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Business Focus Groups Report

A Summary of the Climate Smart Communities
Scenarios Project Business Focus Groups Held
from December 2012 – April 2013

May 2013

About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

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Metro collaborated with the Columbia Corridor Association, East Metro Economic Alliance, Clackamas County Business Alliance, Tualatin Chamber of Commerce, the Portland Business Alliance Small Business Council, and the Home Builders Association of Metropolitan Portland in planning and executing the business focus groups. The opinions, findings and conclusions expressed in this report are not necessarily those of our partner organizations.

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CLIMATE SMART COMMUNITIES SCENARIOS PROJECT

Executive summary

Introduction

This report summarizes the results of five business focus groups conducted in December 2012 and early 2013. The focus groups were part of the 2012-2013 communications and outreach strategy for the Climate Smart Communities Scenarios Project.

Background

At the time the focus groups were conducted, the scenarios project was nearing completion of engagement with local elected officials to achieve understanding of Phase 1 findings, and was making progress with engaging leaders of the business, environmental, and equity and environmental justice communities. During this period, outreach involved more in-depth methods of communicating to strengthen connections with communities and build relationships with key community members.

For the business focus groups, Metro partnered with the Portland Business Alliance Small Business Council, the Westside Economic Alliance, the Clackamas County Business Alliance, the Home Builders Association of Metropolitan Portland, the Columbia Corridor Association, the East Metro Economic Alliance, and the Oregon City, North Clackamas, Tualatin, Wilsonville, and Greater Hillsboro chambers of commerce. Partners encouraged their contacts to attend and advised on the workshop agenda and activities.

The goal of the focus groups was to gain an understanding of what business owners viewed as the most significant challenges to the growth of their businesses and the region's future economic growth, and what they considered priorities for investment.

Overview of focus group format

The focus groups followed a format of a short introduction and explanation of the project by staff followed by questions and discussion. The meeting flowed as follows:

- **Welcome and Introduction** – Welcome participants and thank them for their attendance.
- **Focus group description and expectations** – Jeanne Lawson, facilitator of JLA Associates, reviewed the project background and outlined the goals of the discussion questions.
- **Part 1 Questions** – Focus group participants discussed current actions and challenges to balancing sustainability and economic growth.
- **Part 2 Questions** – Focus group participants provided input on land use and transportation strategies being discussed and outcomes to evaluate.
- **Part 3 Questions** – Focus group participants recorded information about their business and shared additional thoughts and comments on a brief written questionnaire.

- **Thank you and next steps** – Metro staff said that more information will be coming over the next year and a half, providing future opportunities to continue to shape the project. The region’s policy committees will make recommendations to the Metro Council in May on three scenarios to test this summer. There will be further discussion in Fall 2013 and Winter 2014 to decide on the best scenario moving forward. Metro staff also invited focus group participants to take part in a public OptIn Survey to share their opinions. The final decision will be at the end of 2014. Jeanne Lawson thanked everyone for their participation and adjourned the meeting.

Focus group summaries

Appendix A – A general summary of all six focus groups is provided in the Business Focus Groups Summary document at the front of this section. The group goal, represented organizations, primary outcome and a set of recommendations drawn from all of the focus groups is provided. This is followed by a list of emergent themes. This is followed by comprehensive summaries of each focus group including a complete list of participants, notes from opening remarks and discussions, and identification of emerging themes. The same four discussion questions were used with all six focus groups. These include:

- What actions is your business taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?
- Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?
- How do the region's policies affect you? What strategies would have a positive or negative impact? What policies or investments are most important?
- What outcomes are the most important to measure when it comes to evaluating choices for the region's future and potential impacts to local businesses and the region's economic growth and prosperity?

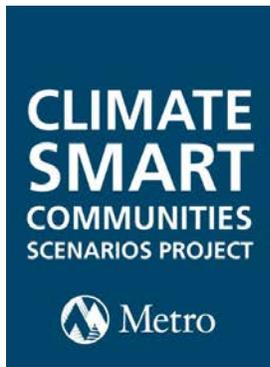
Focus group materials

Appendix B – An overview of the Climate Smart Communities Scenarios Project framed for business leaders provides context for the work of the focus groups. Agendas for each of the focus groups are included with an outreach brochure, *Unique local approaches, one common goal* that provides more in depth information about the project including a timeline for engaging cities, counties and communities.

Focus group feedback

Appendix C – Participants completed questionnaires about their business and shared additional thoughts and comments.

Appendix A: Focus group summaries



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Business focus groups

Date conducted December 2012 and early 2013

Focus group goal The goal of the focus groups was to gain an understanding of what business owners viewed as the most significant challenges to the growth of their businesses and the region’s future economic growth, and what they considered priorities for investment.

Participants Clackamas County Business Alliance, Westside Economic Alliance, Columbia Corridor Association, East Metro Economic Alliance, Portland Business Alliance Small Business Council, Home Builders Alliance of Metropolitan Portland and the Oregon City, North Clackamas, Tualatin, Wilsonville, and Greater Hillsboro chambers of commerce.



Primary outcome Participant feedback indicated that the most significant challenges to business growth stem from regulations and policies that hinder efficiency and competitiveness, the region's growing congestion, inefficient use of infrastructure and lack of available financing to improve the existing transportation system. They identified investment in infrastructure, business development and reliable transit options as essential for future business growth.

Recommendations Participants suggested potential metrics that Metro can use to evaluate the greenhouse gas reduction strategies and investments under consideration in terms of their ability to help existing local businesses grow and attract new businesses to the region. They highlighted the importance of implementing incentives and strategies that allow for flexibility while maintaining the viability of businesses in the region. Participants encouraged more coordination and cooperation between jurisdictions and developing consensus around a shared set of local and regional goals. They noted the importance of continuing to engage stakeholders in the planning process to carefully think through the consequences of different actions and to ensure support for the preferred scenario selected at the end of the process.



Emergent focus group themes

Challenges/barriers to future growth

- Congestion that is in part caused by people living and working in different communities
- Regulations that cause inefficiency and hinder competitiveness
- Inefficient use of the existing transportation system and infrastructure
- Transit connectivity and frequency (service does not connect people directly from home to work or the services hours available do not match the shift schedules for many employees)
- Lack of sustainable long-term financing for transportation – e.g., existing funding sources are not indexed to inflation (e.g., gas tax) or that are tied directly to job growth (e.g., payroll tax)
- Lack of coordination between public agencies
- Health insurance costs for employees
- Workforce does not have the education needed for the types of traded-sector jobs the region has been seeking
- Lower per capita incomes relative to other metropolitan areas
- More diversity of the “business ecosystem” needed – e.g., larger traded-sector businesses rely on more local small and medium-sized businesses

Evaluation metrics

- Maintaining businesses’ viability and competitiveness
- Attracting business to the region
- Consider whether the policy is practical and helps businesses be more sustainable
- Equity, access, mobility
- Cost of doing business
- Number and type of jobs created

Investment priorities

- Investments in business development
- Creating reliable transportation options
- More coordinated and interconnected planning and implementation
- Maintaining and improving existing infrastructure
- Education, trade programs and training to attract traded-sector businesses and expand work force opportunities
- Expanding supply of development-ready land
- Attracting smaller businesses to business corridors to help expand services available to nearby neighborhoods

For more information

Sign up to receive email updates about additional public events, forums, and web surveys at www.oregonmetro.gov/climatescenarios or by calling 503-797-1551.

Climate Smart Communities Scenarios Project Freight Business Focus Group – Summary

Tuesday, December 18, 2012

9:30 a.m. to 11 a.m.

Metro Council Chambers, 600 NE Grand, Portland, OR

Meeting Attendance

Bill Burgel, Burgel Rail Group

James Dibble, Evraz

Sorin Garber, T.Y. Lin International

Gary Gaussoin, Silver Eagle Manufacturing

Jerry Grossnickle, Bernet Barge Lines

Bob Hillier, PBOT

Lee Johnson, Jet Expedited Transport

Alando Simpson, Rose City Disposal

Jeff Swanson, Portland State University

Metro Staff

Dylan Rivera, Public Affairs Specialist, Transportation Planning

Facilitation Team

Corky Collier, Columbia Corridor Association

Jeanne Lawson, JLA Public Involvement

Welcome and Introduction

Corky Collier thanked everyone for coming. He made the following main points:

- A lot of attendees were involved with the development of the sustainable freight strategy.
- Today's meeting will try to build upon the knowledge in the strategy.
- The freight strategy had a city focus; today's meeting will expand these ideas to broader range solutions for the region.
- A good mix of people are in attendance. Some haul freight; others have freight hauled to them. Some are regional; some are city-based.

Jeanne Lawson introduced herself as the meeting facilitator. She said that attendees had been invited because everyone brings diverse backgrounds and a well-developed understanding of the subject in regards to freight. She said that the region has already reduced passenger vehicle miles driven per day since 1995 and that Metro's goal is to build on this.

Jeanne provided a brief introduction to the Climate Smart Communities project and said that Metro is convening several groups. They have met with health, environmental and environmental justice groups. This is the first of four business-focused groups.

Dylan Rivera reviewed the agenda and meeting materials. He underscored that the Climate Smart Communities project is not just about reducing emissions but about increasing overall community livability. One of the main themes for today is: What strategies do they think will work for freight? What can Metro and its partners do to help them move toward sustainability?

Everyone at the meeting introduced themselves.

Question and answer

- Bill Burgel asked whether this discussion includes Vancouver. Dylan replied that Metro is focusing on three counties in Oregon. Jeanne added that they would like to consider the urban area (which is difficult to define with boundaries), but that the project must satisfy Oregon legislative requirements.

Discussion topic: What actions is your business taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- More efficient engines
 - Including “Gen-Set” technology
- “Lean” thinking/efficiency
 - Requires understanding the difference between efficiency and economy
- Timing and synchronization
 - “Just-in-time” delivery
- Optimization requires a larger focus; not too local

Efficiency

Gary Gaussoin commented that efficiency is all about reducing waste, which includes understanding what waste is. He said that many things can be waste; for example, waiting, handling goods more than necessary, storing more inventory than is needed, etc. Anything that does not add value to the end customer is waste.

Efficiency is a complex issue. Discussion regarding efficiency included:

- Inefficiencies are always shifted elsewhere; for example, to the consumer.
- Need to consider a larger scale to make things the most efficient.
 - Do not want to achieve these goals at the expense of the broader region.
- Reducing miles travelled is not necessarily being the most efficient.
 - For freight, sometimes more miles is better.
- Just in time deliveries
 - This does not mean fastest, it means at the right time.
 - Limits waiting time.
 - If goods are delivered at night, staff need to be there to receive them.
 - For some, having full loads is the most efficient, not timing.
- Waiting and traffic congestion are huge inefficiencies.
- Synchronization is important.

- Must consider customer needs and the bottom line.
 - Sometimes, they require small, targeted deliveries.
 - More deliveries overall in smaller trucks may mean more emissions.
 - On the other hand, targeted deliveries may limit driver waiting time.
 - Considerations include the value of the transportation versus the value of the product (for example, would not ship load of rock overnight on a plane).
- Need to allow free movement of freight traffic.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Inadequate infrastructure
 - Workforce issues
- Conflicting and inflexible policies
 - Outdated rules for redeveloping (brownfield)
 - Lack of practical experience in regulation
- Lack of room to expand
 - Sprawling street design
- Congestion and predictability
 - Slower can be ok as long as it is predictable
 - Need to allow free movement of freight
- Government not acknowledging waterways as freight routes

Infrastructure and workforce issues

James Dibble commented that Evraz’s biggest challenges are inadequate infrastructure and lack of drivers.

Lee Johnson said that there serious workforce issues and that this should have been addressed long ago.

Gary Gaussoin said that the workforce pipeline primarily promotes university programs and intellectual jobs and has abandoned people with craft-oriented skills.

Jerry Grossnickle said that Bernet Barge Lines needs a lot more barge drivers and that this is a job that pays quite well.

Conflicting and inflexible policies

There was some discussion about restrictions that exist when trying to correspond to regulations, which often leads to a lack of efficiency. Also, that the rules themselves are not keeping up.

Bob Hillier said that some of the challenges in Portland are conflicting documents for city development. He gave the example of conflicting rules in designing a simple intersection in St. John’s because it is in both a designated trucking district and pedestrian district.

Alando Simpson said that one of his biggest concerns is that bureaucrats just go by the book and do not take time to discuss solutions at a human level.

Gary Gaussoin said that enforcers often just follow the rules and lack real life experience in the field.

Sorin Garber provided two anecdotes about regulation processes being too cut-and-dry:

- New Seasons Market has been limited in the amount of parking spaces it builds due to regulation. Thus, it never has enough parking so residents hate having a New Seasons Market in their neighborhood.
- Widmer Brewpub was located in North Portland in an area that required curb extensions. However, the curb extensions made it impossible for its trucks to flow in and out of the facility. Now it has to use a facility in Wilsonville rather than North Portland.

Brownfield development was given as an example of inflexible policies. Lee Johnson said that he had cleaned up a brownfield site in six months, though there was a very long process of testing following this. Regulators could help him by speeding up the process of testing rather than following a rule that was established 15 years ago.

Corky Collier said that it is good to have some separation and conflict between the regulator and the regulated. On the other hand, they need to focus on compromises. He suggested that government should not aim for 100% compliance with rules, since this often is not achievable to begin with. Reducing compliance requirements (for example, to 97% compliance) would greatly increase flexibility.

Congestion and predictability

Alando Simpson said that, in order to get to a site fast and not to waste worker hours, Rose City Disposal waste trucks take Portland neighborhood streets rather than highways like I-84 – because the time for these trips is more predictable. I-84 is not predictable due to congestion.

Gary Gaussoin said that Silver Eagle Manufacturing trucks will burn more fuel and go slower on I-84 than by using Martin Luther King Boulevard. Also, its customers are happier with the predictable deliveries.

Lee Johnson said that this might be an issue that could be solved with customer communication. He said that when all of his customers wanted freight picked up at the same time, he explained to them that this would require more trucks and cost a lot more. They were happy to be flexible with pick-up times if they would get much cheaper rates.

Waterways as freight routes

Jerry Grossnickle said that the river system is a freight route regulated by the federal government and that he has found a problem with City of Portland recognizing this. For example, one area of the Willamette was filling with sediment and ships could not navigate safely around this, but environmental groups were against dredging. Nobody at the City was interested in taking up this

cause. Waterways need to be recognized as an important freight route, and also one that can be very efficient.

Discussion topic: How do the region's policies affect you? What strategies would have a positive or negative impact?

Jeanne referred to the list of Climate Smart Communities project strategies and explained that the strategies are various approaches that would be considered and applied differently throughout the region. She asked – as the region's elected officials consider land use and transportation policies and investments, what would be helpful or challenging for future growth?

