

October to December

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

SECOND QUARTER FY 2014-15

**FY 2014-15 Second quarter management report  
Table of contents**

Management report item		Page
Metro management report executive summary		2
Metro management report at-a-glance		3
Metro management report in detail		
Office of the COO	<a href="#">1.1 Diversity, equity and inclusion program</a>	10
Finance and Regulatory Services	<a href="#">2.1 Solid waste compliance and cleanup</a>	12
Parks and Environmental Services	<a href="#">3.1 Cemetery operations</a>	13
	<a href="#">3.2 Parks and natural areas management</a>	15
	<a href="#">3.3 Solid waste operations</a>	15
Planning and Development	<a href="#">4.1 Development center</a>	18
	<a href="#">4.2 Investment areas</a>	18
	<a href="#">4.3 Regional planning and partnerships</a>	19
	<a href="#">4.4 Resource Development</a>	20
Sustainability Center	<a href="#">5.1 Natural areas</a>	22
	<a href="#">5.2 Parks and natural areas levy program</a>	23
	<a href="#">5.3 Resource conservation and recycling</a>	32
Visitor Venues	<a href="#">6.1 Convention, trade and consumer shows</a>	33
	<a href="#">6.2 Performing arts, arts and culture</a>	35
	<a href="#">6.3 Zoo conservation and research</a>	36
	<a href="#">6.4 Zoo education</a>	37
	<a href="#">6.5 Zoo infrastructure bond (A Better Zoo)</a>	38
	<a href="#">6.6 Zoo visitor experience</a>	40

## Metro Management Report executive summary | Q2 FY 2014-15

Throughout the second quarter of fiscal year 2014-15, Metro moved forward on projects supporting Metro values and the region's six desired outcomes.

The Office of the COO established a Diversity, Equity and Inclusion program to strengthen Metro's strategic focus on serving and supporting underserved communities. DEI staff completed an 18-month project management plan, provided diversity awareness training and developed a language resource guide for staff. The Equity technical work group presented the Equity Framework Report to Council.

Parks and Environmental Services staff oversaw renovations at Oxbow and Blue Lake parks and camping reservations at Oxbow continued to increase. The cemetery program neared completion of the soil stabilization project at Blue Lake Road and selected a vendor for grave markers. MetroPaint broke paint processing and sales records and Metro Central transfer station enacted new standards for acceptance of commercial organics. Solid waste regulatory staff cleaned up 527 illegal dumpsites, bringing the total of solid waste collected to 205 tons in the calendar year.

In Planning and Development, the transit-oriented development program obtained funding approval for Block 75 at the Burnside Bridgehead and began construction on 8300 N. Interstate in Portland. The Southwest Corridor Plan began analysis and outreach work following its Steering Committee's recommendation. The Metro Council adopted the draft 2014 Urban Growth Report and a preferred Climate Smart strategy. The Regional Travel Options program received 32 applications with a total of \$4.6 million requested for its FY 15-17 grant round.

The natural areas program began the 2015 Nature in Neighborhoods Capital Grants funding cycle and entered into grant agreements for projects funded through the 2014 cycle; the Metro Council expanded the enhancement grant program and the Metro Central Enhancement Committee recommended funding ten projects for a total of \$114K in grant awards. Natural areas acquisitions now total 4,982 acres under the 2006 Bond, including a 9.7 acre easement donated for a public riverwalk over Willamette Falls. Parks and natural areas levy staff completed the first phase of the parks and natural areas system plan, began a comprehensive planning process for Newell Creek Canyon and North Tualatin Mountains natural areas, and launched the 2015 Conservation Education Grants cycle.

Resource conservation and recycling teams surveyed residents in the region about household hazardous waste; the Recycling Information Center answered 12,467 calls and the Find-A-Recycler website received 17,828 visits; a DEQ report showed the Metro region achieved a 64% recovery rate in 2013, meeting the statutory goal for the first time.

The Oregon Convention Center broke space rental revenue records, completed its ticketing system transition to Tickets West and saw progress towards issuing bonds to fund the hotel project. The Expo Center had an increase in second quarter revenue and completed feasibility studies for green improvements. Portland's Centers for the Arts launched new customer service program, prepared to start promoting its own shows and began an analysis of renewal and replacement needs.

The Oregon Zoo hosted a Malaysian delegation and signed an IGA with PSU for a new graduate student program in Conservation and Wildlife Welfare. Zoo bond staff saw the Elephant Lands project on schedule and within budget; obtained approval for a schematic design package for the Education Center and began finalizing a feasibility study of operating an offsite elephant facility. The zoo trains returned and ZooLights attendance broke records; member attendance has declined year to date and summer 2015 concert planning is well underway.

The following report lists project and program highlights for the second quarter of this fiscal year.

