

# **APPENDIX**

## **L**



**Presentation to Metropolitan Governance  
Task Force:**

**Portland Metro Area  
Regional Growth Management**

**40 years into the experiment**

**Charles Hales | Senior Vice President, HDR**

**Former Mayor of Portland**





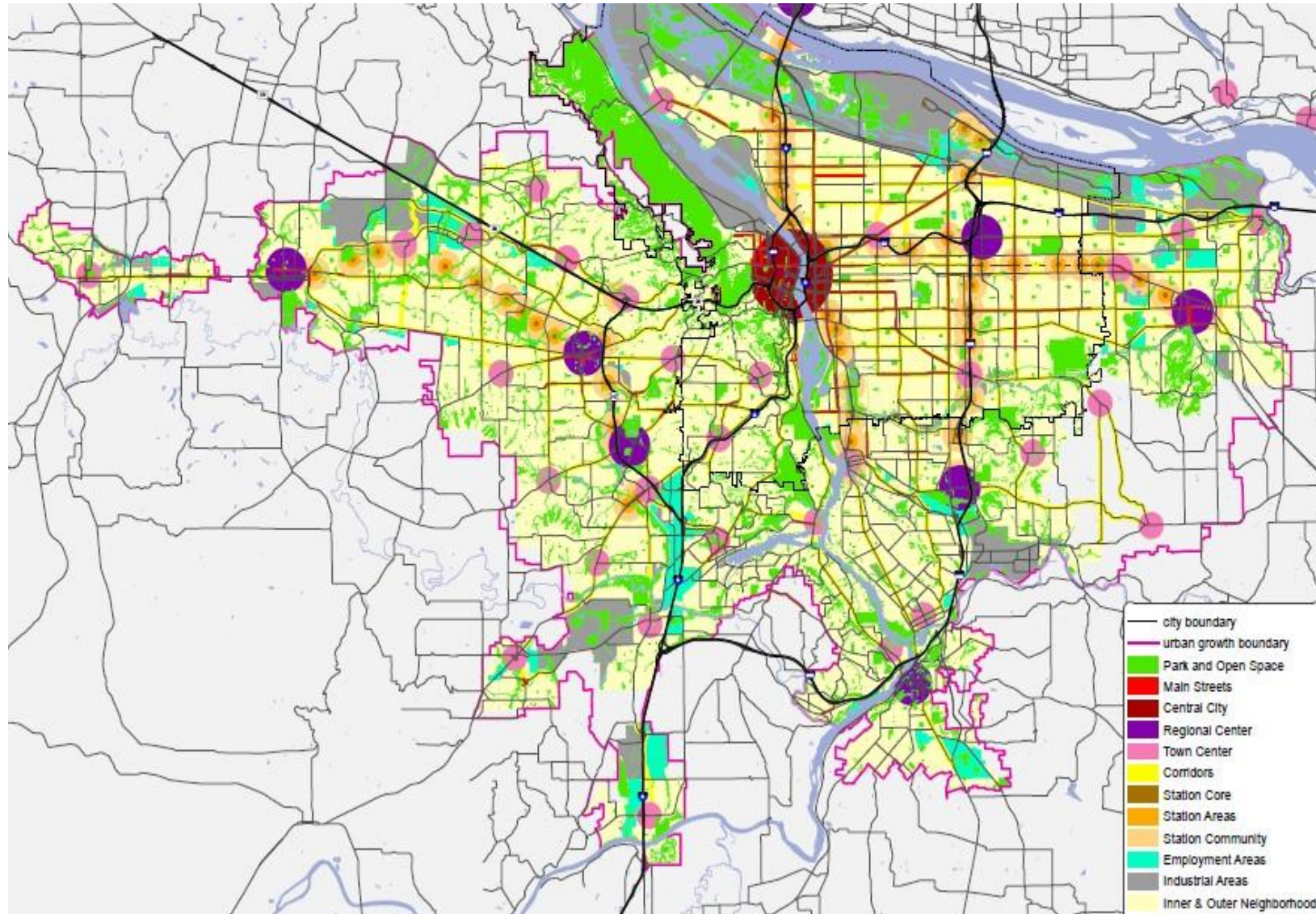
**The looming threat:  
sprawl and more  
congestion**