A summary of responses included:

- Resource allocation
- Land costs and real estate
 - Industrial land supply
- Freight route protection
 - Roads, rail, waterways
- Parking shortage
- Density
 - Means more, smaller deliveries
- Mixed use development
- Congestion
 - The last mile
- Funding technology and equipment solutions
 - Diesel retrofitting
- Intelligent Transportation Systems (ITS)
 - Low cost, high benefit
 - Synchronize lights
- Recognizing differences between freight and commuter traffic
- Depolarizing issues around transportation and freight
- Recognizing the cost of inefficient policies

Resource allocation

Bob Hillier said that elected officials need to decide how to allocate resources, including dollars and staff.

Protecting freight routes

Sorin Garber gave examples of San Francisco/Oakland and Seattle/outer areas, where land in the major cities was made more attractive to residents and less attractive to freight. Freight was forced to move elsewhere.

James Dibble said that this region is blessed with good river access, as well as north-south-east-west rail and highway access. And yet, the region prices industrial land in such a way as to drive business away. Seattle and Tacoma are not able to expand, but Portland could grow bigger industrially if it wanted to.

Lee Johnson said that this region used to be known for freight and now freight is not as important. He said that they limits are put on freight, then customers will go where they can find the service they need (for example, Los Angeles).

Jerry Grossnickle said that environmental regulations on the river would cut of freight.

Congestion

Gary Gaussoin said that when traffic is congested and trucks are idling, it is bad not only for business but also for greenhouse gases.

Mixed use

Gary Gaussoin said that the idea of mixed use design is ok for light manufacture, but not so good for industrial. He said that current industrial areas need to be protected. He said that the more mixed use areas are promoted, the more there is a feeling of commercial versus residential.

Corky Collier said that strategies for commuters are different than for freight, and strategies for industrial are different than for commercial.

Funding technology and equipment solutions

Sorin Garber said that equipment capital cost is a big issue and that programs should focus more on equipment rather than getting people out of cars. He said the diesel retrofit program is not funded well enough.

Bob Hillier noted California's laws helped improve the rail fleet because they require certain kinds of locomotives.

Gary Gaussoin said that new equipment does not always work as well when first introduced. He said that freight is not "one size fits all." He said instead of requiring specific technology, Metro should try to encourage things that have economic benefit and people will serve themselves and follow the positive behavior, as well.

Jeff Swanson said that Schnitzer Steel bought 30 locomotives for scrap metal a couple of years ago. The locomotives were manufactured in the early 1970s and were very inefficient. Fuel cost savings made it very attractive for companies to replace them because repayment on the new, \$2.5-million engines was less than 18 months. He said the decision to buy newer, efficient locomotives was driven by economics and the cost of doing business, but it had a tremendous environmental benefit. He said that Metro needs to figure out how to monetize environmental benefit.

Freight versus commuter/passenger traffic

Gary Gaussoin said that many people think diesel engine efficiency is bad, however the majority of emissions come from passenger cars.

Corky Collier said that trucks and commuter cars are using the same pavement so they are often put in the same category, but they are very different. He said it is a cost to the community when

he drives to a meeting, but it is a benefit to the community when industry hauls freight. He said Metro should make a clear distinction between commuters and freight.

Jeff Swanson said that caution should be used to avoid a war on commuters mentality because the workforce must get to work for the supply chain to work efficiently.

Vilification and depolarizing issues

Gary Gaussoin said that there is a lot of vilification in “green” discussions.

Bob Hillier said that, working for the City of Portland, he hears a lot of anti-truck sentiment. He said this is a scapegoat and that there should be education around this.

The cost of inefficient policies

James Dibble said that if the cost of freight goes up (due to congestion, etc.), then a company’s area of delivery goes down.

Sorin Garber said that freight is about the cost of goods. Freight is not going to go away because things are made more difficult for the industry; the extra cost will be passed onto consumers.

Discussion topic: Evaluation – how should Metro measure potential strategies?

Jeanne explained that Metro will be identifying three strategies that they will test for six months prior to choosing a preferred approach. Metro wants input from the business communities on ways they can measure how strategies are working.

A summary of responses included:

- Monetize strategies and environmental benefits
- Land use
 - Industrial corridors
 - Industrial land supply
 - Monetize time and cost of commuting
- Equity
 - Cost
 - Distance
- Metrics to consider:
 - Predictability
 - Velocity
 - Access
 - Mobility
 - Wages and economic prosperity
 - Loss of service / reduction in mobility
- Consider vehicle miles traveled (VMT) as a metric
 - Consider hours of travel, not just VMT
- Cost of congestion
 - Revisit study
- Use performance measures

- Consider return on investment

Industrial land supply

There was some discussion that the government should maintain the necessary industrial land supply and make sure there is access for the work force to get there.

There was also discussion about the need to monetize the reasonable length of time spent for freight and commuters.

Jeff Swanson said that industrial land supply can be an issue of equity. He gave the example: If industry moves to Clark County, the people who work in manufacturing have to commute to Clark County.

Wages and economic prosperity

Bob Hillier said that a goal should be to increase wages in trade sector jobs. He said this would best be done through efficiency rather than regulation; jobs will be created because infrastructure is there and business is doing well.

Corky Collier said that economic prosperity feeds into many of the other goals, including equity and clean air.

Vehicle miles traveled (VMT)

There was some discussion that the evaluation of road networks has recently been converting from a level of service metric to VMT, but there was disagreement as to whether this is the most valuable metric.

Bob Hillier and James Dibble said that railroads use VMT as their number one metric.

Sorin Garber said that VMT has to do with how successful land use policies are. He suggested a better metric would be vehicle travel hours or hours spent in vehicle.

Performance measures

Gary Gaussian said that the strategies listed are not performance measures. He said the strategies should define the end goal rather than defining a specific method. He said this would allow for much more creativity in the methods used to achieve this goal, as well as the ability to measure performance toward the goal.

Defining return on investment

Sorin Garber said that strategies need to define the returns on investment; what exactly are the expected benefits?

Additional comments

- Bob Hillier offered some advice from his work on the Sustainable Freight Strategy: Focus on what you can control. What can be done at our jurisdictional level?
- Gary Gaussoin commented that rules should make it hard to do the wrong thing.

- Sorin Garber made a comment that being sustainable or “climate smart” must be equitable to the bottom line and customer needs.
- Sorin Garber suggested that some of those present could put on a presentation to the Mayor to make him more aware of these issues.

Thank you and next steps

Dylan Rivera wrapped up the meeting, reminding the group that Metro will be conducting more focus groups in the next month or so. They will have an opt-in survey and Metro would like for them to join that panel and discussion. The region’s political leaders will get together in April to give Metro direction on three strategies to test. There will be further discussion in 2014 to decide on the best scenario moving forward.

Climate Smart Communities Scenarios Project East Metro Business Focus Group – Summary

Wednesday, December 19, 2012

10:00 a.m. to 11:30 a.m.

Gresham City Hall, 1333 NW Eastman Parkway

Meeting Attendance

Ken Anderton, Port of Portland

Ron Cazares, FedEx

Kathy Clevenger, Microchip Technology Inc.

Dan Corcoran, McDonald Wetle Roofing

Dave Earnest, NACCO Materials Handling
Group

Dave Eatwell, West Columbia Gorge Chamber

Steve Entenman, Harper Houf

Alison Hart, Gresham Area Chamber of
Commerce

Matt Miller, Gresham Sanitary

Sue O'Halloran, Kohler Meyers O'Halloran

Metro Staff

Dylan Rivera, Public Affairs Specialist, Transportation Planning

Facilitation Team

Travis Stovall, East Metro Economic Alliance

Jeanne Lawson, JLA Public Involvement

Welcome and Introduction

Travis Stovall thanked everyone for coming and said he partnered with Metro on this event because regional policies and investments help shape transportation infrastructure. He acknowledged that many of the people in attendance worked on the East Metro Connections Plan. Today's meeting will build on those conversations and think about how things might play out at a regional scale. East Metro projects that also meet goals of the Climate Smart Communities project may be able to make a stronger case for funding from the region.

Jeanne Lawson introduced herself as the meeting facilitator. She introduced the Climate Smart Communities project and desired outcomes.

Dylan Rivera explained that today's meeting is about how Metro can combine these strategies to form the best solution for the future – and what the business impacts will be. One of the main themes for today is: What can Metro and its partners do to address the charge from the legislature while supporting economic prosperity?

Everyone at the meeting introduced themselves.

Discussion topic: What actions is your business taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- Sustainable business parks
- Livability and its connection to sustainability
 - Living near work
 - Jobs, payroll, tax base
 - City codes
- Local sourcing
 - Cut transport costs and environmental impacts
- More efficient vehicles
 - Changes to fleet
 - Some technologies work better than others
 - Electric vehicles
 - Natural gas vehicles
 - External combustion engines
 - Hydraulic assist
 - Appropriate technology depends on each business's needs
 - Problem with capacity / weight load of some new vehicle technologies
 - Challenges with financing
 - New technology for trucks and airplanes
- Freight movement
 - Routing trucks to maximize efficiency
- Consumption reduction goals and recycling
 - Electricity monitoring
 - Cardboard, plastics
- Sharing monitoring findings with employees at all levels

Livability and its connection to sustainability

Dave Eatwell said that the West Columbia Gorge Chamber has set up the New Work Program to help workers find affordable and suitable housing near their work, near transit and within walking distance of many amenities. This is a free program and offered to individuals through local businesses. The major challenge they face in this program is employer resistance.

Local sourcing

Dave Eatwell said that the West Columbia Gorge Chamber is currently working on a program to assist manufacturers in sourcing materials locally. This takes time and distance out of final products.

More efficient vehicles

Dave Earnest said that NACCO Materials Handling have developed vehicles that use gas, diesel, electricity, and propane. They are currently developing a more efficient diesel engine. He said

that businesses that operate in closed environments or under the public eye, like theirs, have incentives to make changes towards greener technologies.

Ken Anderton said that the Port of Portland has been transitioning its fleet to part-electric. The port also is retrofitting a 1920s dredge with a clean diesel engine.

Matt Miller said that Gresham Sanitary is familiar with making trucks quicker and more efficient and that they were the first refuse company in Oregon to have a natural gas garbage truck. He said they have a two-fold reason for making changes to their fleet. The first is policy-driven: the City of Portland put out an efficiency mandate. Second, new trucks are more efficient. They chose natural gas powered trucks because diesel trucks with new efficiency filters do not work for garbage trucks.

Ron Cazares said that FedEx is working on reducing fleet sizes and is using new engines from Boeing. They are not yet able to use electric vehicles.

A number of participants have found that the new technologies do not suit their businesses' needs or cannot outperform the current vehicles.

Dan Corcoran said that no alternative fuel vehicles can handle the weight that they haul. This means that the cost-to-fuel savings ratio is a wash.

Travis Stovall said that Dan Corcoran's business, McDonald Wetle Roofing, has 55 vehicles on the road that currently get 8 mpg. They are struggling with the idea of switching to the Mercedes Sprinter vans due to the challenge of financing a whole new fleet of vehicles. Their management is very supportive of sustainable initiatives, but many banks do not see the benefit to capital.

Consumption reduction goals and recycling

Ron Cazares said that FedEx uses a lot of electricity. They put a lot of effort into reducing this, including measuring kilowatts per hour on a daily basis. They also put an emphasis on recycling and reducing material consumption, including paper and plastic.

Sharing monitoring findings with employees at all levels

Ron Cazares said that measuring electricity helps raise awareness and in itself helps to reduce usage. FedEx shares its monitoring data with every employee and is very open about its monitoring and goals.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Transportation
 - Moving materials and crews
 - Looking at future of roadways
 - Traffic flow for 223rd

- Financing difficulties and return on investment timeframes
 - Fleet changes
 - Building retrofits and new development
- Business case for sustainability
 - Market acceptance; business prejudice
 - Must show return on investment, not simply environmental benefits
 - Interstate and international competition
- Factors that drive efficiency
 - Regulations
 - Technology problems (filters)
- Livability
 - Living and working in the same area
 - Mixed-use developments

Transportation

A number of participants noted that traffic flow on main arteries (particularly 223rd) is a big concern. Choke points and intersections are common issues.

Dan Corcoran said that transportation is the most difficult issue for McDonald Wetle Roofing. He said there are no large roofing companies in Seattle because there is no way to move materials around. He has found that in Oregon, moving materials and people to jobs is becoming more and more prohibitive.

Ron Cazares said that efficient transportation of goods is FedEx's biggest problem. They have departments dedicated to traffic patterns and routing. He wants to Metro to consider traffic patterns and movement of freight in and around cities.

Dave Earnest said that he is concerned about future of the roadways and the kind of traffic flow that his fleet will experience on 223rd.

Financing difficulties and return on investment timeframes

Steve Entenman said that many projects start with very good intentions in regards to sustainability, but expectations are lowered when they find out how expensive it is and how long the it takes to make a return on investment.

Sue O'Halloran said that retrofitting commercial buildings is very difficult because the owner must put a lot of money up front and wait a long period of time to get the credits/return. She thinks this is an issue that could be relatively easy to resolve, though there is currently no alternative.

Ken Anderton said that paybacks are often 20 to 30 years for LEED-certified buildings. He said that sometimes tenants are unwilling to pay loading for a LEED-approved space, which increases payback time. He said that some residential buildings are able to do this better and wrap it into financing and show lower monthly costs. He said that some places, such as Utah, have resources that help fill out tax credits – but this is not as common in Oregon.

Business case for sustainability

Ken Anderton said that sustainability is seen as having a “green” undertone rather than an economic one. At the Port of Portland, they try to show the economic benefit. They must have market acceptance and be able to show that following sustainable principles is good business.

Dave Eatwell said that they do not mention sustainability in their New Work Program because it has a negative connotation – they emphasize that employees are happier, healthier and more productive when they live close to work.

Livability

Sue O’Halloran said that it is important to be able to live and work in the same area. Mixed use developments are one way to achieve this, though financing these projects is close to impossible. She said that this has always been the case, but is even more difficult in the current economy.

Travis Stovall said that a fundamental underlying issue is the need for workforce–development balance and making communities more desirable for people that work there.

Discussion topic: Looking at the strategies presented, what impressions do you have?

A summary of responses included:

- Housing
 - Replacing mobile home parks with affordable worker housing
- Travel routes
 - Mapping apps to save fuel, reduce trip time
 - Better wayfinding
- Bikes and pedestrians
 - More routes
 - Safety issues
 - Bike storage
 - Freight and bikes
- Transit service
 - Increased service
 - Access to stops from industrial centers
- Congestion
 - 223rd
 - Clear up choke points
- Online retail

Housing

Dave Eatwell said that East Metro has a number of very inefficient mobile home parks. He said they are depreciating every day, many of the structures are old, and a program to replace these with affordable, worker cottage housing would be a great step forward.

Travel routes

A number of participants noted that travelers (car, bike, truck) often take or suggest routes that are not as efficient as others. Education around this (such as improved wayfinding signage) could help.