## **Metro Management Report At-a-Glance Q2 FY 2014-15**

### **Office of the COO**

#### *Diversity, Equity and Inclusion program highlights*

- Completed an 18-month project management plan for the DEI work team.
- Provided Transgender Awareness Day recognition and awareness training to 45 Metro staff.
- Facilitated discussion group “From Ferguson to Metro” to discuss how those events affected staff.
- The Equity technical work group, made up of six community-based organizations, presented its draft work on indicator category selection at the Oct. 21 Metro Council work session.
- Conducted conversations with all Metro departments about Metro’s roles and responsibilities in relation to the equity indicators.
- Updated the Equity Strategy Program Work Plan with detailed information for the upcoming strategy development phase.
- Shared the first complete draft of the Equity Framework Report with Equity Strategy Advisory Committee members; community-based organizations presented the final version of the Equity Framework Report to the advisory committee on Jan. 26, 2015.
- Metro leadership will be asked to provide direction on the timing and role of data analysis in the development of the Equity Strategy and Action Plan and also provide direction on policy questions in 2015.
- Developed a language resource guide for staff.

### **Finance and Regulatory Services**

#### *Solid waste compliance and cleanup highlights*

- Metro Council adopted major changes to the solid waste community enhancement program in October, increasing enhancement fees at Metro South, Metro Central and Forest Grove Transfer Stations and establishing new programs, fees and advisory committees in Wilsonville, Sherwood and Troutdale.
- Notified all facilities authorized to process and recover dry waste that Metro will shift from conducting quarterly residual sampling to conducting random sampling events and relying on facilities to conduct their own future sampling.
- Conducted 65 program inspections, five enforcement actions and issued 27 regulatory authorizations.
- Cleaned up 527 illegal dump sites, bringing the total of solid waste collected at illegal sites to 205 tons this fiscal year; cleaned up 23 illegal camp sites.
- Metro initiated a study of future private transfer station configuration, including how to address tonnage caps and interim franchises.
- Metro Council will consider listing the Cowlitz County Headquarter landfill as a designated disposal facility to receive certain dry waste from the region.

### **Parks and Environmental Services**

#### *Cemetery operations highlights*

- Completed the majority of work on the soil stabilization project at the corner of 223rd and Blue Lake Road; final phase of native landscaping will be completed in February.
- Selected a vendor, Vancouver Granite Works, to provide memorialization options, allowing program members to work directly with families to design granite markers or headstones.

- Extended the burial services contract with Vancouver Granite Works through February 2016.
- Brought forward a budget amendment request which was adopted by Council in November 2014; the funds will be used for platting additional burial space at Multnomah Park Cemetery as well as for the resolution of burial rights held in conflict.

#### *Parks and natural areas management highlights*

- Blue Lake Park greeted 19,128 visitors, down from 24,670 last year; Chinook Boat Ramp received 23,157 patrons, remaining steady compared to 24,367 last year; and Oxbow received 25,493 patrons, up from 22,792 last year. Camping continues to increase at Oxbow, with 289 camping reservations in the quarter compared to 95 for the same period last year.
- Glendoveer Golf and Tennis Center hosted the 11th Annual NXN Nike Cross Nationals, one of the most highly regarded national championship races for high school cross country runners.

#### *Solid waste operations highlights*

- Completed hazardous waste roundups for the calendar year, including 34 events, serving 9,207 customers and collecting 523,539 pounds of waste.
- MetroPaint broke records for paint processed and paint sold for the calendar year, processing 359,000 gallons of paint, a 7% increase, and selling \$1,437,210 worth of MetroPaint, a 22% jump over the previous record.
- New standards for the acceptance of commercial organics at Metro Central Station went into effect Nov. 1.
- Presented to Council the preliminary findings from a Solid Waste Roadmap project, the Metro South Station Assessment, for consideration. Staff recommendations for further refinements were accepted and staff will return with additional information in 2015.
- Submitted to DEQ a technical memorandum proposing specific changes in the groundwater monitoring program at the St Johns Landfill as part of the process to renew the Closure Permit and reduce operating costs at the landfill.
- The Storm Water Pollution Control Plan for Metro Central was submitted to the City of Portland, which calls for significant capital improvements at estimated costs in excess of \$1M.
- Awarded the contract for the KFD Landfill Flare Controls Replacement project; installation of new controls will be completed by the end of February of 2015, improving the flare operation and better protecting nearby residents from possible migration of landfill gas.

