how to most effectively implement pricing to reduce congestion. 	1 FTE \$125,000 M & S \$190,000 \$100,000 modeling \$60,000 facilitation \$30,000 engagement (note: FY 18-19 budget includes \$190,000 that we anticipate carrying over to FY 19-20.)

These items are currently listed for Council "Attention" and are recommended to remain at that level

	input. This work is focused on identifying potential strategies to manage demand on I-205 and I-5. In its early stages, it has focused attention on the need to price comprehensively, rather than High Occupancy Toll lanes and to identify key mitigation strategies, such as increased transit service."		
Diversity, Equity Inclusion & working with CORE	Metro Council adopted: The Strategic Plan to Advance Racial Equity, Diversity, and Inclusion; and The Diversity Action Plan Both plans are a high priority for the Council	 Committee on Racial Equity (CORE): recruitment of new members by DEI program and appointment by Council in June (term July 2019-June 2021) Adoption of Construction Careers regional framework by Metro, implementation phase of new policies and investments Recruitment, Hiring and Retention project to identify, develop and institutionalize best practices. Training and Leadership development program with additional programming for Metro's seasonal, part-time and second-shift employees. Venues racial equity planning: launch and support venue-specific racial equity plans for P5, Expo Center and OCC. 	In COO Office, \$1.2 million. Additio nal amounts in other department budgets
Willamette Falls Riverwalk	Provide coordination of the Willamette Falls Legacy Project and lead efforts to provide public access to the Falls	 Engineering for detailed permitting and construction drawings for Phase 1 is expected to kick off in January 2019. Preparing remediation plans and designs for the removal of 4 to 5 underground storage tanks and hazardous building materials is expected to kick off in January 2019. Obtaining Federal, State and Local permits, Ongoing 	\$750,000 for staff \$1.5 million for consulting and permitting
		 Planned milestones: Archeological services RFP and procurement, Winter 2019 Construction Manager/General Contractor (CM/GC) RFP and procurement, Winter 2019 Riverwalk Phase 1 ground breaking, Spring 2020 	\$13.5 million reserved for future construction

<u>These items are currently listed for Council "Attention"/Medium council involvement and are recommended to move down to</u> <u>Council "Awareness"/Low council involvement to make room for new proposals in this category.</u>

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020
			Budget Estimate
Oregon Zoo	Reduce risk to Metro's	STATUS: Oregon Zoo leadership has developed a long term financial plan	~\$15K for process
Business Plan	General Fund by creating a more sustainable financial	with 4 key priorities: 1. Annual resources exceed expenditures	improvement training
	model at the Oregon Zoo	 Build sufficient reserves (current target \$6.75M) Sufficient investment in infrastructure Align spending with mission priorities 	\$75K for master plan prep
		During FY18 the reserves grew from \$868K to just over \$4M. The integrated conservation action plan (ICAP) is helping to align spending with mission priorities.	
		WORK for FY20:	
		- Develop innovations program focused on process improvement to ensure efficient use of resources.	
		Master plan development will help drive investment in infrastructure.	
Regional	The 2018 Disaster Debris Plan	Follow up actions include:	?
Disaster	includes follow up	Business Continuity Plan for Solid Waste	
Debris		Identification and permitting for sites	
		General preparedness planning for Metro	

Investment and Innovation Grants	 Pilot a grant program to stimulate investment in businesses that are: expanding, preserving and broadening waste prevention, reuse, recycling and energy recovery; and encouraging new participants in the region's solid waste and waste prevention systems, especially communities of color 	 Contract 14 grants awarded in 2018, and ongoing management of those grants Conduct evaluation of first round of applications received and grants made, and program structure (program guidelines, application materials and processes, composition and process of review committee, etc.) Outcomes will inform improvements for Round 2 (2019)—January-March Refinements to materials and processes to reflect increase in grant funding, incorporate current regional and statewide work to make the recycling system more resilient, and per outcomes of evaluation of 2018 cycle; active outreach to potential applicants. April-May Recruit and orient 2019 grant review committee(s) members, including Metro Council representative Launch 2019 cycle Anticipated June 1, 2019 Annual report on program to Council. Date TBD. Complete application and grant review process. June-Nov. Announcement of awards & contracting. December-Jan 2020 Evaluation of 2019 cycle 	Previous Council direction was \$3 million per year for 3 years Council direction for FY 2019-20 is \$6m.
Mid Cycle Growth Management Decision	• New state law allows Metro to consider minor expansions of the UGB for housing. The first cycle could be 2021. Council needs to provide direction to staff and jurisdictions about this upcoming process.		Should be delayed until 2020