Ken Anderton noted that mapping a better route for fuel mileage or biking is often overlooked. Perhaps government can work with major mapmakers to come up with specific routes?

Bikes and pedestrians

Kathy Clevenger said she is a bike commuter and thinks the biggest issue is safety. She said that in winter most people commute in the dark, and many in the rain. Also, bike commuters get “stuck” on certain streets and are not able to turn safely because traffic patterns are not very good.

Alison Hart said that there are not many bike-friendly routes in the East Metro area – especially down by Sandy and around industrial areas. The roads are not safe enough for those interested in alternate transportation. She said that it would take a lot of work to change this.

Matt Miller said that the lack of safe bike and pedestrian pathways is a business cost/risk – inadequate sidewalks and bike lanes make freight-related business much more dangerous.

A number of participants thought that bike lockers may encourage people to commute by bicycle. Dave Earnest said that his company has just installed bike lockers. He said that it is a good incentive and employees appreciate it.

Sue O’Halloran said it could be good to require bike parking facilities in buildings of a certain size.

Transit service

A number of participants noted that access to transit stops is prohibitive in many industrial areas. Ron Cazares said that FedEx’s closest bus stop is across a field and not accessible by sidewalk. Dave Earnest said his facilities do not have a public transit stop nearby.

Congestion

Dan Corcoran said that clearing up choke points that happen every day (such as those on 223rd) could achieve significant emissions reductions.

Online retail

Ron Cazares said that e-tail (online commerce) could have a significant impact on reducing travel and emissions. He said that travel time spent “shopping around” is reduced and that deliveries are more targeted and allow for smaller sprinter vehicles.

Discussion topic: Of the strategies presented, are there any that Metro should be cautious about?

A summary of responses included:

- Pricing

- Competitive global market
- Price of business also includes cost of deliveries
- Tolls may not be effective
- Infrastructure
 - Large problems may take a lot of time and be complicated to fix
- Keep in mind where people live
 - Most of East Metro workers do not live in the area
 - Increasing number of commuters from the east
- Focus on low-hanging fruit

Pricing

A number of participants considered pricing a dangerous lever because it can act on many levels of business. Also, it can cause difficulties for businesses competing in a competitive global market. Tolls may decrease some business costs, but could also increase the price of in-bound goods.

Kathy Clavenger said that the biggest concern for Microchip Technologies is economic competitiveness with overseas competitors. She gave the example that a tax on gas could force them to build something in Asia rather than Oregon.

Infrastructure

Alison Hart said that approximately 85% of people who work in Gresham do not live in the city. She said that charging tolls or taxes is not going to fix the problem or stop people from driving. First, infrastructure must be improved.

Focus on low-hanging fruit

Dan Corcoran recommended that Metro focus on low-hanging fruit (i.e. projects with the fastest or easiest results). He said that no commerce takes place on bicycle or transit, and that fixing choke points could have a large impact on emissions.

Discussion topic: Evaluation – how should Metro measure potential strategies?

A summary of responses included:

- Business costs
- Travel times (time is money)
- Outmigration
- Evaluation timeframes

Outmigration

Travis Stovall said that outmigration is a key issue. He said if people lived closer to the communities where they work, a lot of the other problems will be resolved.

Evaluation timeframes

Alison Hart said that infrastructure and education are large, complex problems and would be very hard to evaluate within a period of six months.

Kim Ellis talked about Metro's goals in regards to evaluation. Part of Metro's process will identify a monitoring system to track state, regional and local actions, and report back to decision-makers on potential benefits and costs. This will be more about modeling rather than monitoring outcomes within the six months. Outcome monitoring will come later.

Thank you and next steps

Dylan Rivera wrapped up the meeting, reminding the group that Metro will be conducting more focus groups in the next month or so. They will have an opt-in survey and Metro would like for them to join that panel and discussion. The region's political leaders will get together in April to give Metro direction on three strategies to test. There will be further discussion in 2014 to decide on the best scenario moving forward.

Climate Smart Communities Scenarios Project

Clackamas County Business Focus Group – Meeting Summary

Thursday, February 28, 2013

7:30 a.m. to 9 a.m.

Clackamas County Business Alliance

365 Warner Milne Road, Suite 202, Oregon City

Meeting Attendance

Chris Brehmer, Providence Health Systems

Duke Castle, The Castle Group

Greg Chaimov, Attorney at Law

Amber Holveck, Oregon City Chamber of

Commerce

Cedomir Jesic, Cardno/WRG Design

Maureen Parkin, Parkin Electric

Ernie Platt, Home Builders Association of
Metro Portland

Chip Sammons, Holistic Pet Center

Char Shinn, Oregonians Credit Union

Jerry Turner, Pioneer Pump

Metro Staff

Kim Ellis, Principal Transportation Planner

Robin McArthur, Planning Director

Erin O'Reilly, Communications and Public Involvement Intern

Patty Unfred, Program Communication Manager

Facilitation Team

Kim Parker, Clackamas County Business Alliance

Jeanne Lawson, JLA Public Involvement

Welcome and Introductions

Kim Parker welcomed everyone. She said that regional chambers of commerce helped bring this diverse group together. Representatives of North Clackamas and Oregon City Chambers are present.

Jeanne Lawson introduced herself as the facilitator of the meeting. She provided some background to the project, explaining that Oregon had passed legislation to reduce greenhouse gases from transportation. Metro's goal with this project is to find policies around transportation and land use can affect and reduce greenhouse gases.

Patty Unfred talked about the purpose of the project. The state passed legislation in 2009 requiring the Portland metropolitan region to reduce greenhouse gas emissions from cars and small trucks by 20% from 2005 levels. The Climate Smart Communities project's goal is to find a community approach to this. Goals include: growing great communities; being leaders on climate change; providing benefits for everyone; growing the economy; and providing clean air and water. Patty said that vehicle efficiency will achieve part of the 20% reduction. The goal of these community meetings is to talk about how to achieve the rest. She said there had been two previous business meetings with the freight industry and East Metro area, and three upcoming meetings with Westside Economic Alliance and Tualatin, Hillsboro and Wilsonville chambers, the Portland Business Association and the development industry.

Patty said that the Climate Smart Communities project aims to not start from scratch, but instead build on what communities have done or are doing. Metro wants to hear from today's group ideas on what Metro should think about and measure, as well as ways to make sure the policies are not harming business but helping businesses in the region create jobs and remain economically competitive.

Everyone at the meeting introduced themselves. Chris Brehmer noted that he works for a traffic engineering firm in Portland, but is representing the Providence Medical Group at this meeting.

Discussion topic: What actions is your business taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- Encouraging employees/customers not to drive
 - Bus passes to employees
 - LED lights to employees
 - Bicycle facilities
 - Fuel-efficient company vehicle
 - Large campuses – TDM, shuttles
- Reducing work- and service-related travel
 - Working remotely
 - Video conferencing
 - Dispatching employees directly from home to site
 - Scheduling by area
 - Providing services locally (e.g. increasing local health care resources)
 - Sales employees based regionally to reduce travel

- Use of internet and technology
 - In-field technology to reduce paperwork
 - E-statements
 - E-marketing
 - Online services
 - Dispatch technology
 - Electronic filing
 - Paperwork scanned
- Reducing use of resources
 - Two-sided printing
 - LED lights
 - Reducing waste (paper, water, etc.)
- Recycling programs
 - Buy local campaign – incentives
 - Supporting bike loans
- Supporting local transit, e.g. Wilsonville

The group also discussed challenges/barriers to sustainable initiatives that they would like to address:

- Barriers to public transportation use
 - Lack of or infrequent transit service
 - Transit connectivity issues
 - Type of business dictates feasibility of transit
 - Employees come from long distances
- Barriers to recycling
 - Difficult or cost-prohibitive in some circumstances (e.g. not able to recycle wood with nails in it)

Initiatives – specific comments

Greg Chaimov said that his business provides bus passes to employees and does not provide parking.

Char Shinn said that the Oregonians Credit Union’s sustainability initiatives have been largely market-driven, e.g. such as e-statements. A lot of initiatives are to avoid making customers visit a branch, such as deposits by smart phones and other mobile applications. Others are efficiency-related. All paperwork is now scanned, which gives all branches instant access to information, reduces paper usage and reduces trips to pick up paperwork from branches.

Chris Brehmer said that each of Providence’s large hospital campuses have a transportation management plan. Sometimes Providence partners with TriMet, sometimes they run a shuttle to local transit center. At the highest level, Providence is trying to provide more resources within the community such as clinics, and to focus on preventative care.

Barriers – specific comments

Jerry Turner said many Pioneer Pump employees come from a distance so it is impractical to take public transportation.

Cedomir Jesic said his business's location on Sylvan Hill makes it inconvenient for mass transit. Bus service is limited and the nearest light rail station is one mile away.

Chip Sammons said he lives in an area with no bus service. All his employees drive to work. His business focuses on sustainability in other ways, but is stuck when it comes to transportation.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Policies that hinder competitiveness
- Increasing congestion
 - Need reliable trips by car and for freight
 - Costs businesses or clients
- Need for better and more widespread high-speed internet
 - Will allow for more remote working, such as video conferences
- Availability of financing to invest in technology or efficiency

Specific comments

Jerry Turner said that the more efficient engines mandated by the federal government cost a lot more and can't be used in other countries. This hinders international competitiveness and creates need for outsourcing.

Amber Holveck said that though the Oregon City Chamber of Commerce has taken steps to reduce paperwork, there are four member printing businesses that are currently struggling. There is a catch-22 for the Council; they have to try to support everyone.

Cedomir Jesic said two things could reduce use of single-person vehicles: 1) access to efficient and reliable transportation, and 2) access to reliable and inexpensive high-speed internet.

Discussion topic: Provide input on land use and transportation strategies being considered.

This discussion included three prompt questions:

- What public policies or investments could be helpful to the future growth of your business?

- What public policies or investments are most important to implement in the next 5 years to help improve the region’s business climate and support prosperity? Next 10 years?
- What public policies or investments could create challenges for the future growth of your business?

A summary of responses included:

- Need more coordinated and interconnected planning
- Look for consistency in policy, while allowing for autonomy in different regions
 - Policies that satisfy different needs of urban and rural areas
 - Regulations vary by jurisdiction; inconsistent policies are a problem
 - Sometimes there is conflict across departments
- Policies are not getting people to work close to where they live
 - Workers are driven by employment availability
 - Business location driven by cost and codes, not location
- Codes do not allow home offices
 - Lack of public support for allowing home businesses (particularly neighborhood associations)
 - Codes vary by city, county, unincorporated areas
 - Managers need face-to-face time; can’t work from home
- Need investment in business development
- Need reliable transportation options
 - Less congestion, more reliable trips by car and for freight
 - Ability to move goods by road and through ports
 - Wilsonville is an example of public transportation success
 - Invest in infrastructure (roads, bridges, etc.)
- Need to support local participation in global economy
- Need to support innovation
- Must respond to market needs; cannot let targets drive land use policies
- Generational issues
 - Younger people less likely to drive – need to look at trends

Specific comments

Char Shinn said that there are too many layers of planning. There needs to be one overall plan that can make everything more coordinated and interconnected.

Cedomir Jesic said he finds it difficult to comply with different sets of regulations (between counties/cities, even between departments within jurisdictions). For example, even trying to implement better storm water standards is very difficult.

Ernie Platt said that people in Wilsonville commute elsewhere and people from elsewhere fill the jobs in Wilsonville.

Greg Chaimov said that Milwaukie needs family-wage jobs so people can work there. He thinks if there were jobs available, people would live and work in Milwaukie.

Cedomir Jesic said that businesses will occupy the place where it is least expensive to do business.

Ernie Platt said that land use regulations should allow people to work from home and telecommute. Numerous City and County codes do not allow for home businesses. For example, a business cannot have customers come to their house and cannot have more than normal domestic traffic.

Greg Chaimov said that he recently served on a city council that decided whether to allow businesses in residential areas, however the majority of constituents did not want this.

Cedomir Jesic said that businesses do not want to locate or invest in an area where they cannot get goods in and out reliably. Need reliable ports and highways.

Chris Brehmer said one impediment to locating a major Providence campus in Happy Valley is lack of transportation infrastructure.

Ernie Platt said that Wilsonville has been very successful in operating a community transportation system and that this could be looked to as a model.

Ernie Platt said that Metro should approach issues from a market standpoint; this is what the development community does. Do not do anything before the market is ready for it.

Duke Castle said that communities and business need to take into account the generational issue. Younger people have higher rates of bicycle and Zip Car use, and lower rates of vehicle ownership. They look at cars as a bad investment and make decisions on where they live based on this. They represent a significant market segment.

Discussion topic: Evaluation – how should Metro measure potential strategies?

A summary of responses included:

- Consider whether businesses will make more or less money
- Consider whether the policy will attract business to the region
- Consider whether it fosters innovation or hinders it
 - Ensure policies do not define a process, that they allow flexibility to reach a defined end goal
 - Provide rewards for innovation
- Consider whether the policy is practical and helps businesses be more sustainable
 - Example of LEED certification process being cost-prohibitive

Specific comments

Greg Chaimov said that an evaluation metric for potential strategies should be whether businesses are making more money or less. He will not care whether emissions are reduced or not, as long as he does well economically.

Cedomir Jesic said that Metro should consider whether policies will attract business to the region or push them away. When a new business locates in an area, a range of other businesses benefit.

Duke Castle said that the Natural Step model takes a non-regulation approach; it defines the end goal but allows businesses to define how to achieve it. Policies should reward innovation that helps move towards the goal and provide flexibility in approaches to get to the goal.

Chris Brehmer said that, anecdotally, a lot of his development clients want to save money and be more sustainable, however they will not pursue LEED certification because it is so expensive. Even though they are working towards sustainability, they do not get recognition, whereas those with LEED certification do.

Discussion topic: What strategies for investment would be consistent with Clackamas county's needs and values (urban and rural)?

A summary of responses included:

- The public transportation system should be inter-modal with frequent service
- Investments should be used efficiently
- Help people understand the long-term vision
- Investment in new business supports existing businesses
- Balanced investment – not just light rail but roads
- Make sure needs of all parts of community are addressed
 - Each party should be able to see the benefit to them
- Define the audience
- Consider funding mechanisms based on beneficiaries
- Be specific about projects and deliver on them
- Terminology is sometimes a barrier (term “climate change” can turn people off)

Specific comments

Jerry Turner said that investments should be used efficiently. The rail station in Oregon City is an example of inefficiency. It is not used very often; if it was run by a private enterprise it would be rented or otherwise put to use.

Char Shinn said that the project team should have a PR/outreach plan to help people understand the vision of the project.

Chip Sammons said that Metro needs to respond to its audience. Many people in Clackamas County do not want light rail to be forced on them, but do want road improvements that will make business and personal trips faster and safer.