### **Planning and Development**

#### *Development center highlights*

- Obtained TOD Project funding approval for Block 75, a ten-story high rise building at the Burnside Bridgehead in Portland with workforce apartments, restaurant uses and no parking.
- Acquired property at the intersection of SE 82nd and Division for a future transit oriented development including affordable housing.
- Began construction on 8300 N. Interstate, a four story mixed-use development with workforce apartments, retail or restaurant space and podium parking spaces in Portland; President Hughes and Councilor Collette spoke at the groundbreaking ceremony on Dec. 12.
- Construction is progressing on three TOD projects: Rose Apartments, a four story, 90 unit workforce and affordable apartment development in the Gateway Regional Center; The Radiator, a five story mixed-use office and restaurant development located on N. Vancouver in Portland; and The Core, a six-story mixed-use apartment and retail development with public plaza located adjacent to the Orenco MAX station in Hillsboro.
- Completed storefront improvements to the Fairclough Building, located in Oregon City.

- A total of 22 commercial districts across the region have been designated eligible to apply for District Transformation grants offered by the Enterprising Places program; with 14 districts additionally eligible to apply for Storefront Improvement grants.

#### *Investment areas highlights*

- The Southwest Corridor Plan is beginning 18 months of detailed, place-based analysis and outreach, following the Steering Committee's Dec. 8 recommendation; the goal is for the Steering Committee to recommend a Preferred Package of transportation and development solutions by May 2016.
- Work continues on the Powell-Division Transit and Development project, including technical analysis, an in-depth study of eight opportunity areas for station locations, and public outreach on the bus high capacity transit option.
- Both Powell-Division and Southwest Corridor are being funded in collaboration with outside project partners; continuing this shared approach to developing investment strategies is critical to project success.
- Investment Areas staff continue to support the creation and passage of brownfield legislation in the upcoming 2015 state legislative session.

#### *Regional planning and partnerships highlights*

- In December, Council adopted a preferred Climate Smart strategy as our region's approach to meeting Oregon's greenhouse gas emission targets, following nearly unanimous recommendations from both the Joint Policy Advisory Committee on Transportation and the Metro Policy Advisory Committee.
- Conducted public comment period for preferred Climate Smart Strategy through Metro Planning eNews, Metro News, OptIn panel, community newsletters and newspaper ads, garnering 2,347 questionnaire responses and 90 letters and emails.
- Held two public hearings on the draft preferred Climate Smart Strategy; the preferred strategy recommendations will be carried forward into the upcoming allocation of regional flexible transportation funds, the 2018 Regional Transportation Plan update and other c planning efforts in the region. The state Land Conservation and Development Commission (LCDC) is scheduled to approve the preferred strategy later in 2015.
- The Metro Council accepted the draft 2014 Urban Growth Report in December, which will now be the technical foundation for a 2015 growth management decision by the Council.

#### *Resource development highlights*

- Metro Council directed the COO and MTAC to propose revisions to the administrative rules for implementation of the construction excise (CET) and Community Planning and Development Grants (CPDG) and forward to MPAC and Metro Council for review and action.
- Completed a draft Logic Model for CPDG for communicating the grant program's goal, key planning activities for accomplishing the goal, identifying outcomes that reflect progress toward development readiness, and evaluating the program.
- The Regional Travel Options (RTO) FY 15-17 grant round application period closed on Dec. 19 with a total of 32 applications received and a total of \$4.6M requested; \$2.1M is available for grant awards.
- Work has begun to prepare for the update of the policies and processes directing the Metropolitan Transportation Improvement Program (MTIP) and Regional Flexible Funds Allocation (RFFA). Staff gathered input from Metro Council and regional stakeholders and a

discussion around the 2018-22 MTIP and the 2019-21 RFFA will begin in FY 14-15 Q3 with Council, JPACT, local coordinating committees and other stakeholders.

- Working through the regional stakeholder committee, TransPort, staff began soliciting projects to be funded with \$4.64M that has been approved for Transportation System Management and Operations (TSMO) grants; project selection will be completed by June 2015.
- The 2015-18 Metropolitan Transportation Improvement Program as approved by the Metro Council was submitted to the Governor and the USDOT for approval.

## **Sustainability Center**

### *Natural areas highlights*

- Conducted restoration and/or maintenance on 58 natural areas within 17 target areas and approximately 4,004 acres. Stabilization of new acquisitions involved 31 properties.
- The Native Plant Center collected 227 pounds of seed from 114 native species and 35,616 bulbs from multiple sites.
- Awarded 31 contracts for habitat restoration work.
- Began the 2015 Nature in Neighborhoods Capital Grants funding cycle; staff expects ten projects requesting \$3.8M for review by the grant review committee this year.
- Entered into new grant agreements/IGAs for six of the Nature in Neighborhoods projects funded in the 2014 cycle and April Hill Park (awarded in 2013).
- Local government partners continue to wrap up their local share 2006-bond-funded projects. A little more than \$3M of the \$44M remains to be spent.
- The Metro Council updated and expanded the enhancement grant program on Oct. 30.
- Metro's Central Enhancement Committee received 15 applications totaling \$167,396 in funding requests and recommended funding of 10 projects for a total of \$114,000 in grant awards.
- Capacity-building grantees met for the second peer-learning cohort session focused on working with diverse communities.
- Regional acquisitions totaled 49.27 acres (including a 9.7-acre easement donated to Metro for a future public riverwalk over Willamette Falls); this brings acquisition totals to 4,982 acres.