**The policy tools:**

**the Urban Growth  
Boundary,**

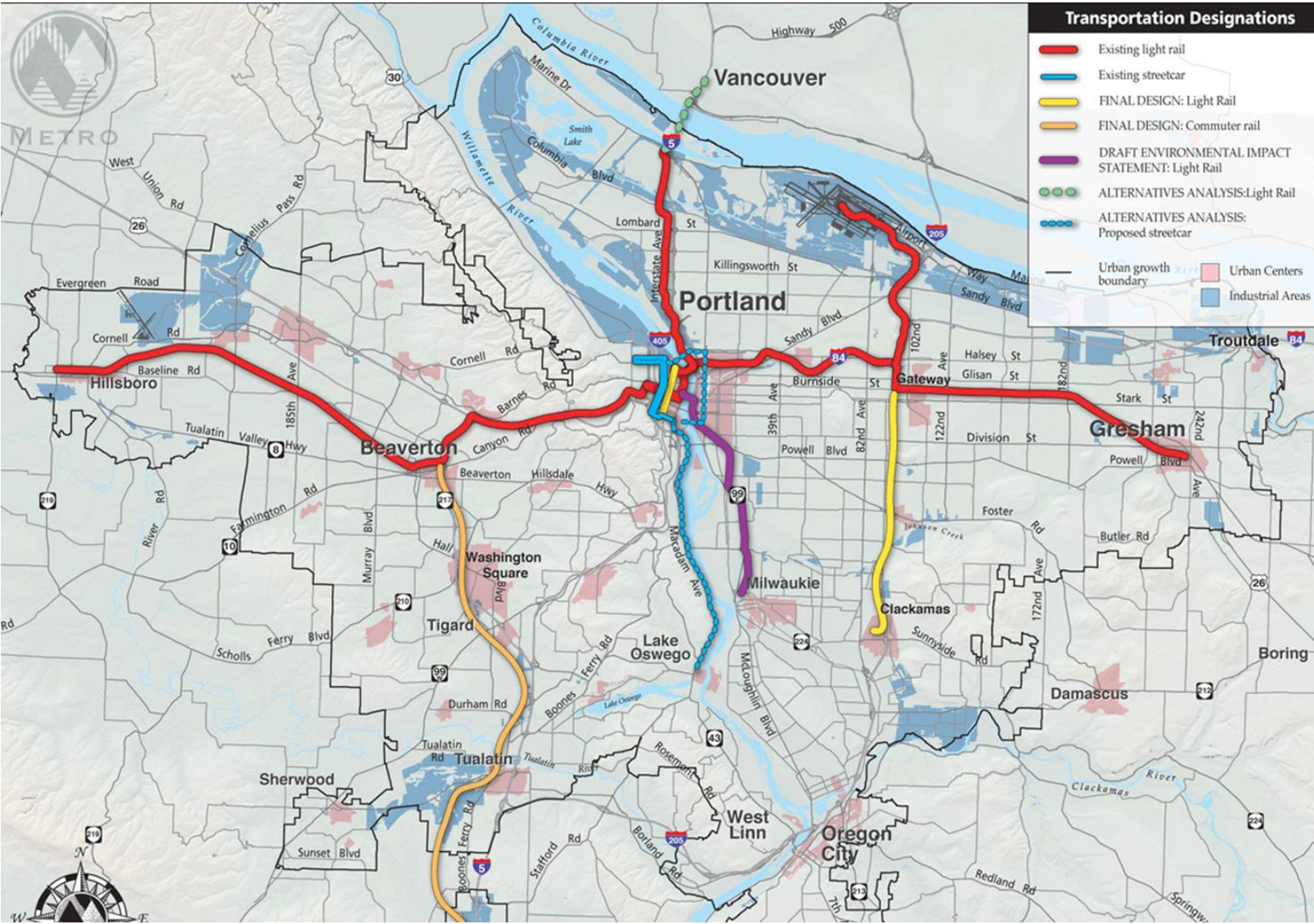
**Regional Planning,**

**and Transit**

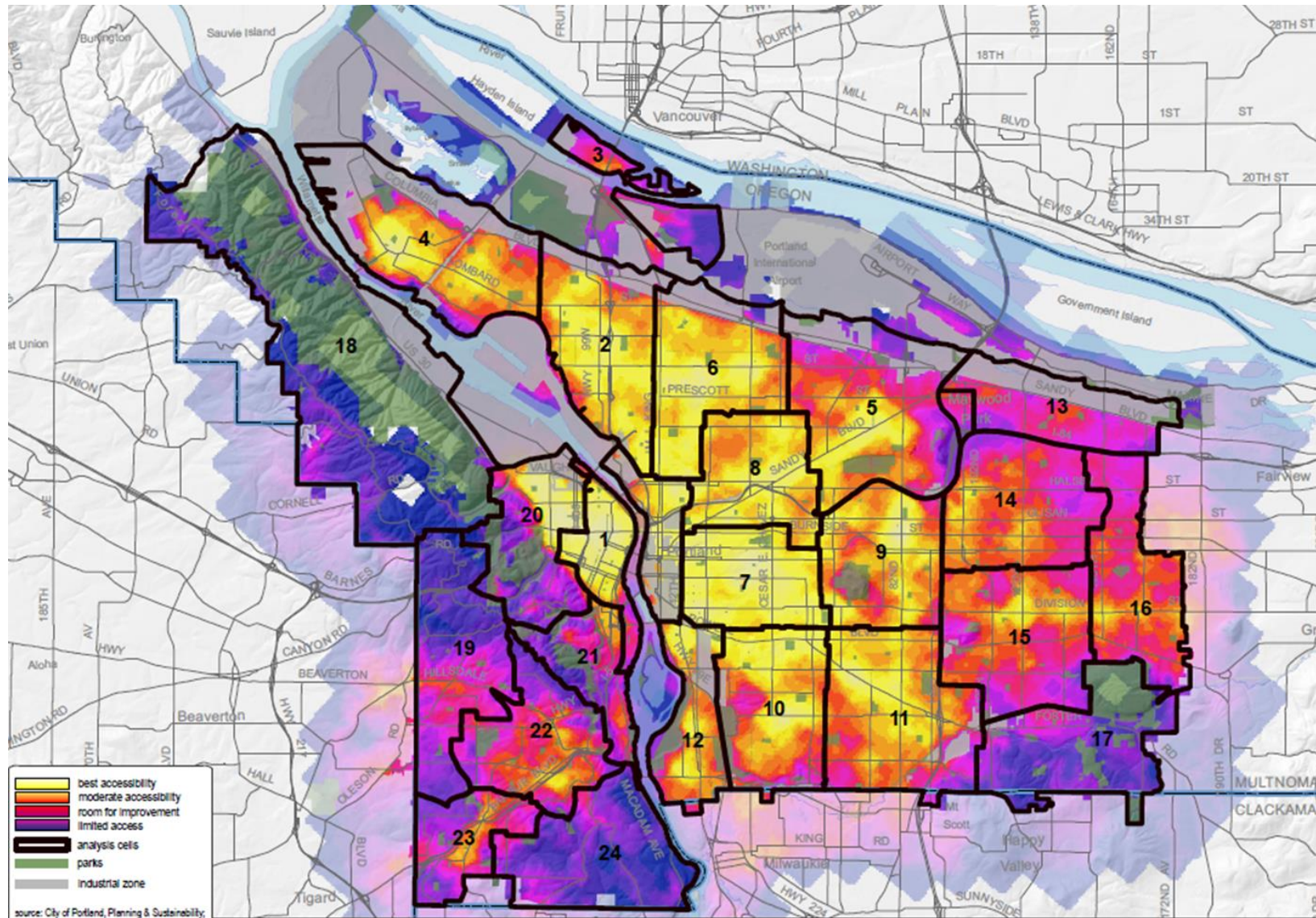


**Clear and effective Urban Growth Boundary**

**“Centers and Corridors” urban form for the region**



# Linking the Centers with Light Rail transit



**In the core City:**

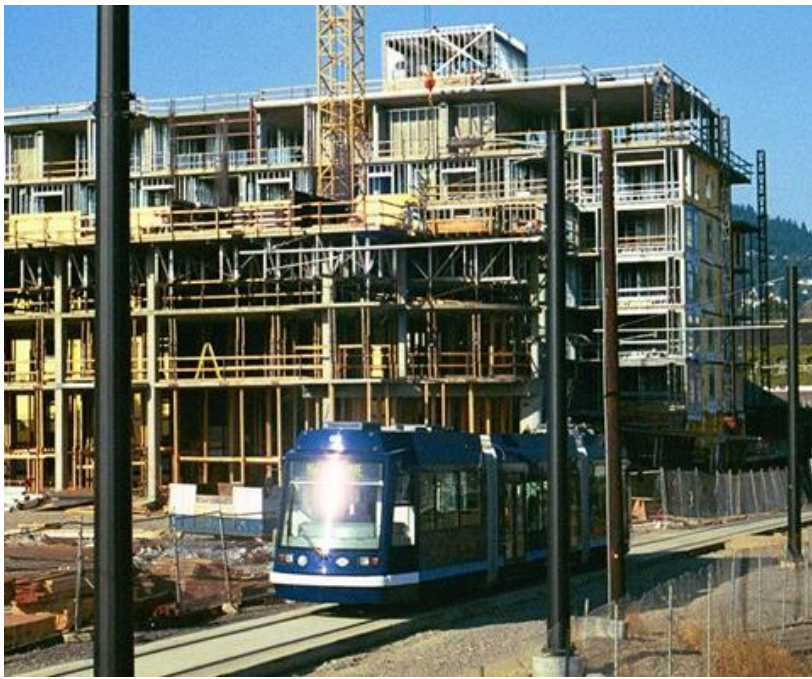
**Reinforcing traditional “20-minute neighborhood” patterns**