Council "Awareness" Items

Items requiring Council "awareness" are largely operational but that require Council action to ensure consistency with policy, to comply with State law or Metro code, or to implement previous Council action or policy. These projects have the potential to be complex, financially, operationally, or politically, and they may require that Council time be allocated during the year.

- Financial Headwinds
- Expo Center Business Plan
- Least Cost Planning Tool Multi Variable Analysis
- Columbia River Levee System
- Zoo Master Plan
- Transportation Technology Strategy

Project	Issue Statement	Status of Project/ Work for FY 2019-2020	FY 2019-2020 Budget Estimate
Financial Headwinds The costs of maintaining current activity levels in Metro's government funds is forecast to exceed revenue growth.		 Three items currently impacting General Fund: 1) Pay equity. We have 200, 000 set aside in the GF for 18-19 to offset the initial costs (other funds have sufficient reserves to fund initial impact). This is probably low for initial costs. Longrange costs will escalate with COLA and merit increases over time. This will also have a significant impact on the Venues (MERC and Zoo). 2) PERS: Metro is looking at about a 3.9% increase each of the next three biennia. This will take the employer PERS rate to about 24.3% of payroll in 2023-24. Metro currently has a PERS reserve that funds the majority of the PERS bond payments from the 2005 bond issue. This fund will be expended in 20-21 and increase department PERS costs an additional 3%. 3) Housing Bond Admin Costs: Currently projected to impact the General Fund \$500,000 a year beginning in 19-20 through the completion of the bond. 	N/A
Expo Center Business Plan	Expo has a business model that is not financially sustainable. Aging buildings need to be completely renovated or deconstructed. These options require capital	We have created some funding opportunities for Expo in recent years by refinancing its debt, sharing TLT pooled capital dollars previously dedicated to OCC and providing some general fund support also previously dedicated to OCC. This has helped sustain the business but not adequately fund future improvements. We are also looking at an amended Visitor Facility Intergovernmental Agreement between Metro, Multnomah County and the City of Portland. Current drafts include a	\$25,000-\$50,000 likely spent on consulting or commercial real estate services.

	dollars that are not presently available.	"bucket" for Expo starting at over \$500,000 per year. Additionally, we need to look at different business models that can coexist on the campus which may include public/private development of a portion of the 50+ acre parcel.	
Least Cost Planning Tool – Multi Variable Analysis	2018 RTP Chapter 8 states: Phase II of Multi-Criterion Evaluation (MCE) Toolkit development will conclude by the end of 2018. Phase II scope will add travel demand model enhancements; test a bundle of benefits together in one scenario; improve methods to measure safety, physical activity and auto ownership benefits; incorporate stakeholder outreach support; and upgrade the visualizer to be fully- featured and web-accessible.	Further work on MCE is not contemplated as part of RTP implementation. The Economic Value Atlas, another data visualization and analysis tool was also completed at the end of 2018 and Planning and Development anticipates utilizing it to inform upcoming transportation, housing, and land use planning processes.	1 FTE P & D \$125,000 1 FTE RC \$125,000 M & S \$50.000
Columbia River Levee System	Metro is a partner in efforts to repair and recertify the Columbia River Levee for the purpose of protecting regionally significant employment lands, the Portland International Airport, and Metro facilities.	Key work includes: Legislation to enable creation of a single special district that replaces the four existing flood control districts Resolution of governance issues Financing for capital improvements and levee maintenance and operation	 \$51, 369 per year to repay Metro's share of partner loan. Continues through 25-26. \$50,000 per year, escalated 3% per annum, as Metro's share of admin