### *Parks and natural areas levy program highlights*

- Metro's Science and Land Management teams are working with external partners to implement 42 large and 16 small restoration projects on 40 sites.
- The Natural Areas Maintenance Project is on track to complete targeted mapping and treatment.
- Completed the first phase of the parks and natural areas system plan, including the major values for guiding the work over the next ten years and initial draft strategies.
- Metro Council approved an approach for a 1% for Art program using levy funds in October.
- Completed construction drawings and permitting for the project at North Canemah; the goal is to open the refurbished trails and overlook to the public in fall 2015.
- The Connect to Nature (formerly Barriers to Access) project now has a committee representing underserved communities providing direction and review.
- The comprehensive planning process is underway for Newell Creek Canyon and North Tualatin Mountains natural areas with inventories of the sites completed.
- Completed traffic studies, facility and habitat inventories, a bird study and conservation targets for Killin Wetlands; design concepts will be reviewed by the public in January.
- Year 2 of the park and natural areas levy work continues to make progress, with Oxbow office and maintenance area renovation design complete; Blue Lake Entry renovation project under construction with a completion date of early spring; construction of the four main restroom

buildings at Blue Lake Park expected to occur in the spring; and kick off of the Curry Maintenance Building Renovation Project at Blue Lake, with construction expected to occur this summer.

- The following smaller projects are nearing completion: renovation of the walking path at Chinook Landing Marine Park, renovation of the trailhead parking area at the Glendoveer Fitness Trail, and picnic area enhancements at Blue Lake Regional Park.
- 579 volunteers contributed 2,186 hours in six parks and nine natural areas.
- Completed a successful 8-week fall Youth Ecology Corps crew; staff is working with Work Systems, Inc. on the possibility of expanding the YEC model region-wide.
- Re-started fall field trips at Smith & Bybee Wetlands Natural Area; began preparing to establish a field trip program at Scouters Mountain Nature Park with a pilot at the site this spring.
- Launched the 2015 Conservation Education Grants cycle on schedule Oct. 1.
- Held trainings for new Restoration and Stewardship Grants grant recipients and executed 12 of 15 contracts; the second round of restoration grants begins in early February.

#### *Resource conservation and recycling highlights*

- Oregon Department of Environmental Quality annual material recovery report showed that the Metro region achieved a 64% recovery rate in 2013, meeting the statutory goal for the first time; the per-capita total generation of waste in the Metro region decreased 12% since 2003.
- In partnership with Portland State University, surveyed residents in the region to gain a better understanding of how they choose, use and dispose of hazardous household products.
- A cross-departmental work group completed the first phase of a project to identify and assess options for maintaining and improving end-markets for the region's urban wood waste.
- Completed two joint research projects with DEQ: identifying options to advance product environmental footprinting in the business sector and identifying specific opportunities to increase plastics recycling in Oregon and assess the lifecycle impacts of doing so.
- The Recycling Information Center answered 12,467 phone calls and there were 17,828 visits to the Find-A-Recycler web site.
- The food scraps processing project that is part of the Solid Waste Roadmap developed a set of preliminary alternatives for actions Metro could take to ensure there is adequate capacity to process the region's food scraps and discussed these with the Metro Council in November. Council gave direction on where to focus efforts for fully developing alternatives. RCR staff plans to return to Council in summer 2015.
- Led development of recommendations for Metro visitor venues to implement a food-only food scraps collection program by March 1 in response to changing acceptance standards at the Metro Central transfer station.
- Compiled a summary of findings from solar feasibility assessments at Metro facilities.
- Provided support to Oregon Convention Center and Construction Project Management Office staff to develop an evaluation process for solar energy proposals. If implemented, the OCC solar array would reduce Metro's carbon footprint from electricity by 6%.

#### **Visitor Venues**

##### *Convention, trade and consumer shows highlights*

- Vice President Joe Biden and Senator Jeff Merkley hosted a rally at the OCC; other OCC clients were well served with minimal disruption.
- OCC was named Award honoree in the Energy category at Portland Business Journal's "Innovation in Sustainability Awards Celebration" for reducing energy consumption.