**Taking a larger share of regional growth**

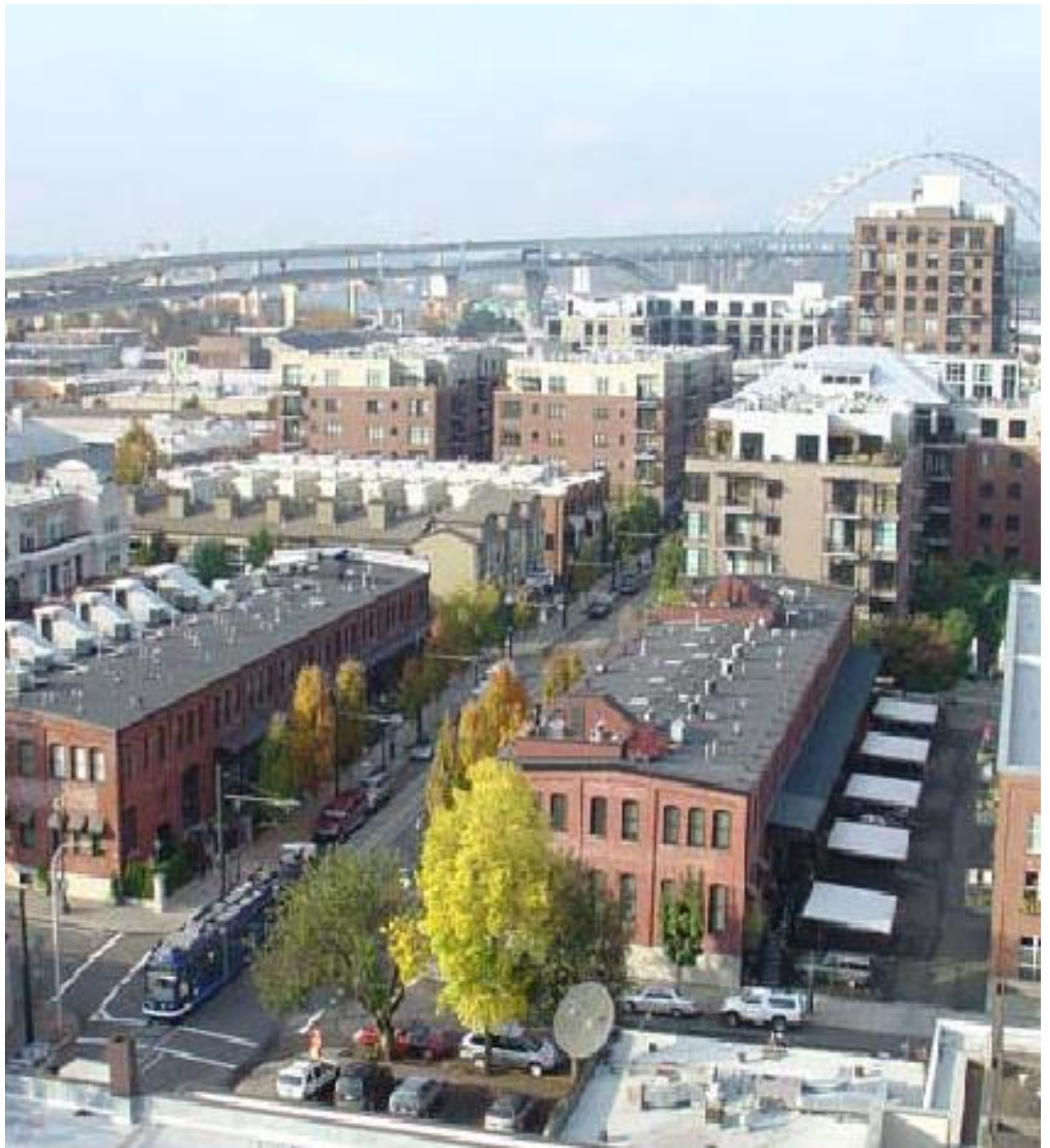


**Emphasis on redevelopment and filling in empty sites**





**Intensive TOD  
development in  
targeted core  