Greg Chaimov said that Metro should define their audience and make sure that everyone sees something in the package that will benefit them.

Cedomir Jesic said that people do not like paying for services they do not use (for example, paying for light rail in Oregon City when they live in Eagle Creek). Funding mechanisms should be considered under which people do not pay for services they do not use.

Ernie Platt said that there should be a public list of what Metro is planning to do and the associated costs. Metro should follow through on these plans in order to build credibility and allow for bigger changes in the future. The projects should be diverse geographically to gain support throughout the region.

Jerry Turner recommended using term “pollution control issues” instead of “climate change,” which has negative connotations for some people.

Thank you and next steps

Patty Unfred asked participants to leave their written surveys. For those that would like more time, the project team would be in contact via email to ask for additional thoughts.

Patty talked about the next steps. She said that the final decision on a scenario will be at end of 2014. Before that, Metro will do a public opt-in survey, and the project team would like for all present to participate. The region’s political leaders will give Metro direction in May on three scenarios to test this summer. There will be further discussion in Fall 2013 and Winter 2014 to decide on the best scenario moving forward – it is likely to include elements from each of the three tested this summer.

Jeanne Lawson thanked everyone for their participation and adjourned the meeting.

Climate Smart Communities Scenarios Project

Westside Business Focus Group – Meeting Summary

Wednesday, March 6, 2013

7:30 a.m. to 9 a.m.

Century Hotel, 8185 SW Tualatin-Sherwood Road, Tualatin

Meeting Attendance

Ben Altman, SFA Design Group, LLC
Frank Angelo, Angelo Planning Group
Chris Clemow, Group Mackenzie
Cheryl Dorman, West Coast Bank
Teresa Dunham, Westside Economic Alliance
Allen Goodall, UPS, Inc.

Donna Ragan, TriQuint
David Stead, Langdon Farms
Peter Van Houten, EG Metals, Inc.

Metro Staff

Ken Ray, Senior Public Affairs Coordinator
Kim Ellis, Principal Regional Planner
Erin O'Reilly, Communications and Public Involvement

Facilitation Team

Linda Moholt, Tualatin Chamber of Commerce
Jeanne Lawson, JLA Public Involvement

Welcome and Introductions

Linda Moholt welcomed everyone and explained the purpose of the meeting. The focus group is co-hosted by the Tualatin Chamber of Commerce, Westside Economic Alliance, Wilsonville Area Chamber of Commerce and Greater Hillsboro Area Chamber of Commerce. They are partnering with Metro in this meeting to provide input on land use policies and transportation investments. A main question for this group is: How can the region move freight and people, as well as keep beautiful neighborhoods? It is also important to support the Westside's strong manufacturing companies.

Jeanne Lawson introduced herself as the *facilitator* of the meeting. She provided some background to the project, explaining that Oregon had passed legislation to reduce greenhouse gases from cars and light trucks. Metro's goal with this project is to find policies around transportation and land use that will reduce greenhouse gases and help communities achieve their visions for growth and economic prosperity. Metro wants to hear from today's group about ideas on what Metro should think about and measure, as well as ways to make sure the policies are not harming business but helping businesses in the region create jobs and remain economically competitive. Metro has previously met with freight interests and East Metro and Clackamas County business groups.

Discussion topic: What actions is your business or organization taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- Use of technology to increase efficiency and reduce cost
 - Telematics – more efficient routing; reduction in miles traveled
 - Orion – increased driving efficiency; reduction in unnecessary vehicle servicing
- Pursuit of grants for sustainable initiatives
 - Transit planning
 - Electric vehicles
- Support of policies to address transportation issues
 - Reduce congestion
 - Improve transit, including carpools and vanpools
 - Encourage people to work near where they live (infrastructure)
 - Move freight more efficiently
- Encouragement of alternative transportation options
 - Staff bus passes
 - Commuting by bike
- Reduction of fuel use
- Use of alternatives to noxious chemicals
- Recycling
- No landfill policy
- End-of-life processing
- Reusable packaging

Specific comments

Linda Moholt said that Tualatin is pursuing grants from Metro's Regional Travel Options program to implement carpools and vanpools in order to reduce the use of single-occupancy vehicles. TriMet has told the City that a 5% single-occupancy vehicle reduction will help reduce congestion on Tualatin-Sherwood Road.

Allen Goodall said that UPS's most significant sustainability-related initiatives are efficiency in routing, packing and servicing. Improvements provide huge sustainability and economic benefits to UPS. For UPS, economic and environmental activities go hand in hand.

Peter Van Houten said that EG Metals will soon be the only certified end-of-life processing facility in Oregon.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Regulations that cause inefficiency
- Lack of transportation infrastructure
 - No grid system on Westside; inadequate north-south connections
- Congestion is a major problem for freight and commuters
 - Wastes time
 - Idling increases pollution
 - Difficulty in moving freight (leads to early pick-ups and changing shift times)
- Lack of coordination between stakeholders
 - Local government and organizations not focusing on big picture
 - Higher level government not focusing on local implementation issues
 - Large shippers (such as FedEx/UPS) have control of the distribution networks
 - Coordination between manufacturers and shippers
- People do not live near where they work
 - Need good housing, schools and services to attract people to live closer to where they work
- Inefficient use of existing systems and infrastructure
 - Hillsboro Airport underutilized
- Challenges to transit
 - Difficulty in matching transit hours to manufacturer's shift schedules
 - Diversity of areas involved (75 zip codes represented by the work force in Tualatin)
 - MAX in Hillsboro not directly connected to places of work

Specific comments

Allen Goodall said that some policies appear to be a good idea from a high level but do not make sense and/or cause inefficiency/unintended consequences in implementation. To help with this, UPS has a manager tied to each legislator in order to provide input on how policies will play out in the real world.

David Stead said that I-5 is Langdon Farms' greatest asset and worst problem. It provides access to the facility, but congestion causes many problems.

Peter Van Houten said that EG Metals is located on the Westside because trucks have a hard time accessing Portland facilities; they are trying to attract customers from west of the US 26 tunnel.

Donna Ragan said the root cause of transportation problems is that people do not live and work in the same community. It would be better to build infrastructure (including executive housing and better schools) in the Westside, rather than spending money on the I-5 interchange to facilitate people commuting. The outflow of cash from Hillsboro due to people not living there is a problem.

Linda Moholt said that planning is complicated by the variety of different areas and needs. Tualatin's workforce includes 75 zip codes. This is true of many Westside areas.

Linda Moholt said that shift times are starting earlier due to earlier freight pick-up requirements (caused by congestion). These shift times make workers unable to take transit. There is a flow-on effect.

Ben Altman said that night classes for students do not fit with times that transit is offered.

Donna Ragan said that the Hillsboro airport is underutilized. One of the reasons is lack of cooperation between large commercial distribution houses (FedEx, UPS) with local businesses.

Discussion topic: Provide input on land use and transportation strategies being considered.

This discussion included three prompt questions:

- What public policies or investments could be helpful to the future growth of your business?
- What public policies or investments are most important to implement in the next 5 years to help improve the region's business climate and support prosperity? Next 10 years?
- What public policies or investments could create challenges for the future growth of your business?

A summary of responses included:

- Clearly state the problem that is being solved
- Focus on most important issues and solve them
 - Congestion
 - Lack of Westside grid system, including inadequate north-south connections
- Encourage cooperation between various jurisdictions
 - Focus on common goals between regional and local organizations
 - Make sure regional interests consider practical local issues
 - Help local governments and organizations to look at a broader regional picture
- Make sure adopted plans reflect what has been discussed with stakeholders
- Get buy-in
 - Help stakeholders understand the policies
 - Ensure policies make sense to those affected

- Encourage self-implementation
- Look at who gets regulated; will it be implemented fairly?
- Need appropriate infrastructure
 - Freight – The need to move goods will always be present
 - Housing and schools – Encourage people to live in the community where they work
 - Job/housing balance important
- Need to get serious about funding transportation infrastructure
 - Cannot address infrastructure needs without a funding structure
- Consider gas tax

Specific comments

Frank Angelo said that the reason that Westside congestion problems were not solved 20 years ago is because the problem was not clearly defined, and the argument shifted away from the core issues.

Frank Angelo said that lack of a Westside grid system, including a north-south connection, should be the main focus. The wide variety of strategies that Metro is considering could cause conflicting answers. Do not try to solve everything at once. Choose the most important issues and solve them.

Allen Goodall said that Metro should focus on high-level problems, particularly reducing congestion, and this will help solve other problems.

Cheryl Dorman said that she believes in empowering local government. However it is difficult for local organizations to keep a high-level view of what is best for the whole region. How can everyone collaborate without just protecting their backyards? An example of good collaboration is Wilsonville and Tualatin coming together recently over regional road planning.

Linda Moholt said that there needs to be a better filter process before plans are announced. She said that the Tonkin Ice Age Trail had good collaborative support until a concept map was presented that turned off a major player. There seems to be a disconnect between Metro and local issues.

Ben Altman said he thinks Metro's current efforts to engage local stakeholders are important to help Metro evaluate the options and consider what the outcomes of various policies will be. Getting buy-in down the road will also be very important. Metro should encourage self-implementation. If policies make sense to stakeholders, stakeholders can decide how to contribute to the goals. When a policy does not make sense to those affected, then businesses move elsewhere.

Chris Clemow said a more effective gas tax is needed that is better tied to infrastructure improvements. Gas tax is an effective carbon tax – one issue is that it is not indexed to inflation.

Ben Altman said that people choose where to live based on schools, neighborhoods and other things they want to live near, but work where jobs are available. He does not agree with congestion pricing, which penalizes people for doing what they have to do (i.e. get to work).

Discussion topic: Evaluation – how should Metro measure potential strategies?

A summary of responses included:

- Will the strategy have a positive effect on the viability of existing businesses and overall economic viability of region?
- Will the strategy have unanticipated consequences?
 - In order to evaluate, Metro needs to understand the implications in detail
- Will the strategy get buy-in from all parties?
 - Is the strategy clear and does it make sense?
- Does the policy apply evenly across the board or does it penalize certain industries?

Specific comments

Ben Altman said that it is important for policy makers to think through unanticipated consequences of any policy. As is evidenced with Metro's mandate to conduct this current project, legislature often does not figure out how to implement; instead it simply passes high-level policy requirements.

Peter Van Houten said that stormwater is a critical issue for Hillsboro and some industries are more heavily regulated than others. Some, such as metal recyclers, are heavily regulated, whereas other polluters such as auto shops are not. The policies do not make sense. There need to be people that help make a connection between high-level regulation and work on the ground.

Thank you and next steps

Jeanne said input from this meeting and other focus groups will be considered as Metro develops a scorecard and decides on scenarios.

Ken Ray talked about the next steps. More information will be coming over the next year and half. The final decision on a scenario will be at end of 2014. Metro has provided information about the opt-in survey and encourages everyone present to sign up.

Kim Ellis said that Metro will conduct an opt-in survey for the Climate Smart Communities project in early April. As part of the Climate Smart Communities summer evaluation, Metro will undertake technical modeling work as well as more small group discussions with community leaders on feasibility and unanticipated consequences.

Jeanne Lawson thanked everyone for their participation and adjourned the meeting.

Climate Smart Communities Scenarios Project

Portland Business Alliance Small Business Council Focus Group – Meeting Summary

Wednesday, March 20, 2013
4:00 p.m. to 5:30 p.m.
Portland Business Alliance Conference Room,
200 SW Market St, Portland OR

Meeting Attendance

Jeff Bodie, Jeffrey C. Bodie P.C.
Andrew Frazier, Frazier Hunnicutt Financial
(Small Business Council chair)
Debbie Kitchin, InterWorks LLC
Pete Lennon, Lennon & Associates

Jason Little, PBA
Timm Locke, Pipeline PR & Marketing
Eric Maher, Northwestern Mutual
Char Shinn, Oregonians Credit Union
David Thompson, PBA

Metro Staff

Ken Ray, Senior Public Affairs Coordinator
Kim Ellis, Principal Transportation Planner
Robin McArthur, Planning and Development Director

Facilitator

Jeanne Lawson, JLA Public Involvement

Welcome and Introductions

Jeanne Lawson introduced herself as the facilitator of the meeting. Everyone introduced themselves.

Jeanne provided some background to the project, explaining that Oregon had passed legislation to reduce greenhouse gases from cars and light trucks. Metro is working to define three approaches

and will evaluate how well they will work. This summer Part of this discussion is intended to elicit the ideas that will help them evaluate the strategies.

Ken provided more information on the project and said that Metro has previously met with freight interests; and East Metro, Clackamas County and Westside business groups.

There were a number of comments and questions:

- Pete Lennon asked whether the 20% reduction goal takes into consideration population growth. Kim Ellis replied that it does; it is a per capita reduction.
- Debbie Kitchin said that most strategies are focused on transportation, but not many on buildings, which can also reduce carbon emissions. Jeanne Lawson replied that the Legislature's mandate is for cars and light trucks, but acknowledged that it is difficult to divorce land use from transportation.
- Jeff Bodie asked whether Metro is considering incentives to encourage more businesses to get involved in clean energy/renewable energy? He has a client that re-refines oil and couldn't find any local incentives for them. Jeanne replied that the team will need to research this question and answer later.
- Pete Lennon said the current economy makes it unlikely that businesses will make improvement investments and that timing of these scenarios is very important. Is Metro being held to a strict timeline? Ken Ray answered that Metro has to adopt its scenario by 2014.
- Timm Locke said it seems like focusing on only cars and light trucks is too narrow a focus.

Discussion topic: What actions is your business or organization taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- Energy efficient buildings
 - Various driving factors, including sustainability, cost reduction, future cost certainty, tax credits and incentives
- Alternative modes of transportation to work
 - Various reasons for this
 - Cost of parking in Portland is a disincentive to drive
- Smarter routing

Specific comments

Debbie Kitchin said that InterWork's commercial and residential customers are interested in more efficient buildings. Reasons for this are varied; some interested for sustainability reasons, some to bring certainty about costs, some to reduce bills, some because of incentives and tax credits. She

said not everyone does it purely for economic reasons – for example many people install solar even though the financial return is limited; they do it to be more sustainable.

Debbie Kitchin said that InterWorks is using smarter scheduling to coordinate trips.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Too much regulation
- Oregon’s “business ecosystem” is not diverse or healthy enough
 - Not enough big businesses
- Difficulty attracting businesses/employers
 - Lower professional wages here than other metro areas
 - Shorter work weeks than other areas
 - Portland’s proximity to nearby state with different taxes, rules, conditions
- Lack of talented workforce
 - Difficult to attract talent
 - Education system is not producing Oregon college graduates that have the skills needed; which affects the region’s economic competitiveness
- System Development Charges (SCDs)
 - Expense
 - Expensive to explore projects
 - Sometimes SCDs cost more than project itself
 - Lack of coordination causes uncertainty
 - Often businesses/developers do not see benefits

Specific comments

Andrew Frazier said that Oregon is not attracting or retaining a healthy, diverse business “ecosystem” (mix of small, medium and large businesses). The downward trend is extremely worrisome. Oregon must find a way to fit in with corporate needs. This includes considering the tax situation and business climate in Washington (very close to Portland) and nurturing a more business-minded community. Need to encourage job growth in the right areas (medium to large businesses).