- OCC completed a transition to TicketsWest as its new vendor for ticketing services and held its first show utilizing this ticketing system in November.
- The OCC is negotiating with Solar City for the installation of a large solar array producing up to a maximum allowable 2MW generating system.
- The OCC is working with the PDC on a North Plaza Landscape Renovation Project to better connect with the new hotel, tackle surface-water management and improve wayfinding to OCC entrances.
- Multnomah and Clackamas County judges confirmed Metro's authority to enter into agreements for the construction of a convention center hotel and issue bonds to help fund the project; Metro's legal team is confident that these rulings will not be overturned.
- OCC broke its space rental revenue record at a 9.6 percent increase over the previous record.
- The Portland Expo Center had a very productive Q2 with a strong event calendar and excellent gains across most categories, seeing \$82,000 more in revenue over FY 2014 Q2.
- Expo entered the final stages of upgrading lighting systems in Halls D & E and completed feasibility studies for solar, stormwater management and eco-roofs.

#### *Performing arts, arts and culture highlights*

- Launched the Positive Interaction Everytime program to enhance customer service.
- Negotiated new 5-year lease with First Congregational Church, which owns the property Hatfield Hall sits on.
- Venues Today magazine's Top-20 stops for 2014 listed the Schnitz as #11 and Keller #12 for venues with seating of 2,001-5,000; the Newmark was listed #13 for venues with 2,000 or fewer seats.
- Portland5 Presents was launched as Portland5's presenting arm to increase hall usage in underutilized spaces, drive revenues to P5 and allow booking of diverse acts to allow for more inclusive programming for underserved audiences.
- View from seat capabilities on P5's ticketing system was completed for the Schnitz and Keller.
- Portland5's renewal and replacement needs far outstrip current resources and rising costs make it more challenging for P5 to maintain the deep discounts they give non-profits using the halls: P5 is undertaking an analysis to define the current situation and begin looking at possible solutions for the long term fiscal sustainability of the venue.

#### *Zoo conservation and research highlights*

- Helped organize a Malaysian Sister City visit for a Malaysian delegation including the US ambassador to Malaysia, which featured zoo conservation programs and the elephant program.
- Signed an IGA, Intergovernmental Agreement, with Portland State University for a new graduate student program between PSU and the Zoo in Conservation and Wildlife Welfare.
- Nadja Wielebnowski officially became an adjunct faculty member at Portland State University in the Biology Department; she presented a seminar on stress hormone monitoring in wildlife.
- David Shepherdson gave the following lectures: PCC BAMZA course on animal welfare and enrichment, PSU Behavior Class on animal behavior and conservation, a career talk for the Wildlife Society student chapter.
- Submitted grant reports for Taylor's Checkerspot Captive Rearing Program, for Oregon Silverspot Program and for Pika Watch.

### *Zoo education highlights*

- The Environmental Literacy Team met with evaluators at Pacific Research and Evaluation to kick off the next phase of work on the Environmental Literacy Framework.
- Over 700 people attended the fifth annual Salmon Homecoming at Oxbow Regional Park. Salmon returns and viewing were some of the best in memory.
- Hippos and rhinos will soon be added to the array of behind-the-scene tours offered at the zoo.

### *Zoo Infrastructure Bond (A Better Zoo Program) highlights*

- Due diligence on the Roslyn Lake property in rural Clackamas County continues with a focus on land use, permitting, and stormwater management. The deadline on the option to purchase the property from PGE has been extended to Dec. 31, 2015.
- A feasibility study of operating an offsite elephant facility will be finalized in 2015; staff will seek council direction.
- Elephant Lands construction and spending is more than 70 percent complete and the project is on schedule and within budget; Elephant Plaza will be complete in April.
- A schematic design package for the Education Center was approved and design concepts were presented to the Metro Council; design development is underway with construction scheduled to begin in the fall of 2015.

### *Zoo visitor experience highlights*

- Record breaking ZooLights attendance included a total of 214,000 guests, nearly 17,000 more than the prior record of 197,000 and a single night attendance record of 12,814 attendees.
- Year to date, member attendance has declined and general admission attendance has risen.
- The zoo started the second quarter nearly \$1 million off in revenues behind last year based on first quarter results; strong second quarter performance reduced that figure to \$350,000 behind last year.
- Food service concluded an exceptional ZooLights sales year, with gross revenues increasing over last year by 27 percent to \$440,000 with only a six percent increase in labor hours, meaning significant strides in service delivery efficiencies.
- The zoo trains are back and running the shorter campus loop; rider feedback has been mixed due to route changes.
- Event Network, the zoos new retail partner, continues to bring fresh items to zoo guests and has increased per cap sales over the prior year; a refresh of the main Zoo Store scheduled for the third quarter includes new retail fixtures, lighting, signage, painting and floor coverings.
- Concert planning for summer 2015 is well underway with ticket sales for the first artist scheduled for late-January; due to Elephant Lands construction, concert capacity and revenue-generating potential is reduced; the concert line-up should be strong with robust sales, but overall net revenues will be lower than historic levels.