			expenses through FY 2024 (agreement has not yet been signed, but has been approved).
Zoo Master Plan	Need to update the 2012 Zoo Master Plan to ensure the Zoo campus and facilities meet the Zoo's mission of conservation, animal welfare, and education	The current zoo bond is implementing the first 10 years of the existing 20 year master plan to upgrade 40% of the zoo's campus. FY20 will be focused on creating a project plan and strategy to refresh the master plan. Project plan implementation in FY21.	\$75,000
Transportation Technology Strategy	Metro's Emerging Technology program will be guided by the Regional Emerging Technologies Strategy adopted as part of the 2018 RTP. Four next steps have been identified that can support the region and local partners in implementing the policies in the strategy: (see next column)	 Fund technology pilot projects to test new approaches to connecting people to transit, promoting shared and active trips, and providing more equitable transportation options Convene partners to establish new mobility policies that are consistent across the region and aligned with regional strategy to ensure new travel options operate safely, equitably and transparently Develop better data and tools so that we can account for the impacts of emerging technology in transportation planning efforts Advocate for state and federal technology policy that supports our regional goals and preserves local and regional authority to manage the transportation system. 	1FTE P & D \$125,000 1 FTE RC \$125,000 Pilot Grants: \$75,000/yr Data Analysis: :\$50,000 (note: grants are funded for FY 18- 19 as pilot program, additional funding will be needed in FY 19-20 to continue grant program)

Council Initiative Status Update -

Draft – January 14, 2018

Council "Ownership"

Items requiring Council "ownership" require the leadership and direct involvement of the Metro Council to succeed. Councilors provide major policy direction, oversight and guidance of these projects, and critical political leadership. The majority of Council work session time should be set aside over the course of 2019 for these issues.

- Transportation Funding Measure
- Equitable Housing Program
- Land Use Leadership
- Parks & Nature Bond 3.0
- 2030 Regional Waste Plan
- Oregon Legislative Agenda

Торіс	Issue Statement	Status of Project/ Work for FY 2019-2020	Policy Questions/Major issues for FY 2019-2020	Budget Questions
Transportation Funding Measure	 The vision for transportation in the Regional Transportation Plan is In 2040, everyone in the Portland metropolitan region will share in a prosperous, equitable economy and exceptional quality of life sustained by a safe, reliable, healthy and affordable transportation system with travel options. Current transportation investments fall short of meeting our growing regional transportation needs. Additional investments are needed to meet our transportation, economic, climate, and community goals. Specifically, the Southwest Corridor Light Rail project requires substantial local investment. Council has targeted the November 2020 election for a measure. 	 Council direction on policy outcomes and framework, identify key areas for investment, seat Transportation Funding Task Force to advise Council (Jan/Feb 2019) Prioritize areas for investment (March/April 2019) Engage key stakeholders, communities of color, and elected officials (ongoing) Sub-area community teams propose short-term project lists, Council and Task Force identify regional programs (May-July 2019) Council reviews projects and prioritizes (Aug-Sept 2019) Council considers investment scenarios (October-November 2019) Consideration of possible revenue mechanisms (November 2019) Task Force recommendation of investment scenario to Council (December 2019) Council decision on investment scenario and direction to prepare for project IGA development (February-April 2020) Task Force recommends accountability and oversight to Council (February-March 2020) Council considers recommendations and revenue mechanisms (April 2020) Referral (May 2020) 	 What are the most critical of Metro's adopted policy outcomes to achieve in this measure? How will our work on housing and parks & nature inform and support a coalition needed to advance a regional transportation measure? What are the critical projects that need to be included in the measure to meet Metro Council's policy goals? What criteria should be used to prioritize those projects? Are there other regional programs that should be advanced through this measure? What is the Council's direction for stakeholder and community involvement? How will racial equity inform Metro's work and process in this effort? 	Council Opportunity Funds/ GAPD funds/ Planning Department Support all needed.