Timm Locke said that small/medium businesses depend on larger companies, and big companies rely on good economic environment.

Debbie Kitchin said that often businesses and developers are uncertain in how building codes will be interpreted. Many SDCs are developed in silos – transportation, sewer, parkland, etc. – and conflict with one another. SCDs that do not make sense create disincentives for improvements.

Sometimes SDCs actually cost more than the development itself. Also, businesses often do not see the value in these fees.

Discussion topic: Provide input on land use and transportation strategies being considered.

This discussion included three prompt questions:

- What public policies or investments could be helpful to the future growth of your business?
- What public policies or investments are most important to implement in the next 5 years to help improve the region's business climate and support prosperity? Next 10 years?
- What public policies or investments could create challenges for the future growth of your business?

A summary of responses included:

- Enhance the business climate
 - Medium and large businesses are very important
 - Consider interrelationships between small and larger businesses
- Be careful not to raise costs for businesses
 - Hard to expect businesses in a down economy to invest in strategies
- Focus on policies that are “win-win”; have benefits to business and reduce carbon
 - Energy efficiency
 - Decreasing congestion
 - Traffic management
- Provide incentives rather than regulation
 - Make sure that actions are economically smart before promoting them
 - Be careful of permanent incentives; incentives should encourage uptake but must self-sustaining in the long run
- Encourage trends that are already happening
 - Community design, hybrid/efficient vehicles, telecommuting, internet shopping
 - Cannot force change; must be market-driven
- Provide resources on best practices and cost-saving measures
 - This will be especially helpful to small businesses
 - Free Energy Trust audits are a good example – they provide a menu of options to choose from
- Take advantage of “positive teachable moments”
 - Highlight business successes
- Consider how to move freight and cars more efficiently through all major corridors
 - Real-time traffic/accident/construction updates
 - Spreading traffic out, do not focus solely on I-5
 - Smarter routing/scheduling
- Support local business associations and neighborhood business corridors

- Most rely on other nearby businesses and residents
- Look at buildable lot sizes
 - There are pluses and minuses to this
- Address reasons people do not use transit
 - Inconvenience, takes too long, too many transfers, reliability issues
 - Bike capacity on buses limits combining bike and transit trips
 - Long delays in building infrastructure (e.g. Portland-Milwaukie Light Rail has taken nearly 20 years from planning to construction)
 - TriMet funding or mismanagement means they do not encourage ridership
- Focus on areas of synergism – where various counties and areas can agree and move forward
- Articulate the problem Metro is trying to address and illustrate how it is being addressed
- Communicate with the business community; explain why and how strategies will better the economy

Specific comments

Timm Locke said Metro should try to enhance the business climate to attract more medium and large sized businesses. Do not focus on small businesses.

Debbie Kitchin said that Metro should provide incentives rather than regulation. Many people want to do these things; offering a tax credit or other incentive will help with uptake. She said there are many trends that people are already doing that can reduce emissions, such as telecommuting, purchasing hybrid vehicles and internet shopping. She said these should be encouraged and allowed to evolve over time, but cannot be forced – must be market-driven.

Timm Locke said to be careful not to become dependent on permanent incentives. Incentives should support ideas that are *first* – economically smart; *second* – that have a positive impacts.

Pete Lennon said that most of Lennon & Associates' clients are small employers, and any strategies that require investing at this point in time will be very difficult.

Debbie Kitchin said that Metro should provide best practices information and resources – this will be especially helpful to small businesses, since they do not have time to become experts on everything.

Timm Locke said that congestion is a major issue. Focus on traffic clogs, cleaner energy technology for vehicles, and incentives that make it possible for the small business community to make those changes.

Andrew Frazier said that spreading traffic out will help; do not focus only on I-5 (third crossing concept).

Pete Lennon said that reducing buildable lot sizes encourages more density within the city, but drives city prices up, which makes real estate unaffordable, particularly small and medium size businesses.

Andrew Frazier said that traffic could be reduced by focusing on neighborhood business corridors (work where you live; live where you work concept).

Jeff Bodie said to take advantage of teachable moments. Provide information in a way and at a time that businesses will be receptive to it.

Timm Locke said that Washington D.C. has very convenient, functional transit system and it is easy not to own a car there. It seems like Oregon takes a long time to do development (example being the PMLR).

Pete Lennon said that Metro should focus on synergism – areas where the various counties can come together on an issue and get collaborative support. The more Metro can move forward with agreed-on strategies, the more political clout they will have.

Jeff Bodie said that one problem is that the principle that is articulated is not supported by the actions. Need to come up with an action plan that shows how the action will be enacted will actually achieve the goals defined.

David Thompson said that the PBA has similar goals to Metro (“building a great community”) but coming from a different angle: having employers and jobs is part of having “a great place to live.” There is some resistance when it does not feel like a healthy economy is tied in to a project like this.

Discussion topic: Evaluation – how should Metro measure potential strategies?

A summary of responses included:

- Consider whether the strategy attract business to Oregon
- Consider whether the strategy help businesses already here
- Consider whether the strategy increase the “business ecosystem” (i.e. attract mixture of small, medium and large businesses)
- Consider whether the strategy will accomplish the desired objectives
 - Use PBA benchmark surveys to help monitor progress
 - Plans often have great principles, but actions sometimes undermine those principals – need actions plans to support principles
- Consider whether a reduction in carbon emissions necessarily shows positive change
 - For example, unemployment decreases carbon emissions
- Consider whether the strategy will add burdensome regulation for businesses

Specific comments

Andrew Frazier said that an important evaluation criterion is whether the scenario hurts or help the business environment. Also, the preferred scenario selected at the end should clearly show how it will accomplish the objectives.

Eric Maher said that sometimes reduced emissions can be a sign of negative trends. For example, unemployment is naturally reducing carbon emissions.

Timm Locke said Metro should refer to benchmark surveys for business and emissions (PBA has done some). Use these to consider whether the strategies will move us in the right direction.

Thank you and next steps

Ken Ray talked about the next steps. More information will be coming over the next year and half. The region's political leaders will give Metro direction in May on three scenarios to test this summer. There will be further discussion in Fall 2013 and Winter 2014 to decide on the best scenario moving forward. Metro will do a public OptIn Survey, and the project team would like for all present to participate. The final decision on a scenario will be at end of 2014.

Jeanne Lawson said that it is important for the OptIn Survey to represent a range of opinions, and Metro would like to encourage the business community to participate.

Jeanne thanked everyone for their participation and adjourned the meeting.

Climate Smart Communities Scenarios Project

Residential Developers Focus Group – Meeting Summary

Friday, April 26, 2013
12:30 p.m. to 2:00 p.m.
Home Builders Association,
15555 SW Bangy Rd., Suite 301, Lake Oswego

Meeting Attendance

Scott Morcom, WFG National Title
Jim Standring, Westland Industries
Steve Heiteen, Portland Remodel
Mimi Doukas, Venture Properties/Stone
Bridge Homes Northwest
Karl Finkelnburg, The Legacy Group

Nathan Young, Nathan D. Young Construction
Justin Wood, HBA & Fish Construction
Drake Butsch, First American Title
Jim Chapman, Legend Homes
Dave Nielsen, HBA

Metro Staff

Ken Ray, Senior Public Affairs Coordinator
Kim Ellis, Principal Transportation Planner
Robin McArthur, Planning and Development Director

Facilitator

Jeanne Lawson, JLA Public Involvement

Welcome and Introductions

Jeanne Lawson kicked off the meeting and everyone introduced themselves. She explained that this is the fifth business focus group for the Climate Smart Communities project.

Metro is working to define ways to reduce greenhouse gas emissions from cars and small trucks using land use and transportation strategies. Today, Metro would like to understand how the strategies could affect business vitality positively or negatively, and how the project could best support economic vitality.

Dave Nielsen noted that the residential development industry and Metro have been trying to work together more closely in the past years, and appreciated everyone's participating in the meeting.

Ken Ray provided a background of the project. By the end of 2014, Metro is required by the Oregon Legislature to come up with a preferred set of transportation and land use policies with the aim of reducing greenhouse gases from cars and light duty trucks. Metro is trying to keep an eye on how to sustain and create new great communities as well as improve economic development across the region as it aims to meet that goal. This is in line with Metro's six attributes of a great community, which include both leadership in climate change and economic prosperity.

Metro is on a good path toward meeting the targets in the 2040 Growth Concept. People in the metro area are driving 20% less per capita than people living in similarly sized metropolitan areas of the country.

Ken explained that Metro has conducted focus group meetings with the freight community, business groups across the region, and the Portland Business Alliance. The purpose of these focus groups is to understand business needs in terms of transportation infrastructure and to learn what businesses are already doing that may help the region meet the greenhouse gas emissions reduction goal. Metro will take the input from the business focus groups to help develop a Business Score Card to use to measure the affect of different combinations of strategies on businesses, freight movement and the region's economic prosperity.

There were a number of comments and questions:

- Dave Nielsen asked for clarification on where each of Oregon's six metropolitan areas are in meeting their targets. Ken and Kim Ellis responded that each of the regions have different targets. The Portland metro area is the first to work toward defining what it would take to meet its targets, and is the only area required to do this work and implement the region's preferred approach.
- Ken and Kim clarified the 20% reduction target. The Portland Metro region is required to reduce GHG emissions from cars and light duty trucks by 20% below what is already anticipated to be achieved through advancements in clean fuels and vehicle technologies, which means reducing those emissions to 1.2 metric tons per person by 2035. Metro estimates that the current plans and policies in place plus anticipated advancements in fuels and technology will get us to 1.3 metric tons per person by 2035. The question is how to achieve that last 0.1 metric ton reduction.
- Mimi Doukas commented that congestion likely plays a large factor in GHG emissions.

Discussion topic: What actions is your business or organization taking to be more sustainable, whether it is environmental sustainability or reducing the cost of doing business?

A summary of responses included:

- Energy Star in homes
- Using alternative fuel vehicles
- Sustainable and energy-efficient technologies in homes

Specific comments

Jim Standring said that his company does Energy Star certifications, but customers do not know what that is and are not willing to pay extra for it. There needs to be education associated with the improvements, or else people don't want to pay for it even though it will save money in the long run. He also said that he purchased a flex fuel car, but there are very few places to buy the fuel for it.

Nathan Young said that his company bought some Ford Transits, but use is limited because diesel trucks are much better for hauling.

Dave Nielsen said that the payback period for investing in sustainable technologies is relevant to whether someone will buy the technology. Small priced items like furnaces need payback in one to two years, and high cost items need payback in five to seven years. Only a small percentage of people will buy sustainable technology for environmental reasons; the rest need to see monetized cost savings in a shorter timeframe.

Mimi Doukas added that there is a market component as well. Some buyers have discretion in spending and energy efficient systems must be marketed the right way to the right buyer.

Jim Standring noted that consumer habit is a factor as well. If somebody purchases an efficient home, they will not get the value out of it if they continue their habits from having lived in an inefficient home. The residential development industry is very heavily regulated. It is ahead of the market and buyers in terms of being able to offer efficient technologies, but unless there is a change in culture and an education component, such technologies are not successful.

Discussion topic: Aside from the overall state of the national economy, what are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

A summary of responses included:

- Congestion, especially during peak travel times
- Cannot use transit or smaller, more fuel efficient cars for this industry because of the need to haul materials and go to job sites
- Lack of jobs/housing balance in communities, as well as changing work patterns, which requires people to commute long distances and increases traffic
- Government mandates do not consider the market or financing realities
- Lack of quality jobs and burdensome government regulations disincentive large businesses from coming to Portland
- Aggregate of government fees and regulations

- Government regulations that conflict with one another. Government bureaus do not coordinate with one another in their mandates
- Land use shortage
- Metro too focused on urban and high density building in centers, while ignoring suburban and single-family home needs

Specific comments

Scott Morcom and others said that the transit travel times and congestion during heavy commute hours is a challenge and wastes time, fuel and produces emissions. Most people in the building industry cannot walk or bike to job sites because they may be far away from one another, and may need to haul materials. There are many professions that rely on traveling to job sites and will never be able to rely on transit.

Jim Standring said that parking requirements in high transit areas are a challenge. When a development project requires parking, it reduces the unit count and therefore affects the pro forma of the project. If we truly are going to help encourage transit behavior in urban areas that make sense, parking requirements and minimums need to encourage that as well.

Drake Butsch noted that good land use planning has led to mixed use areas, but many parts of town do not have such mixed use areas, so there is still a lot of commuting and driving to get to needed services or other destinations. Dave added that the future is unclear in terms of whether there will be reduced reliance on cars. Newer generations tend to change jobs frequently, so it is impractical to expect them to live near their places of work. Metro can create vibrant communities where people can live, shop and play—but whether they work nearby may or may not happen, given the amount people change jobs and the higher percentage of households where two or more people have jobs that may be in different areas.

Mimi commented that Metro can affect people's transportations some of the time, but it is unrealistic to expect people to be 100% car free.

Drake Butsch said one challenge is that jobs and housing growth are not in the same areas. We know that the jobs in the next 20 years are going to be on the West side, but that is not where we are putting growth. Jim Standring and Nathan Young agreed that, in order to reduce traffic, there needs to be a jobs/housing balance in communities. Congestion caused by this lack of balance leads to a lower quality of life.

Jim Standring commented that another challenge is that the government does a poor job of recognizing realities of market place. It makes mandates, but does not consider whether the market actually wants to buy what is being mandated, or whether a financier would finance it.

Steve Heiteen and Nathan Young agreed that that the biggest challenge is the lack of quality jobs. When people have good jobs, they can afford new or remodeled homes. Metro should work on doing everything possible to facilitate new, big businesses coming to Portland, such as opening up industrial lands and making regulations less burdensome.

Steve added that the aggregate of all of the regulations and fees builds up and makes it very difficult for businesses to operate. Governmental bureaus each work in their silo, and don't seem to see the

big picture of regulations and fees increasing across the board and across all bureaus. Dave added that fees and regulations sometimes negatively impact each other. An example is a mandate that requires higher density, another that requires greater tree cover, and another that encourages solar development; the three are in conflict. This all needs to be looked at holistically.

Mimi added that another challenge is that the area is facing a land use shortage.

Nathan Young and Karl Finkelnburg commented that Metro's philosophy focuses on urban areas and density, while excluding the needs of suburban areas. Residential development occurs in both urban and suburban areas, and both need to be taken into account. Metro also has a vision that "vibrant communities" focuses on high density living, but many people are happier in suburban areas with larger, single family homes and family size yards.