## **Metro Management Report in Detail Q2 FY 2014-15**

### **1.1 | Diversity, Equity and Inclusion program**

Metro is committed to diversity, equity and inclusion and recognizes that addressing diversity and equity-related issues is central to the future prosperity of our region. The Diversity, Equity and Inclusion (DEI) program was created in September 2014 to better coordinate Metro's efforts to cultivate diversity, advance equity and practice inclusion. Metro's DEI team aligns work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and effectively build relationships with community stakeholders. The DEI team helps develop standards, provide coordination and resources to create an inclusive process and conditions that allow everyone to participate in making this a great place today and for generations to come.

#### **Diversity Program**

Metro's Diversity Program is responsible for carrying out Diversity Action Plan goals to increase diversity and cultural awareness at Metro in four core areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and committee membership, and procurement.

#### **Equity Strategy Program**

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. The strategy will build on understanding community needs and Metro's roles and responsibilities to define how the agency will work to advance equity. The Equity Strategy will be implemented through an Equity Action Plan.

#### **Inclusion**

Metro seeks to ensure that all residents of the region are able to access services and participate fully in decision-making processes. DEI works with staff across the agency to develop standards, best practices and resources to build and maintain long-term, meaningful relationships with community based organizations and engage community members using the language or communication method that meets their needs.

#### **Program highlights**

##### *Diversity Equity and Inclusion*

- Completed an 18-month project management plan for the DEI work team
- Developed materials and both Intramet and external web pages for DEI

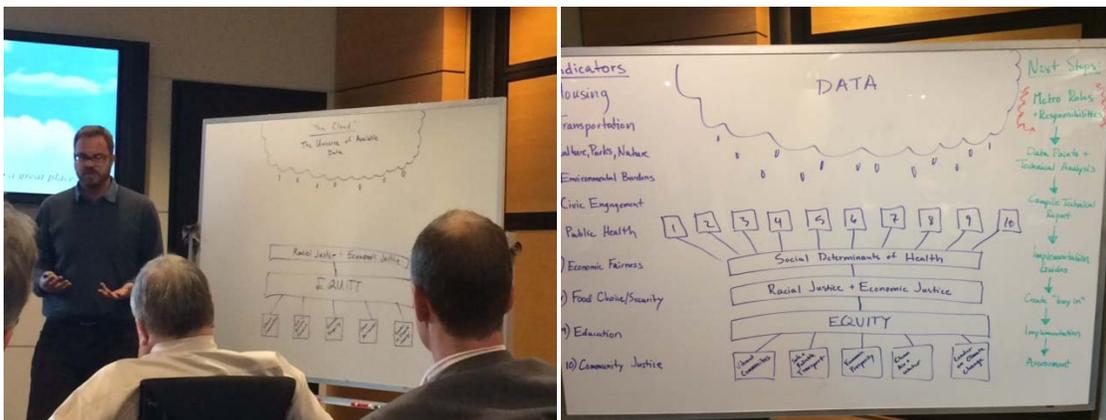
##### *Diversity program*

- 50 Metro staff attended annual Northwest Public Employees Diversity Conference; held debrief session for attendees and identified follow up actions
- Provided annual Diversity Program updates to Metro Council and MERC Commission
- Provided Transgender Awareness Day recognition and awareness training to 45 Metro staff
- Facilitated discussion group "From Ferguson to Metro" to discuss how those events affected us and how they can help us become better public servants
- Posted glossary of diversity, equity, and inclusion terms to Intramet

- Held OUCH! part II training – Your Silence Hurts – makeup sessions for staff

#### Equity strategy program

- The Equity technical work group, made up of six community-based organizations, presented their draft work on indicator category selection at the Oct. 21 Metro Council work session.
- Conducted conversations about Metro’s roles and responsibilities in relation with the equity indicators with all Metro departments and shared a summary of the roles and responsibilities findings with the Senior Leadership Team and the group of six community-based organizations working on the Equity Framework Report.
- Updated the Equity Strategy Program Work Plan to include detailed information for the upcoming strategy development phase. The updated Work Plan was shared with the COO and Deputy COO.
- Reviewed the first complete draft of the Equity Framework Report created by the group of community-based organizations. Shared the draft Report with the Equity Strategy Advisory Committee members. The final version of the Equity Framework Report will be presented by the community-based organizations to the advisory committee on Jan. 26, 2015.



Equity work group lead author, Jared Franz from OPAL, presents indicator categories to Council on Nov. 21, 2014

#### Inclusion

- Developed a language resource guide for staff which outlines effective practice in written translation, identifies steps to consider when translating materials for a program or a project, and provides resources for when an event calls for or a community member requires interpretation.
- Convened bi-monthly Diversity, Equity and Inclusion roundtable meetings to inform staff of ongoing or future engagements with community leaders that serve diverse communities.

#### Program issues

- The original Equity Strategy work plan called for an Equity Baseline Report to be completed by the technical work group of CBOs. Because of the amount of time it took the work group to identify and select indicator categories of equity, the final deliverable will be an Equity Framework Report. The next step of conducting data analysis, or a technical report, is still not well defined. Staff will work with the Equity Strategy Advisory Committee and steering committee to determine the timing of any data analysis to create a baseline.