areas,  
supported by  
local transit  
circulation**



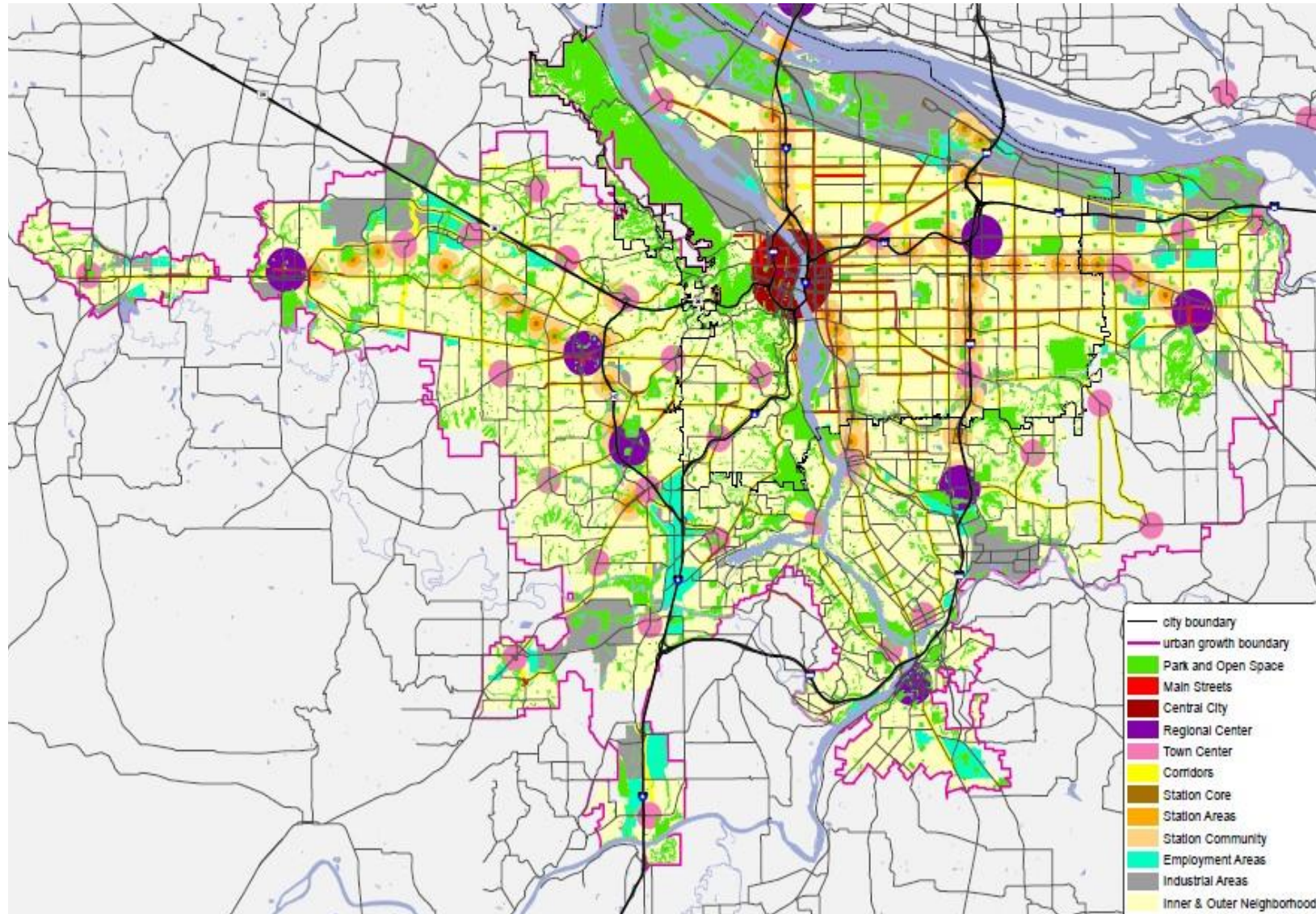




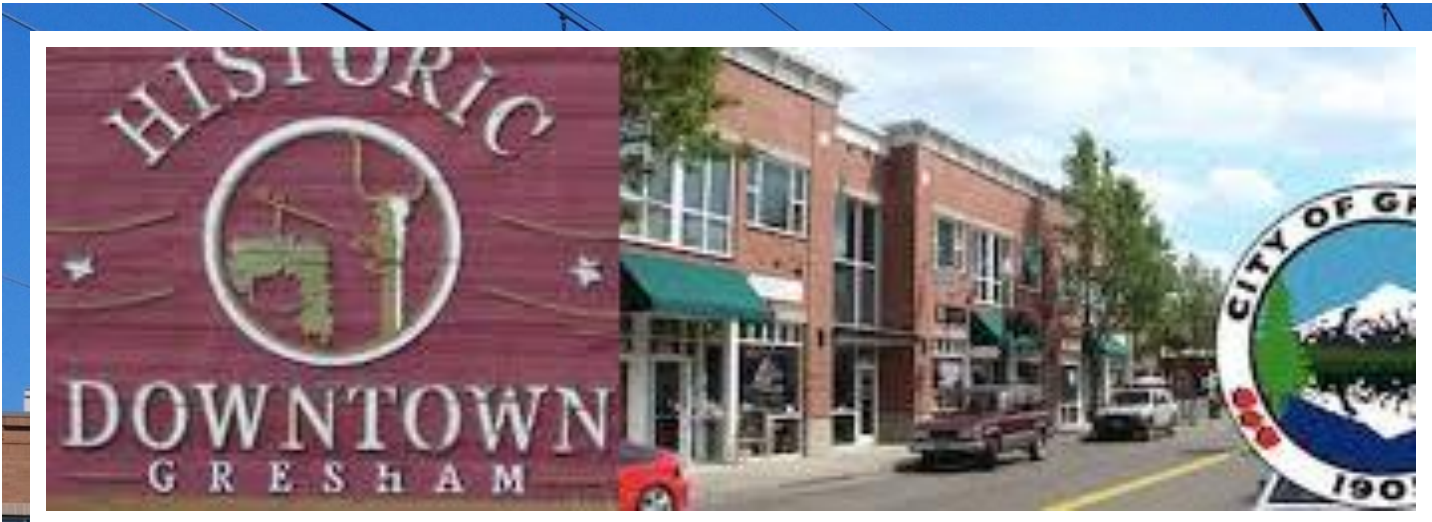
**TOD Corridors  
as a city-wide  
strategy**