Equitable Housing Program	In November 2018, the voters approved a \$652.8 million bond to construct affordable housing for approximately 12,000 people. Metro will collaborate with the three counties, four CDBG eligible cities, and the region's affordable housing developers to construct the housing and deliver on the other commitments in the bond, which include a focus on racial equity, increasing the supply of housing throughout the region, a commitment to deep affordability, and a commitment to family-sized units.	 Council adoption of work plan [Jan 2019]and appointment of Oversight Committee[Jan-Feb 2019] Technical assistance to support local implementation strategies [Jan 2019-ongoing] Community engagement to inform Metro's Site Acquisition Strategy [Jan-May 2019] Develop procedures and guidelines including metrics for tracking program outcomes. [Jan-May 2019] Oversight Committee and Council consideration of "Phase 1" projects; IGAs for approved projects [March-June 2019] Oversight Committee and Council review of regional site acquisition strategy [May-June 2019] Oversight Committee and Council review of local implementation strategies and IGAs for approved strategies [June-August 2019] Technical assistance to support local implementation [July 2019-ongoing] Coordination with Local Implementation Partners for development of sites acquired through Metro Site Acquisition Program [July 2019-ongoing] Oversight Committee reporting on Local Implementation Strategies and compliance with bond requirements and work plan [July 2019-ongoing] 	 How will our agreements with our local government partners to balance the need for local control and flexibility with the need for Metro Council accountability? How can we support local governments in meeting Metro's goals for involvement by culturally-specific communities? What other goals, such as COBID participation and workforce diversity will be part of the housing bond? How do we support the Oversight Committee in providing effective oversight of local implementation of the bond commitments? 	3 FTE P & D (new) 3 FTE P & D (existing) 2 FTE Comm (new) 1 FTE Comm (existing)
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 The 2018 Growth Management Decision included direction for staff to return to Council with two work plans Update the 2040 Growth Concept to address issues the region didn't fact in 1995. Use the Economic Value Atlas to update the region's vision about employment and the land use implications of future employment. 	 Elected Official engagement Staff engagement 	 include: major technological change in several sectors, automation, increased diversity of the region's population coupled with increased knowledge of the long-term economic and social damage of racial discrimination, understanding of impacts of climate change, decline of middle-class jobs, and affordable housing crisis. What is the future of employment in 	FY 19-20 Budget request is for 1 new Comm FTE to support robust engagement and for \$250,000 M \$ S to support both Comm and Planning. Future work phase may also include Research Center and Parks and Nature.
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Parks &	Preservation and protection of	• Explore and confirm Council desired	• Work on Parks & Nature must help	GAPD,
Nature Bond	significant natural areas to protect	outcomes, policy direction, gaps and	us grow a coalition to support	Council
3.0	water quality, preserve habitat, and	potential options [Jan 2019]	transportation funding.	Opportunity
	ensure people have access to nature are	• Finalize framework and project	• How should our land acquisition	and Parks &
	critical elements of Metro's growth	selection criteria [Jan-Feb 2019]	program evolve? Should there be	Nature all
	management strategy. Steady	• Outreach and engagement with	new criteria incorporating equity and	funding
	population growth has only increased	elected officials of the region [Feb-	climate resiliency? How will it be	
	the importance of water quality,	Jun 2019]	coordinated with affordable housing	
	habitat, and access for people.	 Continued targeted and general 	development? Does that require	
		community/stakeholder engagement	examination of new target areas?	
	Metro has increasingly urgent need to	[Jan-May 2019]	• How can we evolve our local share	
	complete nature parks that have been	• Engagement planning and outreach	allocations to better achieve our	
	planned, to reinvest in existing	of coordinated coalition, blend	equity and climate goals? Can local	
	facilities, to continue to provide grants,	housing and transportation [Apr-Nov	share address park deficient areas?	
	and to acquire critical natural areas.	2019]	 How should our grant programs 	
		• Public opinion research [Mar 2019]	evolve?	
	The 2006 Natural Areas bond will be	• Refinement and finalization of	• How should our parks & nature	