### **Items for leadership attention**

- See Equity Baseline Report in "program issues" section. Leadership will be asked to provide direction on the timing and role of data analysis in the development of the Equity Strategy and Action Plan. Leadership will also be asked to provide direction on policy questions in 2015, including the prioritization of race vs poverty and restorative justice vs equity.
- Limited English Proficiency analysis will be conducted by the Research Center in winter 2015. Findings will be shared with leadership and may impact number of languages within Metro's jurisdictional boundary and considerations for future translation of vital documents.

### **2.1 | Solid Waste Compliance and Cleanup**

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from mismanagement of solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

#### **Program highlights**

- Metro Council adopted major changes to the solid waste community enhancement program on Oct.30, 2014 (Ordinance No. 14-1433). Enhancement fees will increase from \$.50/ton to \$1.00/ton at Metro South, Metro Central and Forest Grove Transfer Stations on July 1, 2015. New programs, fees and advisory committees will be established in Wilsonville (WRI), Sherwood (Pride Recycling) and Troutdale (Troutdale Transfer Stations) by July 1, 2015.
- Metro Council approved several renewals of licenses for delivery of various types of food and putrescible waste to solid waste facilities and landfills located outside the Metro jurisdictional boundary. All decisions were made in a timely way.
- All facilities authorized to process and recover dry waste were notified that Metro will no longer be conducting quarterly residual sampling (EDWRP). Instead, Metro will be conducting random sampling events and rely on facilities to conduct their own future sampling.
- Program inspections, enforcement and operations are on track for the quarter and met for the calendar year. Highlights include:
  - 65 solid waste site inspections for the quarter (295 inspections for 2014);
  - 5 enforcement actions for the quarter (28 actions for 2014);
  - 27 regulatory authorizations issued for the quarter (37 issued for 2014);
  - all facilities were in compliance with the Enhanced Dry Waste Recovery requirements for the quarter and 2014.
- Cleanup of illegal dump sites:
  - 527 illegal dumps cleaned up during the quarter (1,695 during 2014);
  - 24 dump sites were considered large during the quarter (93 during 2014); and
  - 205 tons of solid waste collected from illegal sites and disposed in 2014.
- Cleanup of illegal camp sites:
  - 13 illegal camp sites cleaned up on behalf of other local governments (47 for 2014);
  - 10 illegal camp sites were posted and cleaned up on Metro properties (23 for 2014);



Illegal camp cleanups at Newell Creek Canyon; NE Garfield & Mason, Portland; and SE 86th Court & Steele St; Portland

### Program issues

- Metro will be considering future private transfer station configuration, including how to address tonnage caps and interim franchises.
- Metro Council will consider listing the Cowlitz County Headquarter landfill as a designated disposal facility to receive certain dry waste from the region. This landfill was formerly owned by Weyerhaeuser but has now been purchased by the county.

### Items for leadership attention

- Columbia Biogas, an anaerobic digestion facility, located in north east Portland has held a Metro franchise since 2010. The franchise expires at the end of 2015. Consideration will be given to the facility's future authorization depending on whether it moves toward construction and operation.
- Negotiations are in process with Waste Management about an agreement at the Tualatin Valley Waste Recovery operation in Hillsboro. The main issue is how in and out-of region waste is processed, taxed and reported.

### 3.1 | Cemetery Operations

The purpose of the Cemetery Program is to provide compassionate, efficient, professional and cost effective management of the 14 historic cemeteries. This program strives to provide safe, accessible, attractive, and well-maintained cemeteries for memorialization of past citizens and quiet recreation space for all citizens of the region.

### Program highlights

- Parks staff, including rangers, seasonals, and cemetery program staff worked together to complete the majority of work on the soil stabilization project at the site owned by Metro on the corner of 223rd and Blue Lake Road. The final phase of the project to put the finishing native landscape touches will be completed February 2015 (See before and after photos below).
- Selected a vendor, Vancouver Granite Works, to provide memorialization options to the program. This will allow program members to work directly with families designing the final tribute to their loved ones in the form of a granite memorial marker or headstone. This service was previously only available to families through outside vendors or funeral homes. Cemetery Program expects to have an executed contract and begin sales to families within the 3rd quarter of FY2014-15.
- Extended the burial services contract with Vancouver Granite Works for an additional year through February 2016.
- Worked with Friends of Lone Fir as support for their event named the Tour of Untimely Departures at Lone Fir Cemetery. Several Metro staff volunteered for the event which brought

over 1,200 people into the cemetery on Halloween night. This event was created as a way to curb vandalism and also served as a way to engage community support for the program.