**Benefits not just  
for the Core City,  
but for smaller  
Regional Centers  
and Town Centers  
as well**



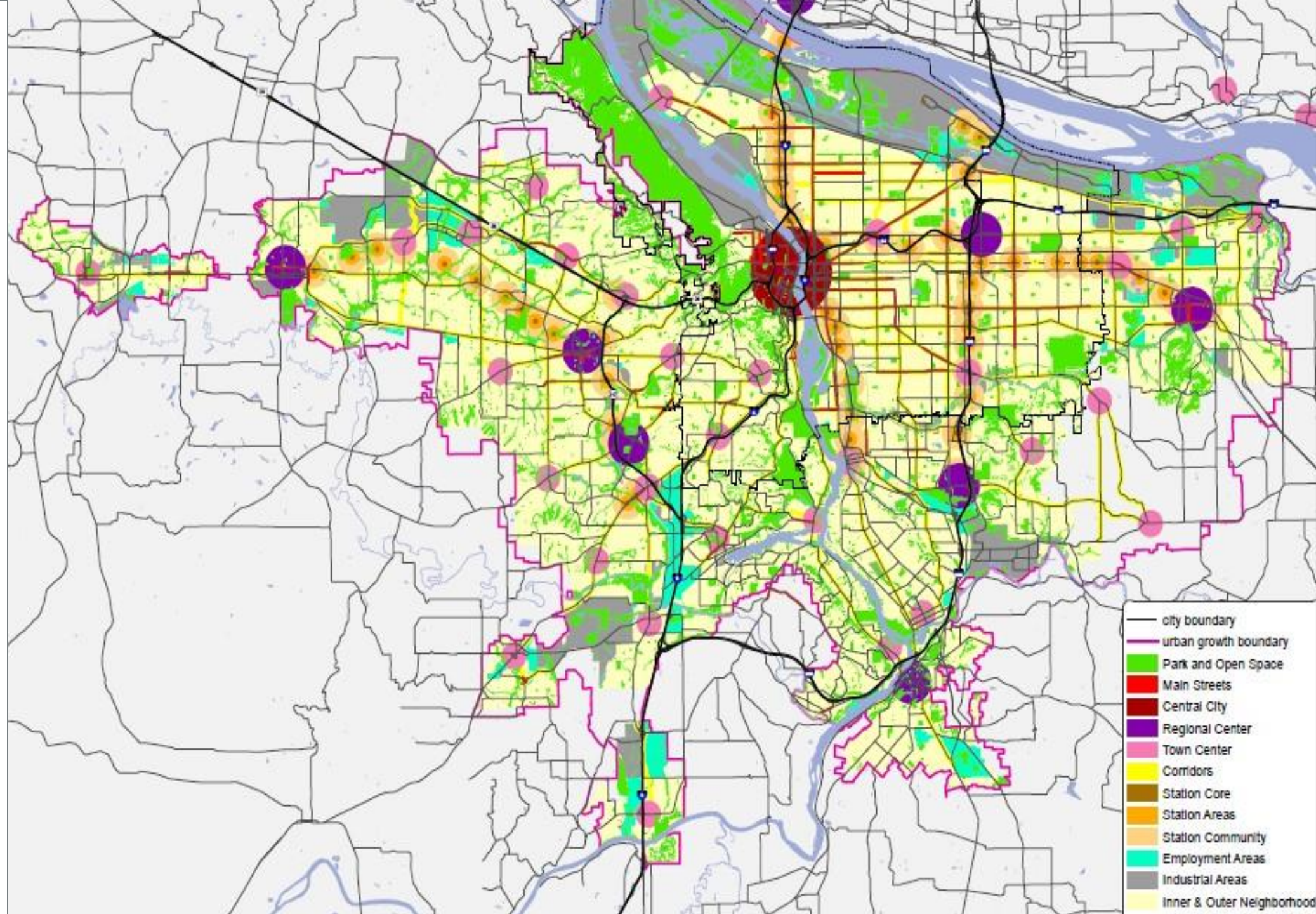


















## **Metropolitan Governance Task Force Homework**

**\*\*\*This questionnaire is intended to help guide conversation at the Task Force's next meeting on 12/13. Members are asked to please complete and return to Taylor by EOD Monday 12/11.\*\*\***

**Task Force Member Name: Frank Hornstein**

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

The fundamental problem with the Met Council is that the agency has vast powers of taxation and major responsibilities to address critical regional issues, and as such its current structure lacks accountability and transparency to fulfill its mission. The Met Council's current system of gubernatorial appointments consists of part time members who often have another professional commitments and rely on staff expertise to make decisions. The Council's deliberations often do not challenge or modify the decisions and conclusions of senior Council staff members.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

The Council should be solving these identified problems by creating a new structure in which members are elected by the public via geographic districts that they represent. The members should serve four year staggered terms and be paid a salary commensurate with county commissioners in metropolitan counties whose major responsibilities to the public and time commitments to the job generally reflect those of a metropolitan area county commissioners. Elected members should also be given adequate staff resources to robustly engage with the public on Council issues.