	spent out in 2020, even thought the	priorities, target maps, proposals and	investments support our land use,	
	region's need for natural areas and	projects [May 2019]	economic development, and	
	parks remains essential.	Resolution for referral adoption	transportation goals? What is the	
	~	[draft May, final June 2019]	role of our Parks Bond in regionally	
	Council has targeted the November	• Develop pre-post referral materials	significant developments?	
	2019 election for a measure and has	[May-Jun 2019]	• How does the Parks & Nature Bond	
	directed staff to design a measure that	 Bond implementation planning 	reduce Metro's long term operating	
	will not increase the total amount of	Phase 1 [Jul-Nov 2019]	and maintenance costs?	
	Parks and Nature General Obligation	Bond implementation and	• How does this bond support	
	Bond taxes from FY 2019-2020 levels.	coordination planning Phase 2 [Dec	Council's goal of long-term and	
		2019 – Jun 2020]	permanent operating funding for the	
		2017 Juli 2020]	system?	
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Regional Waste Plan	The draft 2030 regional waste plan will be adopted by the Metro Council in February 2019. The new plan focuses on equity, health, and the environment and strives to address the full life cycle of materials we use—from design to production to use, until they go to a recycler, landfill, or thrift store. To achieve ambitious goals, the draft plan contemplates over 100 actions organized in five areas of work: Shared Prosperity, Product Design and Manufacturing, Product Consumption and Use, Product end-of-life Management and Disposal, and Disaster Resilience. Forty (40) actions focus directly on advancing equity and reducing disparities. Under Oregon state law (ORS 459.055) the plan also includes an appendix identifying the waste reduction program and demonstrates the region's compliance with specific statutory and regulatory requirements.	 In collaboration with local governments, develop multi-year work plans iaw RWP: Implement, monitor, and adjust contractual transitions to post-2020 system operations; Continue search to acquire land for CRC near Metro South Station; Continue analysis of available land and partnership with City of Hillsboro on Metro West Station; Finish examination and prep for installation of pre-processing equipment at Metro Central Station; Secure new lease agreement and plan for system modification at MetroPaint; Facilitate and ensure implementation of local Food Scraps capture policies; Implement clean MRF regulations; "Double-down" on consumer education; Implement results of Regional conversation on single use plastics; Double amount of funds available through I&I grant program; Pursue partnership(s) to develop second generation MRFs; Propose concept to establish Metro Conservation Corps. 	 What is Metro's willingness to invest in "system certainty" to ensure services remain available to the region long term? What is Metro's willingness in ensuring service equity and consistency across the region? What is Metro's role in creating a market for recyclables? Can we stimulate industry to recycle materials? Which actions will best reduce the amount of total materials, especially plastics and packaging? How can we increase producer responsibility/ liability for those items? How can a utility that relies on heavy vehicles driving on local streets minimize its community and environmental impact? How can we ensure this utility adds to resident's quality of life and creates a new paradigm for waste management in the world? Beyond I&I grants, what Public/Private partnerships may be necessary to create the next generation system? 	SW funds: Regional System Fee (RSF) collected on all wastes disposed in region funds regional SW programs and services. Tonnage charge covers Metro's recovery, transport and disposal operations. Excise Tax, collected at same locations as RSF, is a source of revenue for Metro's general government.
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Legislative Agenda	Metro Council will adopt a legislative agenda for the 2019 and 2020 sessions. Council direction and participation will be required throughout each	•	2019 Legislative Principles and Priorities development [Sept. 2018- January 2019] Advocacy in State Legislature with reports to and ongoing guidance from Council [January-June 2019] Report out of Legislative session [Summer 2019] 2020 Legislative Principles and Priorities development [Sept. 2018- January 2019] Advocacy in State Legislature with reports to and ongoing guidance from Council [February-March 2020]	All addressed as part of work plan and throughout the session	GAPD budget is part of Council/COO budget
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Materials following this page were distributed at the meeting.