Drake Butsch commented that Metro should consider its transit investments. The purpose of light rail is to spur economic development, but it is very expensive. Bus Rapid Transit also spurs economic development, but at a fraction of the cost.

Dave Nielsen said that HBA is working to explore different GPS systems which can be used in delivery trucks to better manage their trucking routes based on congestion. If that kind of technology were used in the construction industry, it could reduce constructed-related transportation and be very helpful.

Discussion topic: Evaluation – how should Metro measure potential strategies?

A summary of responses included:

- Government regulations limit consumer choice and do not allow for a free market
- Need a way to monetize the value of energy efficient systems
- Cost of operating downtown is very high
- Need for political will to get big employers and industry in Portland
- Measure the rate of homeownership
- Classification of land reserves
- Traditional financiers will not finance high-density development
- Lawsuits that arise with high-density development

Specific comments

Steve Heiteen said that more government mandates would hurt the construction industry. Portland already has great water, air quality and trees. There is not a need for more restrictive regulations to promote a greener city. The market does better when there are fewer regulations. Regulations also limit consumer choice; government makes the choices instead of consumers.

Nathan Young said that it would be helpful to have a better way to monetize the value of an energy efficient home, which costs more in the short term, but brings value in the long term.

Mimi said that what is needed is a low unemployment rate, high average salary, high education level, and low congestion – if the region is able to achieve that, it will accomplish the other desired outcomes this project and other regional efforts have been working toward.

Drake Butsch commented that operating downtown is at a fragile tipping point. If the cost of operating downtown increased even just a little bit, his company would likely choose to not operate downtown at all. Vancouver and other outer areas have lower regulatory costs and easy, free parking, and they would choose to work there.

Dave said there is a lack of political ability to get big employers and industry to Portland. For example, despite the combined efforts of Metro, PBA, the Port and other groups, environmental interests stamped out the industrial lands legislation that Metro was supportive of.

Dave said that Metro should measure and set desirable outcomes for the rate of home ownership. Generally, more home ownership means better communities – more commitment to home maintenance/upkeep, engagement in schools, involvement in communities, etc. The homeownership rate has dropped and there are more apartments due to economic recession, but as we come out of this, we should be encouraging and making policies that help keep homeownership affordable. Karl Finkelburg commented that some of the choice between home ownership and rentals is a market choice that has little to do with what Metro does.

Robin McArthur explained that Metro is not only concerned about housing in centers and transit corridors. The 2040 Concept Map shows that a large swatch of the region is protecting single-family home areas. Metro tries to create sufficient land for single family homes. Dave responded that the key is in how Metro classifies land reserves coming in and whether that balance is able to be kept in new UGB areas.

Karl Finkelburg commented that the focus should be on fixing the land use process rather than focusing on our carbon footprint. A land shortage is coming up.

Jim Chapman said that traditional financiers will not fund huge high-density housing complexes. This has a huge impact on home builders because we cannot get loans to build the type of units that are mandated, and so we have to get very creative in trying to spread the cost. The addition of growth boundaries has not provided more space in which to do traditional housing, which can be financed.

Dave added that building high density structures also implicates lawsuit problems. No matter how well constructed homes are, the common ownership nature of condos and townhomes invites class action lawsuits. This is not a problem Metro can solve, but as the economy improves, it will be a challenge again for the industry.

Dave asked whether the transportation pricing strategies will raise taxes on those who already pay them or whether they are meant to be revenue neutral while capturing fees from people who are not using gas-fueled vehicles. Kim Ellis responded that, because the gas tax is not keeping pace with inflation and less revenue will be raised as vehicles become more fuel efficient, Metro is looking at different ways to fund the system. Metro is just studying pricing strategies, not necessarily endorsing them. A couple of members added that bicyclists and electric vehicle owners do not pay

the gas tax, but benefit from the system.

Thank you and next steps

Ken Ray talked about the next steps. Today's input will help Metro develop the Business Scorecard. Metro will define the three selected scenarios this spring and test them in the summer, 2013. The results of the analysis will be released in the fall 2013. Metro will keep participants informed as the project moves forward.

Robin ended the meeting by thanking everyone for their time.

Appendix B: Focus group materials



Climate Smart Communities FOCUS GROUP | Winter 2013

Climate Smart Communities Scenarios Project: An overview for business leaders

A diverse, growing region

We all want a region that provides good jobs, livable neighborhoods, safe and reliable transportation choices that connect people to jobs and goods to market.

Nearly two decades ago, the leaders in this region set a wise course for growth with the adoption of the 2040 Growth Concept – a plan for how the region grows over the next 50 years. The 2040 vision calls for a coordinated approach to land use and transportation planning that makes the most of the urban land we have by encouraging growth in downtowns, main streets and employment centers, while preserving farms, forestland and natural areas.

New challenges call for new choices

Since the 1995 adoption of the 2040 Growth Concept, we've created an enviable quality of life, but an unstable economy, dwindling resources and rising energy prices have brought new challenges.

- In 2009, the Legislature passed **House Bill 2001**, directing the Portland metropolitan region to develop a preferred scenario for reducing greenhouse gas emissions from cars and small trucks. The region must adopt a preferred scenario by **December 2014**.

- Rising energy prices and a growing desire to live in walkable neighborhoods with services close by make it essential for us to create communities where people can work, shop and play near where they live.

Because we've planned for the future, we're not starting from scratch – but we have choices to make about where we go from here.

Our land use and transportation choices

Working together with city, county, state, business and community leaders, Metro is researching the most effective combinations of policies and investments to help us create great communities and meet Oregon's targets for reducing greenhouse gas emissions. Through 2014, Metro and local partners will study scenarios that represent what the region could look like in 2035 depending on the policy choices that are made.

The goal of the project is to select a preferred combination of land use and transportation strategies and investments that will keep our communities livable and prosperous, while also helping our region meet state targets to reduce greenhouse gas emissions from light duty vehicles.

Many ways to reduce emissions

Many policies or investments could reduce emissions. Here are some of the strategies under consideration:



COMMUNITY DESIGN

Walkable communities, vibrant downtowns, job centers, housing and transportation options, walk and bike-friendly facilities, frequent transit service, urban growth boundary



PRICING

Gas tax, mileage-based fees, parking fees and pay-as-you-drive insurance options



MARKETING AND INCENTIVES

Education and marketing programs that encourage efficient driving, car sharing and use of travel options



ROADS

Clearing breakdowns and crashes quickly, adding capacity and using ramp metering, traffic signal coordination and traveler information to help traffic move efficiently



FLEET

Replacing older cars with more efficient new ones; shifting from light trucks to cars



TECHNOLOGY

More fuel-efficient vehicles, cleaner fuels, use of hybrid and electric vehicles

Have your say

We need your help thinking through the possible choices we can make and how these choices could affect your business and the region's economy.

Upcoming activity:

Winter 2013

Opt In survey to gather public input

May

Summit for leaders to discuss scenario options

Summer

Study three scenario options

Fall-Winter

Regional conversation to discuss findings and develop draft preferred scenario

Fall 2014

Public review of preferred scenario

December

Reach agreement on preferred scenario



Metro

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Climate Smart Communities
FOCUS GROUP | December 2012

Business focus group:
How can the region create business friendly, climate smart communities?

Freight and freight-dependant industry representatives

9:30 to 11 a.m., Dec. 18, 2012
Metro Council Chamber
600 NE Grand Ave.

Today's agenda

Welcome 9:30 a.m.

Corky Collier, Columbia Corridor Association
Jeanne Lawson, JLA Public Involvement

Introductions 9:35 a.m.

Focus group participants

Part 1 Questions 9:40 a.m.

Identify current actions and challenges to balancing sustainability and economic growth

Focus group participant discussion

Part 2 Questions 10:10 a.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate

Focus group participant discussion

Part 3 Questions 10:50 a.m.

Brief written questionnaire

Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 10:55 a.m.

Jeanne Lawson

Why are you here today?
Your input will help Metro and regional partners consider the effects on business and the economy that could result from land use and transportation strategies intended to reduce greenhouse gas emissions from cars and light trucks.



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Climate Smart Communities
FOCUS GROUP | December 2012

Business focus group:

How can the region create business friendly, climate smart communities?

East Metro Business Focus Group

10 to 11:30 a.m., Dec. 19, 2012
Oregon Trail Room
Gresham City Hall
1333 NW Eastman Parkway

Today's agenda

Welcome 10 a.m.

Travis Stovall, East Metro Economic Alliance
Jeanne Lawson, JLA Public Involvement

Introductions 10:05 a.m.

Focus group participants

Part 1 Questions 10:10 a.m.

Identify current actions and challenges to balancing sustainability and economic growth
Focus group participant discussion

Part 2 Questions 10:40 a.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate
Focus group participant discussion

Part 3 Questions 11:20 a.m.

Brief written questionnaire
Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 11:25 a.m.

Jeanne Lawson

Why are you here today?

Your input will help Metro and regional partners consider the effects on business and the economy that could result from land use and transportation strategies intended to reduce greenhouse gas emissions from cars and light trucks.



East Metro
Economic
Alliance



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Climate Smart Communities
FOCUS GROUP | February 2013

Business focus group:

How can the region create business friendly, climate smart communities?

Clackamas County Business Focus Group

7:30 to 9 a.m., Feb. 28, 2013
Clackamas County Business Alliance
365 Warner Milne Road, Suite 202, Oregon City

Today's agenda

Welcome 7:30 a.m.

Kim Parker, Clackamas County Business Alliance
Jeanne Lawson, JLA Public Involvement

Introductions 7:35 a.m.

Focus group participants

Part 1 Questions 7:40 a.m.

Identify current actions and challenges to balancing sustainability and economic growth
Focus group participant discussion

Part 2 Questions 8:10 a.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate
Focus group participant discussion

Part 3 Questions 8:50 a.m.

Brief written questionnaire
Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 8:55 a.m.

Jeanne Lawson

Why are you here today?
Your input will help Metro and regional partners consider the effects on business and the economy that could result from land use and transportation strategies intended to reduce greenhouse gas emissions from cars and light trucks.

Clackamas County Business Alliance
Lake Oswego Chamber of Commerce
North Clackamas Chamber of Commerce
Oregon City Chamber of Commerce



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Climate Smart Communities
FOCUS GROUP | March 2013

Business focus group:

How can the region create business friendly, climate smart communities?

Westside Business Focus Group

7:30 to 9 a.m., March 6, 2013
Century Hotel,
8185 SW Tualatin-Sherwood Rd., Tualatin

Today's agenda

Welcome 7:30 a.m.

Linda Moholt, Tualatin Chamber of Commerce
Jeanne Lawson, JLA Public Involvement

Introductions 7:35 a.m.

Focus group participants

Part 1 Questions 7:40 a.m.

Identify current actions and challenges to balancing sustainability and economic growth
Focus group participant discussion

Part 2 Questions 8:10 a.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate
Focus group participant discussion

Part 3 Questions 8:50 a.m.

Brief written questionnaire
Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 8:55 a.m.

Jeanne Lawson

Why are you here today?

Your input will help Metro and regional partners consider the effects on business and the economy that could result from land use and transportation strategies intended to reduce greenhouse gas emissions from cars and light trucks.

Greater Hillsboro Area Chamber of Commerce
Tualatin Chamber of Commerce
Westside Economic Alliance
Wilsonville Area Chamber of Commerce



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Climate Smart Communities
FOCUS GROUP | March 2013

Business focus group:
How can the region create business friendly, climate smart communities?

Portland Business Alliance Small Business Council

4 to 5:30 p.m., March 20, 2013
200 SW Market St., Suite 150, Portland

Today's agenda

Welcome 4 p.m.

Andy Frazier, Small Business Council Chair
Jeanne Lawson, JLA Public Involvement

Introductions 4:05 p.m.

Focus group participants

Part 1 Questions 4:10 p.m.

Identify current actions and challenges to balancing sustainability and economic growth
Focus group participant discussion

Part 2 Questions 4:40 p.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate
Focus group participant discussion

Part 3 Questions 5:20 p.m.

Brief written questionnaire
Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 5:25 p.m..

Jeanne Lawson

Why are you here today?
Your input will help Metro and regional partners consider the effects on business and the economy that could result from land use and transportation strategies intended to reduce greenhouse gas emissions from cars and light trucks.



www.oregonmetro.gov/climatescenarios
Email: ClimateScenarios@oregonmetro.gov

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Climate Smart Communities
FOCUS GROUP | April 2013

Business focus group:
How can the region create business friendly, climate smart communities?

Home Builders Association of Metropolitan Portland

12:30 to 2 p.m., April 26, 2013
15555 SW Bangy Rd., Suite 301, Lake Oswego

Today's agenda

Welcome 12:30 p.m.

Dave Nielsen, Chief Executive Officer, HBA
Jeanne Lawson, JLA Public Involvement

Introductions 12:35 p.m.

Focus group participants

Part 1 Questions 12:40 p.m.

Identify current actions and challenges to balancing sustainability and economic growth
Focus group participant discussion

Part 2 Questions 1:10 p.m.

Provide input on land use and transportation strategies being considered and outcomes to evaluate
Focus group participant discussion

Part 3 Questions 1:50 p.m.

Brief written questionnaire
Participants record information about their business and share additional thoughts and comments

Wrap up and next steps 1:55 p.m..

Jeanne Lawson

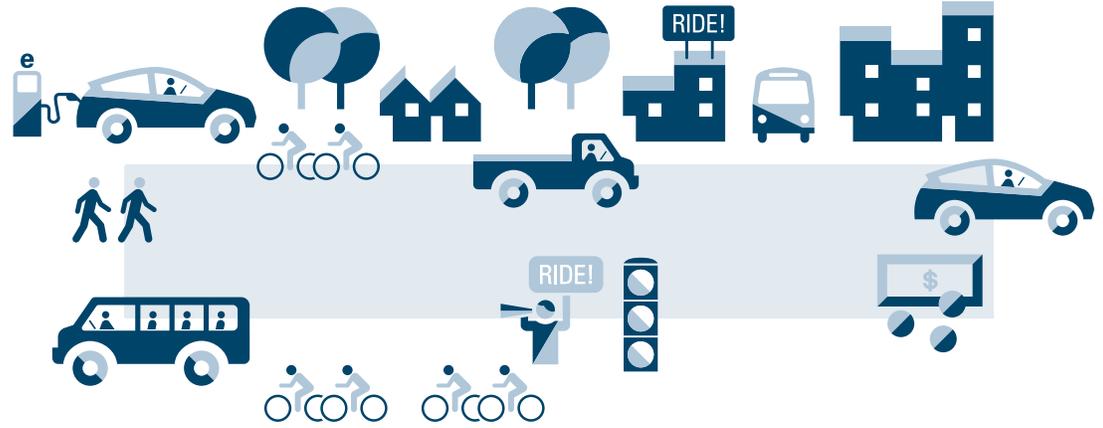
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**CLIMATE
SMART
COMMUNITIES
SCENARIOS PROJECT**



**UNIQUE LOCAL APPROACHES,
ONE COMMON GOAL – to make
our region a great place to live in
the years ahead**

From downtown Gresham to Orenco Station to Oregon City, the region is rich with unique places to live where parks, schools and jobs are close by. As a result, we drive 20 percent fewer miles a day than most people in urban areas our size, so we spend less time in traffic and more time with our families and friends.