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**Task Force Member Name: Senator Eric Pratt**

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

- a. The Met Council has too much authority over communities and counties
- b. The Met Council is not accountable to the communities they serve
- c. Met Council has not been empathetic and approachable with residents of the metro area
- d. The Met Council is not accountable for the decisions they make
  - i. Finger-pointing BTW Met Council and Hennepin County over SWLRT path
- e. The Met Council has a conflict of interest being the operator of Metro Transit and the planning arm
  - i. The Met Council has used it's authority to takeover routes from STAs
- f. Met Council's scope is too large
- g. Met Council is less efficient with Housing funds than the counties

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

- a. We need a Met Council that is more representative of the communities it serves
  - i. Districts are too large
  - ii. Councilors are currently accountable only to the Governor

- b. Met Council should be focused on regional issues
  - i. More collaborative with communities
  - ii. More focused responsibilities
- c. Remove conflict of interest between operating Metro Transit and planning function
- d. Cities and Counties need a direct voice and representation on the council for the real accountability
- e. Local jurisdictions should choose their Met Council rep and have the right to replace them if they are not meeting expectations
- f. The Met Council needs to be non-partisan



## **Metropolitan Governance Task Force Homework**

**Task Force Member Name: Scott Dibble**

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

Problems as an agency

-Because it is a cabinet level agency, subordinate to a state wide executive branch administration that has 22 other agencies competing for priority, resources and political capital, it is unable to create a regional vision for the Twin Cities Metropolitan Area and robustly lead on realizing that vision.

-Like all other cabinet level agencies, the policy and budget priorities are developed for the most part in isolation and shrouded until the Administration's full budget is unveiled each February.

-Because all key decisions and its strategic direction is set by professional and virtually anonymous professional bureaucrats, not policymakers elected on a platform of vision, ideas, values and promises to the public – who then have a duty and a political imperative to deliver on them, its policy and budget initiatives are narrow, technical in nature, lacking in foresight and ambition.

Problems as the local regional government

-Council Members, who under the “local government” aspects of the Council are akin to City Council Members and County Commissioners, and as such, have a duty to provide access, oversight, governance, accountability and advocacy, are totally neutered to the point of being mute and moot on most subjects, citing subordination to the chief executive and by extension, the Chair.

-The Council Chair serves as the public messenger to amplify, platform and push the priorities and prerogatives of the organization's professional managers, rather than providing leadership to move the bureaucracy to

greater innovation, capacity and competency. The Council Chair does not look to Council Members as partners in the work of the agency, taking for granted their willingness to rubber stamp staff reports. (Decisions are reported as final and immutable weeks and months before a matter is put before the Council for the final “legal” ratification.) The Council Chair does not or cannot push beyond any direction given to them by the chief executive who may or may not be focused on or care about the needs of the Twin Cities Metropolitan Area.

-Council Members never participate, much less initiate, in meaningful conversation and interaction with the larger public. Council Members rely only on official forums and formal hearings convened by agency staff for limited receipt of input from their constituents and stakeholders in the larger region. Direct requests for Council Members to get involved in specific constituent services issues are not responded to.

-Planning for regional systems (transit and transportation, housing, parks, sanitary sewers, land use, economic development, airports, facilities of regional significance), is done in a manner so as to either respond to the most politically powerful, or in a manner so as to reinforce what the professional bureaucracy has already determined to be the course of action. Information from the public and meaningful co-benefits of major infrastructure investments that might change a predetermined course of action are not considered or dismissed outright.

-The organization has shown an inability to manage a large-scale infrastructure construction project, starting with errors in the planning process, inability to take in information from external stakeholders, inability or unwillingness to appropriately manage construction firms’ timelines, cost overruns and construction quality.

-The organization responds with hostility and retribution against those who discuss problems as they come to light, rather than being grateful for the opportunity to learn and make improvements.

-As a non-elected local unit of government, it makes decisions about and control billions in revenue and bonding authority. It controls and makes decisions about billions in capital assets and delivery of essential public services. The hundreds of millions in federal dollars they received directly are expended as it sees fit, with no appropriation action taken by anyone in elective office. It levies property taxes and appropriates those dollars. It has the authority to supersede, amend, and reverse elected local units of

governments' land use and development decisions. In all likelihood, these powers taken together are an unconstitutional and illegal delegation of power to an unelected authority.

**2. Given those identified problems, what do you believe this Task Force should be solving for?**

Revamping the Metropolitan Council so that it functions in manner that effectively leads on and meets the needs of all people of the Twin Cities Metropolitan Area, inclusive of their individual, geographic, demographic and economic circumstances, to live in a place that provides the greatest level of opportunity to live successful lives. Important elements of the Met Council's design need to include an ability to lead with legitimacy and support in developing and implementing a regional vision, meaningful collaboration with stakeholders, responsiveness to emerging and changing dynamics, transparency in decision making, and accountability for decisions made.



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**Task Force Member Name: Senator Coleman**

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

Too much control over local cities, counties, and transit authorities. This is my number one issue. They should not be controlling city plans, density, types of housing, etc.

Secondary is lack of accountability and due to being governor appointed can become incredibly partisan and one sided.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

We should strictly clarify their scope in statute, giving cities counties and transit authorities their power and autonomy back.

We should implement accountability measures with yearly task forces to review and receive public input.

We should go with the COG design of membership.



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**Task Force Member Name:** Senator Lindsey Port

- 1. What do you believe the problems, if any, are with the Metropolitan Council?** I believe there is a lack of overall regional planning vision guiding the Met Council. In this way, each area is siloed off from other planning, resulting in stagnant regional growth. Additionally, there is a lack of transparency and accountability. Many decisions seem to be made at a staff level, out of the public eye and with no meaningful accountability for those decisions. The combination of these problems leads to a lack of trust by the public, by metro communities, and by the legislature in the Met Council.
- 2. Given those identified problems, what do you believe this Task Force should be solving for?** Our priority should be to restructure the Met Council in a way that provides transparency, whether through direct elections, a COG, or another option. Creating a guiding vision is a critical piece of our work, either through a home rule charter, a guiding charter committee, or our own creation of a vision charter.

**MGTF: PROBLEM STATEMENT - REP WIENS 2023DEC11**

1. What do you believe the **problems**, if any, are with the Metropolitan Council?

Governance: **non-elected** officials instituting fees/taxes, planning and executing without proper **oversight**, behaving in an authoritarian and non-collaborative manner with metro communities, lack of **accountability and transparency** when huge mistakes are made, stifling bureaucracy which has lost the **trust** of many Minnesota citizens.

2. Given those identified problems, what do you believe this Task Force should be **solving for**?

Reforming this organization to effectively accomplish Regional Planning and act in an **Accountable, Transparent, and Credible** manner, also under the **Oversight** of a branch of Minnesota government.





## Metropolitan Governance Task Force Homework

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**Task Force Member Name:** Marion Greene

### 1. What do you believe the problems, if any, are with the Metropolitan Council?

The problems I see are not with the Metropolitan Council, but with the design of the Metropolitan Council (both the council itself, and the organization). Individually, Met Council members and Met Council employees are making the decisions that systems and structures guide them to make. On behalf of our region, I want us to have systems and structures of metropolitan governance that reward vision, advocacy, and accountability.

**Lack of vision:** The Met Council is the only entity positioned to articulate the shared future of our metro region – what it will be like to live here in the future, and how will it be different than today. But the structure and systems of the Council inhibit leadership on these questions. Because the Met Council functions like a state agency, it responds to the shifting political power in state politics, which can punish bold, creative thinking and dilutes the influence of the people in the region. Vision and decision-making is often reduced to obscure staff-run planning processes, wherein Met Council staff respond on a granular level to granular comments from stakeholders, often submitted by staff of other units of government.

**Lack of accountability to the people of the region:** Residents of our region have no one that they can hold responsible when they have a problem or concern with something the Met Council has done. Met Council members and staff are only

accountable to the Governor, who oversees a number of agencies and boards and runs the whole state. This severely dilutes the people of the region's power to have their voice heard and their issues addressed. In addition, Met Council members are part time, underpaid, and therefore have insufficient attention, time, and energy to devote to their constituents and Met Council responsibilities.

**Lack of vigor in advocating for the region and solving for its needs:** The communities of the metro face shared challenges, distinct from those faced by the state as a whole. We need a Met Council that can vigorously tackle those challenges, making the sort of investments our region needs to create economic growth, pursuing racial equity, or fighting climate change. We have seen our peer regions pull ahead of us in expanding their transit systems and developing vibrant downtowns and neighborhoods. We need a Met Council committed to competing with these peer regions and winning.

## **2. Given those identified problems, what do you believe this Task Force should be solving for?**

This Task Force should be looking for solutions to all three of the problems described above.

**Consent of the governed:** The Met Council only provides services to the metro region, not the whole state. Accordingly, the people and communities of the region should be appointing the Met Council members, not statewide officials. This change would promote a Council that is consistently able to articulate a **vision** that reflects the values of the region, it would be **accountable** to the people it serves, and would be motivated to vigorously **advocate** for our region's future.

**Fair representation/proportionality:** Each resident of our region has an equal stake in our shared future and therefore deserves an equal voice. Therefore, any system for choosing Met Council members must ensure that each member represents the same number of residents. If appointments are allocated to local units of government, that allocation must be proportional. We must ensure that the Met Council's **vision** equally reflects each of its residents, that each resident has an equal ability to hold the Council **accountable**, and that the Met Council is **advocating** for all residents equally.

**Democracy:** Direct election of Met Council members would ensure the highest degree of **accountability** to residents. It would force Met Council members to articulate a policy **vision** to their constituents and to receive direct feedback from constituents. And elected Council members would have every incentive to **advocate** for the region and produce results that they can show to their constituents.

**Salaries to match responsibilities:** The Met Council has important business on its plate, but Council members have insufficient time and attention to devote to that important business because their low pay requires nearly all of them to maintain other jobs, and generally to prioritize those other jobs over their Met Council work. As a result, Council members are frequently not able to be as responsive to stakeholders and constituents as would be appropriate for such an important governance role, nor are they equipped to fully establish expertise on the workings of the organization and staff. Increasing Council members' pay would support focus on their Met Council work, giving them time to think big and set a **vision** for the region and organization, to be responsive and **accountable** to their constituents, and to **advocate** for the region and organization.



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**Task Force Member Name: Commissioner Karla Bigham**

**1. What do you believe the problems, if any, are with the Metropolitan Council?**

- a. The council is too staff driven and there is a concern over the lack of transparency. Housing vouchers should be handled by the counties. Metro Transit should not be responsible for both the planning, designing, and operating of transit. The nomination and appointment process should be the responsibility of the local government officials.

**2. Given those identified problems, what do you believe this Task Force should be solving for?**

- a. It should be used to reform the nomination and appointment process. It should be used to reassign services by the Met Council that are not done adequately or have a conflict with the Met Council.

**Task Force Member Name:** James B. Hovland

***Role of the Metropolitan Council as MPO***

The Council's scope of authority allows it to address specific regional scale issues – (regional systems—sewers, transit, parks - and long range planning for the orderly and economic development of the region). Its authority is important and it is also limited--- by design. By design, the Council, through various laws, is tethered to the Governor and Legislature, as well as local units of government.