The things we have done to make this a great place are more important now than ever. The same efforts that helped protect farmland and revitalize downtowns and main streets over the last generation are essential to meeting statewide climate goals for the years ahead. Rising energy prices, a state mandate to reduce pollution and a growing eagerness to live in walkable neighborhoods make it essential for us to create places for people to work, shop and play – without having to drive far away. With federal and local resources lagging, we need to work together to make our visions a reality.

The Climate Smart Communities Scenarios Project will help the region’s cities and counties define their goals for the next 20 years. It will show how those goals might help the region reduce carbon emissions. There are many ways we can reduce pollution, create healthy, more equitable communities and nurture the economy, too. Investing in main street businesses, expanding transit service, encouraging electric cars and providing safer routes for biking and walking can all help.

A one-size-fits-all approach won’t meet the needs of our diverse communities. Instead, a combination of many local approaches, woven together, will create a diverse yet shared vision for how we can keep this a great place for years to come.

www.oregonmetro.gov/climatescenarios
May 2013

Working together with city, county, state, business and community leaders, Metro is researching the most effective combinations of policies and strategies to help us meet Oregon’s targets for reducing greenhouse gas emissions.

**MAKING A
GREAT
PLACE**



COMMUNITY BENEFITS, MANY OPTIONS EMERGE FROM EARLY RESEARCH

Metro staff researched land use and transportation strategies that reduce emissions in communities across the nation and around the world. In December 2011, this work was summarized in a toolbox describing policies for community design, pricing, marketing and incentives, roads, fleet, and technology.

These strategies also provide many community benefits:

- Fewer emissions means less air pollution.
- Investment in main streets and downtowns can boost job growth, save public money and make it easier to get to work and entertainment.
- Safe places to walk can improve public health, increase transit use and lower obesity rates.
- Creating vibrant commercial areas combined with transportation options can increase dollars spent locally while taking cars off the road.

Working closely with cities and counties, Metro tested 144 combinations of strategies, called scenarios. No single strategy was enough to meet the region's target of 20 percent lower emissions by 2035, but more than 90 combined scenarios met or surpassed it.



Encouraging findings from early results

- Current local and regional plans provide a strong foundation for meeting our carbon emissions reduction target.
- The cities and counties in our region are already implementing most of the strategies under consideration to achieve other economic, social or environmental goals.
- If the state achieves its own expectations for advancements in cleaner fuels and more efficient vehicles, the local plans and policies already adopted in our region will get us very close to our emissions reduction target.

STRATEGIES EVALUATED

	<p>COMMUNITY DESIGN</p> <p>Walkable communities, vibrant downtowns, job centers, housing and transportation options, walk and bike-friendly facilities, frequent transit service, urban growth boundary</p>
	<p>PRICING</p> <p>Gas tax, fees and pay-as-you-drive insurance</p>
	<p>MARKETING AND INCENTIVES</p> <p>Education and marketing programs that encourage efficient driving, car sharing and use of travel options</p>
	<p>ROADS</p> <p>Clearing breakdowns and crashes quickly, adding capacity and using ramp metering, traffic signal coordination and traveler information to help traffic move efficiently</p>
	<p>FLEET</p> <p>Replacing older cars with more efficient new ones; shifting from light trucks to cars</p>
	<p>TECHNOLOGY</p> <p>More fuel-efficient vehicles, cleaner fuels, use of hybrid and electric vehicles</p>



LOCAL INGREDIENTS FOR A REGIONAL VISION

With many options available to the region, the natural next step is to test some potential future ways the region could grow and invest, called scenarios, to see what might work best. In building those alternatives in 2012, Metro will start local, gathering the most recently adopted community plans and visions to serve as the foundation of each scenario. Efforts such as the Beaverton Civic Plan, McLoughlin Area Plan, South Hillsboro Plan, AmberGlen Community Plan, Portland Plan, Gresham Downtown Plan and transportation system plans from across the region are the ingredients that will make up the alternatives we consider going forward. A work group of local planning staff continues to help guide the project.

Since community investment is such a powerful tool for helping grow jobs and protecting our clean air, the region will consider a range of investment levels - low, medium and high – to demonstrate what communities and the region can accomplish on our current path with existing resources and tools, and what could be accomplished with more. Current local plans will comprise the medium option. Each option will consider how we can stretch our dollars for the greatest impact on the things that will make the region a more prosperous, healthy and equitable place for all.

Through a series of case studies, community partner workshops and a regional summit, Metro and local elected officials will decide what should go into the three scenarios. All will be tested in 2013, so cities, counties and community partners can decide which elements of the three should go forward into one scenario for the region to adopt in 2014. As with the 2035 Regional Transportation Plan and the 2040 Growth Concept, the region’s preferred scenario will vary from place to place within the metropolitan area, responding to local goals.

One scenario – many options for local communities.



Driving less, saving money

By driving just four fewer miles a day, the average car owner driving 10,000 miles a year can save \$1,126 a year, according to AAA.

WHAT'S NEXT?

- Start with common vision
- Shape scenarios to test

About Metro

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to providing services, operating venues and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together we're making a great place, now and for generations to come.

Stay in touch with news, stories and things to do.

www.oregonmetro.gov/connect

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Metro Council

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Bob Stacey,
District 6

Auditor

Suzanne Flynn



HELP SHAPE THE FUTURE OF YOUR COMMUNITY

In 2013-14, Metro will engage cities, counties and regional partners in evaluating three scenario options. Leaders from across the region will decide what should be included in a preferred scenario in 2014.

STAY INFORMED:

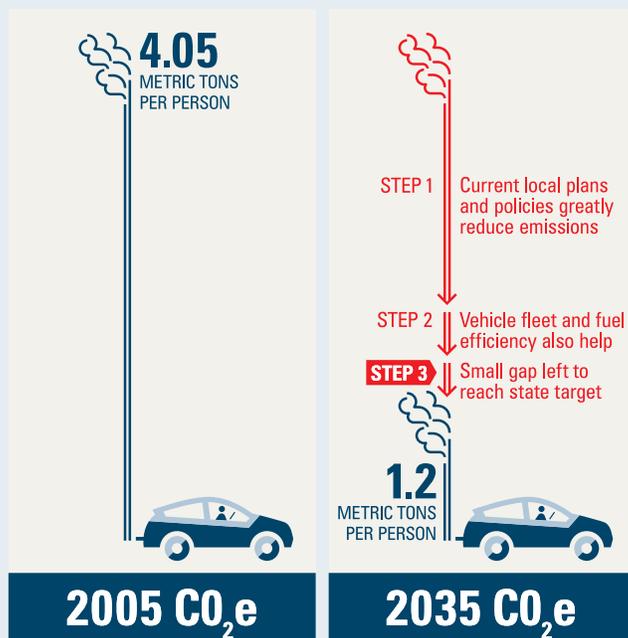
www.oregonmetro.gov/climatescenarios

For email updates, send a message to climatescenarios@oregonmetro.gov

OREGON'S EMISSIONS TARGET FOR 2035 FOR THE PORTLAND AREA

The state Land Conservation and Development Commission established a 2005 baseline for the Portland area: 4.05 metric tons annual, per capita roadway greenhouse gas emissions. (One metric ton CO₂ equals 112 gallons of gasoline.)

The 2035 target calls for cutting emissions to 1.2 metric tons. Implementing our local plans and realizing advancements in cleaner fuels and more efficient vehicles reduce emissions to 1.3 metric tons. Additional policy actions will be needed to reach the target (Step 3, on right).



CO₂e stands for the variety of greenhouse gases included in the 2035 target, combined and expressed as an equivalent amount of CO₂.

optin
ONLINE PANEL

STAY CONNECTED Sign up to receive periodic updates about the scenarios project at www.oregonmetro.gov/connect.

SHARE IDEAS Share ideas or suggestions with your local elected officials and your Metro Councillor.

OPT IN Voice your opinion by signing up for Metro's online opinion panel at www.optinpanel.org. Upcoming survey topics will include the scenarios project.





TIMELINE FOR ENGAGING CITIES, COUNTIES AND COMMUNITIES

Description	Participants	Time frame
 <p>Technical work group Meets regularly to review and provide input on analysis</p>	City, county, TriMet, state and Metro planning staff, and community representatives	Ongoing throughout project (2011-2014)
 <p>Accept Phase 1 Findings Report</p>	Metro Policy Advisory Committee, Joint Policy Advisory Committee on Transportation, Metro Council	January 2012
 <p>Discuss findings with local leaders Presentations at city councils and county boards</p>	Metro councilors and staff, and city and county elected officials	Jan.-Sept. 2012
 <p>Scorecard workshops and focus groups Identify evaluation criteria and outcomes to measure in scenario analysis</p>	Leaders representing the public health, equity and environmental justice, environmental and business communities	Spring-Fall 2012 and Winter 2013
 <p>Case studies Examples to showcase community visions and strategies that have been implemented to achieve them</p>	Beaverton, Clackamas County, Gresham, Hillsboro, Portland and Wilsonville	2012-2013

Description	Participants	Time frame
 <p>Southwest Corridor land use vision work sessions Use Envision Tomorrow software to assess and affirm community visions for future development; results will inform Southwest Corridor and scenario projects</p>	Elected officials and planning staff from SW Corridor partners	Fall 2012
 <p>Community partner work sessions Use Envision Tomorrow software to assess and affirm community visions for future development; results will inform three scenario options</p>	Planning staff from communities around the region	Nov. 2012-Jan. 2013
 <p>Online engagement Opt In survey tool for input on strategies being considered for preferred scenario</p>	General public	March 2013 and Winter 2014
 <p>Community partner workshops Scope implementation of three scenarios</p>	Elected officials and community leaders	Summer 2013
 <p>Discuss findings with local leaders Findings report released for regional discussion of benefits and tradeoffs; develop preferred scenario</p>	JPACT, MPAC, Metro Council, other elected officials and community leaders	Oct. 2013-March 2014
 <p>Online public comment period 45-day public comment period on preferred scenario</p>	General public, elected officials and community members	Fall 2014
 <p>MPAC, JPACT, Metro Council Select a preferred scenario in Dec. 2014</p>	MPAC, JPACT, Metro Council	Dec. 2014

STAY INFORMED

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For email updates, send a message to climatescenarios@oregonmetro.gov

3. As the region's elected officials consider **land use and transportation policies and investments** that could reduce carbon emissions:

- What public policies or investments could **be helpful to the future growth of your business?**
- What public policies or investments are **most important** to implement **in the next 5 years** to help improve the region's business climate and support prosperity? **Next 10 years?**
- What public policies or investments could create **challenges for the future growth of your business?**

4. If you could tell policymakers across **the region how best to evaluate** whether they're helping or hurting business and the economy **with these sorts of policies, what** would you tell them? **What are the most important outcomes to measure** when it comes to evaluating choices for the region's future and the potential **impacts** to local businesses and the region's economic growth and prosperity?

5. Which of the following best describes the industry or sector in which your business operates?

- Professional Services Manufacturing Construction Retail
 Distribution Transportation Insurance Software
 Food Service Real Estate Fabricated Products Health Care
 Finance Printing and Publishing Biotech
 Other: Please specify _____

6. How many full-time personnel are currently employed by your business in the Portland area?

- 1 to 5 6 to 19 20-99 100-499 500+

7. What else would you like the region to consider as this effort moves forward?

8. Do you have other suggestions for how to effectively engage with the business and freight community on this project?

9. Would you like to receive periodic email updates about this project?

- YES
 NO

Thank you very much for participating in today's discussion!

Appendix C: Focus group feedback

Focus Group questions

Your name: Jeff Swanson Affiliation: Adjunct Faculty, Portland State University; Economist/Consultant in private practice (I will respond to these questions drawing on perspectives of my consulting experience and occupational experience in supply chain management and freight transportation)

Please use the space below to provide additional answers to the questions that were discussed at today's event:

1. What **actions is your business taking** to be more sustainable, whether it's environmental sustainability, or reducing the cost of doing business?

Firms I've worked with, both as an employee and as a consultant, have undertaken projects primarily for their profitability benefits (this could be described as being fiscally sustainable). Non-monetized sustainability benefits such as environmental and/or social sustainability, are recognized (if at all) secondarily to the profitability contribution of a project.

An example of a major capital investment program that yielded significant profitability and environmental sustainability benefits (with which I am personally familiar) involved replacement of a fleet of locomotives at a regional short-line railroad. The older locomotives were replaced by newer, higher-horsepower locomotives, reducing fuel consumption per ton-mile. The new EMD SD70 locomotives were equipped with modern particulate emission control systems, meeting EPA requirements. These replaced EMD SD 45-2 locomotives, manufactured in the early 1970s. Each new SD70 represents an investment of approx. \$2.5 million, an investment reportedly returned within 18 months on fuel consumption savings alone.

The primary driver of this capital investment program was profit motive/efficiency, but yielded significant environmental benefits. The challenge for both business/industry and policy-makers seems to be in developing a way to monetize these benefits (considered generally as "non-market") in some way.

Speaking generally, firms are constantly working to improve inventory velocities, reduce handling, and otherwise make supply chain operations more efficient to improve profitability first, and secondarily to realize some kind of environmental sustainability benefit.

2. Aside from the overall state of the national economy, what are the **most significant challenges** to the future growth of your business and future economic growth and prosperity in the region?

Pertaining to the Metro Region, the feedback I receive from clients with respect to the most significant impediments to business growth, and regional growth and prosperity are:

- Inadequate supply of industrial lands

- Challenges with respect to remediation and redevelopment of brownfield sites, particularly with regard to financial risks and uncertain investment returns (including major cleanup issues such as Portland Harbor Superfund process)
- Transportation system congestion (increasing) and variability/volatility with respect to freight transit/dwell times and labor force commute times (lack of predictability for freight transportation; lack of reliability for labor force and production efficiency)
- Uncertainty with regard to local land use regulation (City of Portland), projected changes over time, and how these may impact the performance of long-run, multi-stage capital investment projects

3. As the region's elected officials consider **land use and transportation policies and investments** that could reduce carbon emissions:

- o What public policies or investments could **be helpful to the future growth of your business?**

My clients indicate that adding lane capacity, clearing accidents/incidents/breakdowns rapidly, investing in wider deployment of ITS and other system management tools, and addressing specific system bottlenecks (such as on-ramps and merges on the interstate system) would be the most beneficial transportation policies. Land use policies should establish industrial sanctuaries in order to limit encroachment/conflicting uses and protect freight movement/system capacity, and limit the conversion of already scarce industrial land to commercial uses (where such a policy makes sense with long-run planning objectives – there are some areas of exception).