**Questions Presented To Task Force**

The Questions Propounded are as follows:

- (1) What do you believe the problems, if any, are with the Metropolitan Council?**
- (2) Given those identified problems, what do you believe this Task Force should be solving for?**

I think these questions, read in conjunction with each other, ask the responder to assume or infer that there are problems with the existing form of governance of the Metropolitan Council. The second question seems to be particularly presumptive or suggestive of the notion that there are problems (with the existing form of governance), so what are they and what should we be solving for?

With respect to Q #1, the issue is whether there are actual structural governance problems or perceived problems. I do not yet see any structural governance problems articulated in the work of the task force. I do see perceived problems as follows:

- (a) Perception that members are overly/only accountable to the Governor:***
- (b) Perception that Met Council is too staff driven:***
- (c) A need for higher level of engagement by local officials and community members in the selection process for members of the Council:***
- (d) A need to increase transparency in how members are selected (right now there is no required public comment period or requirement to make the Governor's nominees public):***

With regard to Q #2, I choose not to answer that presumptive question but instead rely on the Blue Ribbon Panel Report from December, 2020, which Panel was convened by Governor Walz.

With regard to whether Metropolitan Council members should be elected or appointed, the Panel found:

- Council members should be appointed by the Governor and not be directly elected to the Council;
- Council members should not be locally elected officials;
- There is a lack of consensus and support amongst the Region's local governments for a large structural reorganization or fundamental change to the Council.

Denver and Portland each have different models they believe are unique to their regions, and serve them well. While the governance model for the Metropolitan Council is distinct from Portland or Denver, that does not lead one to conclude it is structurally deficient from a governance standpoint because it is not like Denver or Portland.

The message from the former Mayors of Portland and Denver was – What we need is a model that serves our region well in our ability to compete with other regions across the country and one that allows us, as a region, to shape our future and capture our vision of prosperity. If our model is structurally capable of accomplishing those goals, let's refine what we have, or modify it accordingly.



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**Task Force Member Name: Kristin Beckmann** \*\*\*These are Kristin's positions and not those of the Governor's Office\*\*\*

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

- a. The roles of the Chair and members of the Met Council are not designed to meet the need of public engagement and stakeholder communication necessary to facilitate and operationalize a shared vision of services across multiple counties, cities, and townships. While the Chair was recently made into a full-time position, Council members remain less than part time and are paid nominally. In addition to the roles not being full-time and well compensated, council members are not adequately supported by staff members. Responsive constituent service is hampered by the lack of staff infrastructure to support the members of the council.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

- a. People appointed as Chair and members of the Met Council should be full-time employees and should each have an executive aide to work with them on constituent services, stakeholder communications, and managing the business of the Council. Their compensation should be equivalent to County Commissioners. Professionalizing the Council will bring a higher capacity for engagement and informed decision making to the body.



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**Task Force Member Name: Professor Myron Orfield**

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

The Metropolitan Council is not properly accountable to the people of the region. In America, when local government bodies are created with significant discretion and taxing power, they are universally directly elected.

The public does not know about the council or its activities which profoundly affect its quality of life and the shape of their life opportunities.

The Met Council is governed like an agency with its board appointed by the governor and serving at his pleasure. As such, it may be an unconstitutionally excessive delegation of legislative authority to an administrative agency.

The Metropolitan Council appointment process destroys continuity in its planning process.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

Accountability, public input and awareness, legality of structure, effectiveness





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**Task Force Member Name:** Sam Rockwell

### **1. What do you believe the problems, if any, are with the Metropolitan Council?**

I believe the Metropolitan Council is overly staff run and is institutionally afraid of its own shadow. It feels as though the Council, more often than not, tries to do the bare minimum.

The result of this culture is that the Council feels unaccountable – when you ask them to do something they try to do the bare minimum, and when you ask someone in a purported position of power (a board member, e.g.) to do something, they are unable to deliver because they do not have the resources (time, personnel) to overcome the staff-driven power structure in the council.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

I believe the task force should better define what we expect of board members and then ensure that they have a level of power and responsibility that matches that expectation.



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**Task Force Member Name: Mary Pattock**

### **1. What do you believe the problems, if any, are with the Met Council?**

Loss of public trust and credibility

Metro agenda is subsumed into the governor's — metro has no independent voice

Lack of policy continuity and lack of carry-over experience with council affairs

Staff-driven

Issues of competence revealed by SWLRT (overbudget, late, bungled contracting, etc.)

Vision hasn't led to desired regional prosperity

Lack of collaboration; friction with municipalities, counties, etc.

Culture of arrogance; members are often remote and unresponsive; staff is dismissive

A mission statement based solely on economics rather than comprehensive quality of life

Conflict of interest: Met Council plans, builds and operates transit, and is also responsible under federal law to evaluate it.

Economic dominance of metro area business segments (e.g., legal and engineering) and non-profits.

### **2. Given those identified problems, what do you believe this Task Force should be solving for?**

A mission that prioritizes quality of life for all — which includes economic prosperity, healthy environment, livability, equity, opportunity, etc.

A structure that will promote and facilitate collaboration and compromise

Accountability to the public, including checks on its power.

A shared metro vision that is authentically developed in and by the metro community

Competence appropriate to its mission (board and staff)

Culture of accessibility, respect, transparency

Elimination of conflicts of interest and economic overreach



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**Task Force Member Name: Jeff Reed**

- 1. What do you believe the problems, if any, are with the Metropolitan Council? The Metropolitan Council is led, in theory, by Governor's appointees. Those board positions are not elected, and the individuals appointed are really accountable to no one. Because of the political nature of these folks, and potential rapid turnover, high level staff become the "leadership". Vision, responsibility, and accountability have become lingering concerns.**
- 2. Given those identified problems, what do you believe this Task Force should be solving for? Move to a leadership structure of directly elected officials, or at least board members who are appointed, from an elected pool of local, County, and City officials. Also, document, or share documentation that is in place, as to how lead staff positions are evaluated and held to account.**