- o What public policies or investments are **most important** to implement **in the next 5 years** to help improve the region's business climate and support prosperity? **Next 10 years?**

In the next 5 years:

1. Fund the Columbia River Crossing; begin construction
2. Continue to deploy ITS in key freight corridors (Columbia Blvd, other regionally-significant industrial areas)
3. Study the potential effectiveness of congestion pricing to manage transportation system congestion
4. Identification of areas for development/expansion of regionally-significant industrial employment to meet growth demand and address industrial land shortfall

In the next 10 years:

1. Complete (or near completion of) Columbia River Crossing
2. Resolve bottlenecks in key freight corridors (I-5/I-84; I-205/I-84; I-205/Airport Way)
3. Deploy congestion pricing mechanism(s) per study outcome(s)
4. Expand UGB to support growth of industrial/traded-sector employment in areas identified as regionally-significant

- What public policies or investments could create **challenges for the future growth of your business?**

Top-down, prescriptive approaches to transportation system management and/or climate change/environmental policy which exclude stakeholder perspectives (business, industry, and broader scientific community) in order to promote aspirations of particular interests would significantly constrain the environment for economic growth damage the prospects for capital investment in the region. For instance, creating a market to monetize the benefits of reducing GHG emissions, while a worthwhile objective, should not be undertaken without the comprehensive insight of the business and financial community, even though some input from that community is likely to be negative/opposed to such policy. Likewise, policy approaches that paint commuters in a negative light (particularly those from Clark County), discourage transportation system investments that would increase roadway capacity (benefitting freight movement and commuter traffic as these are difficult to parse), and otherwise “wage war” on single occupancy vehicle commuters are out of touch with the realities businesses face (especially the high tech sector in Washington County driving a major portion of the State and regional economy) in securing sufficiently-qualified labor to operate their production facilities. A different, more enlightened approach is called for on the part of policy makers that both recognizes this fact, and is progressive in continuing to pursue transportation options.

4. If you could tell policymakers across **the region how best to evaluate** whether they're helping or hurting business and the economy **with these sorts of policies**, what would you tell them? **What are the most important outcomes to measure** when it comes to evaluating choices for the region’s future and the potential **impacts** to local businesses and the region’s economic growth and prosperity?

Simply, go out and talk to businesses. Spend time in the field. Take plant tours. Spend time working to understand how the supply chain operations of the region’s major employers work, and what factors impact their performance (and consequently how policymakers’ decisions and daily work impacts these employers, and thus the quality of life of the people who elected them: it is all connected). Some proportion of a policymaker’s time each week should be spent in the field touring plants and meeting constituents.

When evaluating choices and measuring outcomes, the most important question to ask with respect to local businesses is: how much will it cost them? This can, with some finesse, be translated into a trade-off they will have to make in terms of reducing employee hours (and potentially overall headcount) and other costs. Depending on the policy choice and its associated cost imposition, low-margin businesses could be put into a position of insolvency. Policymakers should also be concerned with the issues of uncertainty signaling that this raises: anytime a policy is adopted which results in an unanticipated increase in costs for a business (thereby a reduction in profitability), this increases the level of uncertainty with respect to making capital investments, and thereby affects regional growth and employment. Policy affecting the business/investment environment should not be undertaken lightly.

5. Which of the following best describes the industry or sector in which your business operates?

- Professional Services Manufacturing Construction Retail
 Distribution Transportation Insurance Software
 Food Service Real Estate Fabricated Products Health Care
 Finance Printing and Publishing Biotech
 Other: Please specify _____

6. How many full-time personnel are currently employed by your business in the Portland area?

- 1 to 5 6 to 19 20-99 100-499 500+

7. What else would you like the region to consider as this effort moves forward?

Meet with groups that have specific land use and transportation access requirements such as Washington County's high tech sector manufacturers (Hillsboro Chamber could facilitate) and the Working Waterfront Coalition (need for harbor access lands, rail terminals, etc).

8. Do you have other suggestions for how to effectively engage with the business and freight community on this project?

Identify specific freight and business sectors to engage and work with/through local chambers of commerce and trade associations (Oregon Trucking Association) to reach the intended groups.

9. Would you like to receive periodic email updates about this project?

- YES
 NO

Thank you very much for participating in today's discussion!

Name: Duke Castle
Affiliation: (None Identified)
Type of business: Professional Services
Size of business: 1 to 5 employees

What actions is your business taking to be more sustainable?

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Cars won't go away, but they may go more electric. Frequent recharging stations may help.

Name: Cedomir Jesic
Affiliation: Cardno Inc.
Type of business: Professional Services
Size of business: 100-499 employees

What actions is your business taking to be more sustainable?

- Provide TriMet bus passes to employees.
- Provide 3 vehicles so that employees can use them to go to meetings.
- Water efficiency.
- Lighting efficiency.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Access to reliable transportation infrastructure.
- Better high speed internet, which would provide far better video conferencing.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - Investment in infrastructure.
 - Transportation in next 5 to 10 years.
- **What public policies or investments could create challenges?**
 - I think that the biggest need is access to reliable infrastructure.
 - More consistent regulations throughout the region.

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Will the policies attract business to the region.
- Will the policies hurt or help business financially.

- I think that some of the current policies across the region are not consistent.
- Have more specific focus groups for each major business.

Name: Char Shinn

Affiliation: North Clackamas Community College; Oregon City Community College;
and Oregonians Credit Union

Type of business: Finance

Size of business: 20-99 employees

What actions is your business taking to be more sustainable?

- Bus passes.
- Mobile apps/online apps.
- Scanning paperwork systems.
- Video conferencing –meetings and training.
- Discounts on rates for green autos.
- Bike loans.
- Email marketing/e-statements.
- Weekly rounds to branches.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Regulatory burden and cost of compliance.

As the region’s selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

▪ **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**

- There are rules about using a house as an office (city zones, update—have more businesses in residential).
- Not policies—need investments.
- Get family wage jobs where people want to live.
- Reliable codes and highways.

▪ **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they’re helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to

measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Do I make more money?
- How do we reward innovation?
- Not high speed—it's frequency, plus ease.
- Natural Step defines end game (but not regulated). Doesn't dictate how you get there.
- LEED Certification is too expensive.
- What strategies for investment are consistent with county values.

Name: Chip Sammons
Affiliation: Holistic Pet Center
Type of business: Retail
Size of business: 6-19 employees

What actions is your business taking to be more sustainable?

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

Name: Greg Chaimov

Affiliation: N. Clackamas Chamber; Davis Wright Tremaine, LLP; and Clackamas Community College

Type of business: Professional Services

Size of business: 100-499 employees

What actions is your business taking to be more sustainable?

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

Move forward with a conservative-leaning business advisory group—will help with ensuring broader support for final product if you have that group's support.

Name: Jerry Turner

Affiliation: Pioneer Pump (Founder and President)

Type of business: Manufacturing

Size of business: 100-499 employees (including employees in U.K. & South Africa)

What actions is your business taking to be more sustainable?

- Sourcing from other parts of the world to be competitive worldwide.
- Supporting car pools and promoting bikes, etc.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Legislative regulations that negatively impact manufacturing.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - I-5 connector at Aurora Airport.
 - Open lands South of Wilsonville for industrial purposes and provide transportation.
- **What public policies or investments could create challenges?**
 - Regulations!

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Regulations that are not constructive.
- Improved transportation.
- Meetings that listen to business leaders' suggestions.

Name: Maureen Parkin
Affiliation: Parkin Electric Inc.
Type of business: Construction
Size of business: 6 to 19 employees

What actions is your business taking to be more sustainable?

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- GPS technology for scheduling.
- Scheduling by region—dispatching.
- Buy local campaign. Encourage customers to buy local. Reduce costs on both sides.
- Technology for paperwork reduction.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**

Funding for investment in technology for efficiency.

- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

Name: Ben Altman

Affiliation: Wilsonville Chamber; SFA Design Group; and Planning Commission

Type of business: Professional Services

Size of business: 6 to 19 employees

What actions is your business taking to be more sustainable?

- Employ smart growth, with low impact development alternatives in project design.
- Encourage incorporation of transit/pedestrian access in project design.
- Promote good street/transit design facility (TSP) and promote multiple route options, as well as mode options.
- Upgrade to low energy use products to reduce costs.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- For SFA, our major focus is residential development, so housing market strength is critical.
- Managing health care costs and other operating costs to maintain profitability is probably our major challenge.
- Another constant concern is ever increasing taxes, such as Measures 66 and 67, and other operating costs.
- Managing staff time to be able to actively participate in local government activities that lead to regulations impacting our clients.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - Make sure any policy or strategy is economically feasible to local businesses and individuals to help implement.
 - Promote self-implementation through understanding how they can contribute to the solution.
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

Name: Chris Clemon
Affiliation: WEA/Group Mackenzie
Type of business: Professional Services
Size of business: 100 to 499 employees

What actions is your business taking to be more sustainable?

- A large number of measures, from building to transportation efficiencies:
 - Recycling programs
 - Significant paper use reduction
 - Water recycling
 - Bicycle programs
 - On-site showers/changing facilities
 - Car sharing
 - Company cars
 - Electronic file deliveries vs. paper deliveries

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- General goods and freight movement. Lack of connections, congestion and interface/connectivity of modes (Truck-Rail-Air-Water-Interstate and higher order roadway connectivity).
- We need to think about, and pursue economic measures (funding) of our infrastructure, because if we are not willing to pay for this, what does it say about what we really want??

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**
 - A focus on freight mobility. Movement of goods and services. Less focus on personal commuting.
 - We need to get serious about funding our system and paying for it.

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- GET SERIOUS ABOUT A GAS TAX!! Then, focus on long-term funding via other revenue generating sources.
- While always contentious, we need to figure out how to pay for this and tax ourselves. For too long, we have given away our transportation system. We need to fund and pay for it.
- Public-private partnerships.

Name: Frank Angelo

Affiliation: Angelo Planning Group/Westside Economic Alliance

Type of business: Professional Services

Size of business: 6-19 employees

What actions is your business taking to be more sustainable?

- Paying for transit passes.
- Encouraging biking to work.
- Car-share.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Education—paying for it.
- Funding infrastructure.

As the region’s selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**
 - Vehicle mileage travel fee.

If you could tell policymakers across the region how best to evaluate whether they’re helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region’s economic growth?

- Clearly describe the problem that’s trying to be solved.
- How does the solution impact existing and future employment in the region.
- Stay engaged with business organizations and listen to their comments.

Name: Peter VanHouten
Affiliation: EG Metals
Type of business: Recycling
Size of business: 20-99 employees

What actions is your business taking to be more sustainable?

- Becoming an end of life processor/recycling of electronics, ferrous and non-ferrous metals.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Land use/storm water regulations.
- Transportation infrastructure.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- I call, email or meet individually with them.

Name: Debbie Kitchin
Affiliation: InterWorks, LLC
Type of business: Construction
Size of business: 1 to 5 employees

What actions is your business taking to be more sustainable?

- Energy savings in buildings.
- Saving trips by combining trips.
- Planning trips to avoid known congestion times.
- Driving high mpg vehicles where possible (project manager drives to jobs in a small car, rather than a pickup truck).
- Walking to work and meetings occasionally.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Region is not friendly to business.
- Ecosystem of business relies on large businesses and small business growth.
- Reduce costs of government through managing costs of benefits and PERS for government employees.
- Reducing regulations on businesses.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - Reduce congestion.
 - Provide real time information on road construction and traffic delays.
 - Support CRC, especially with light rail. This is a bottleneck that causes congestion and increases in costs.
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Use incentives, rather than regulation.
- Promote actions that save businesses costs, as well as reduce carbon.

- Promote demonstration and education projects, so that businesses can learn from best practices—what has been successful and save money for businesses that others can adopt.
- Promote economic growth.
- Recognize that different types of businesses have different requirements.

Name: Pete Lennon

Affiliation: Lennon and Associates; Small Business Council

Type of business: Insurance

Size of business: 1 to 5 employees

What actions is your business taking to be more sustainable?

- Intense recycling.
- Limiting use of utilities.
- Healthy snacks/packaging.
- Ride sharing.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Health care; benefits; sick leave.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - Reduce buildable lot size.
 - City: Fix the streets to reduce wear and tear on vehicles.
- **What public policies or investments could create challenges?**

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Sick leave—very bad timing is an example.
- Move forward on areas of agreement between the cities/counties.

Name: Timm Locke
Affiliation: Pipeline PR and Marketing
Type of business: Professional Services
Size of business: 1 to 5 employees

What actions is your business taking to be more sustainable?

- Moved into a home office.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Changing nature of business in Portland—too many small businesses; not enough medium to large businesses.
- Ten businesses with 200 employees are better than 1000 businesses with 2 employees.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

- **What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?**
 - Enhance the business climate to attract more medium and large businesses.
 - Improve public schools.
- **What public policies or investments could create challenges?**
 - Regulations, etc., that discourage the growth of mid-size and large businesses.

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Use economic benchmarks—job, wages, employment, etc.
- Be cognizant of economics—not just the environment.

Name: Scott Morcom
Affiliation: WFG Title/Builder Dept
Type of business: Construction, Insurance
Size of business: 100-499 employees

What actions is your business taking to be more sustainable?

- Digital and paperless system.

What are the most significant challenges to the future growth of your business and future economic growth and prosperity in the region?

- Lack of new housing and jobs.

As the region's selected officials consider land use and transportation policies and investments that could reduce carbon emissions:

What public policies or investments could be helpful or are most important to support future growth of your business and future economic growth and prosperity in the region?

- Transportation.

What public policies or investments are most important to implement in the next five years to help improve the region's business climate and support prosperity? Next 10 years?

- Better jobs and easier commutes.

What public policies or investments could create challenges for the future growth of your business?

- Lack of land for housing.

If you could tell policymakers across the region how best to evaluate whether they're helping or hurting business and the economy with these sorts of policies, what would you tell them? What are the most important outcomes to measure when evaluating choices and the potential impacts to local businesses and the region's economic growth?

- Hurting—allow the consumer to make choices without.
- Government mandates.

What else would you like the region to consider as this effort moves forward?

- Public education and awareness
- Increased outreach

Metro's website: www.oregonmetro.gov

Metro is the federally mandated metropolitan planning organization designated by the governor to develop an overall transportation plan and to allocate federal funds for the region. The Joint Policy Advisory Committee on Transportation (JPACT) is a 17-member committee that provides a forum for elected officials and representatives of agencies involved in transportation to evaluate transportation needs in the region and to make recommendations to the Metro Council. The established decision-making process assures a well-balanced regional transportation system and involves local elected officials directly in decisions that help the Metro Council develop regional transportation policies, including allocating federal transportation funds.

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