- Cemetery Program staff brought forward a budget amendment request which was adopted by Council in November 2014. The funds will be used for platting additional burial space at Multnomah Park Cemetery as well as for the resolution of burial rights held in conflict that could not be resolved through the SB1537 process due to more recent contact with historic owners.



Lone Fir Foundation board member Don Porth as a historic fireman, Metro staff Bonnie Shoffner and friend as tour guides for the 2014 Tour of Untimely Departures



223rd in July 2014 before work begins; 223rd site in December 2014

### **3.2 | Parks and Natural Areas Management**

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Mason Hill Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, 14 Pioneer cemeteries, and a variety of single family homes. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

## Program Highlights

### Park Operations

- Park visitation at Blue Lake, Oxbow Park and Chinook Landing surpassed 775,000 for the 2014 calendar year, a slight increase from 774,000 visitors in 2013. For the second quarter of this FY, Blue Lake Park greeted 19,128 visitors, down from 24,670 last year; Chinook Boat Ramp received 23,157 patrons, remaining steady compared to 24,367 for the same period last year; and Oxbow received 25,493 patrons, up from 22,792 last year. Camping also continues to increase at Oxbow, with 289 camping reservations in the quarter compared to 95 for the same period last year. Within those reservations Oxbow welcomed over 500 campers, which is especially encouraging to see during the more blustery time of year.
- Glendoveer Golf and Tennis Center hosted the 11th Annual NXN Nike Cross Nationals. The NXN is one of the most highly regarded national championship races for high school cross country runners. 300 boys and 300 girls competed on the 5k course with Tanner Anderson from North Spokane the boys champion, and Allie Ostrander from Kenai, Alaska the girls champion. Formerly held at Portland Meadows, the hope is the event will return to Glendoveer for many years. The event was a tremendous success and the site received rave reviews.



### 3.3 | Solid Waste Operations

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This is accomplished through ownership, operation, maintenance and capital improvements of two solid waste transfer stations; two household hazardous waste (HHW) and one latex paint processing facilities, as well as ongoing community HHW collection events. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

#### Program highlights

##### Hazardous Waste Operations

- In November Metro completed the year's schedule of hazardous waste roundups. This year's schedule included 34 events, serving 9,207 customers and collecting 523,539 pounds of waste. During the 14 years that Metro has conducted these events, focusing on portions of the region that are more distant from the permanent facilities, 129,809 customers have been served and 8,663,936 pounds of hazardous waste have been taken care of.
- In calendar year 2014 MetroPaint broke records for paint processed and paint sold. We processed 359,000 gallons of paint, a 7% increase over 2013, our previous record year. And we sold \$1,437,210 worth of MetroPaint during the year, which was a 22% jump over 2013, the previous record-setting sales year.

*Solid Waste Operations*

- New standards for the acceptance of commercial organics at Metro Central Station went into effect Nov. 1; the facility currently allows the staging of the main prohibited material, waxed cardboard, at the facility by a consortium of private firms for shipment to a firelog manufacturer (see below for recent photos illustrating why Metro has modified its acceptance standards).
- Presented to Council the preliminary findings from a Solid Waste Roadmap project- the Metro South Station Assessment- for consideration. Staff recommendations for further refinements were accepted and staff will return with additional information in 2015.

**Commercial Organics Metro Central Transfer Station | Jan 8, 2014**

Photos by Ken Ray; Summary notes by Paul Slyman



This appears to be more than one load that has been piled for eventual inspection, picking and sorting.



Many of the bags in this load contain everything but food scraps. Note presence of cardboard boxes, traditional plastic bags, rigid plastic containers, and more.



Note comparison of two plastic drinking cups. It is virtually impossible at this stage to tell which might be labeled “biodegradable” or “compostable” and which might be a traditional plastic. More importantly, neither provides value to anaerobic digestion.

#### *Landfill Stewardship*

- Continued planning of the Smith-Bybee/St. Johns Trail consistent with the Smith-Bybee comprehensive plan and in partnership with Sustainability Center staff. Coordinated with Portland Parks (PPR) and the Office of Metro Attorney to address landfill trail design and security issues, and with PPR and Portland’s Bureau of Environmental Services to discuss issues surrounding trail alignment and construction.
- Submitted to DEQ a technical memorandum proposing specific changes in the groundwater monitoring program at the St Johns Landfill, and began preparing an update of the site environmental monitoring plan – to serve as an interim plan until the Closure Permit is renewed. Other desired changes to the existing permit were outlined and analyzed. This is part of the process of renewing the Closure Permit and should reduce operating costs at the landfill.

#### *Facility and Asset Management*

- The Storm Water Pollution Control Plan for Metro Central was submitted to the City of Portland as required by our storm water discharge permit. The plan calls for significant capital improvements for the site’s storm water system. The estimated costs are in excess of \$1M.
- The contract for the KFD Landfill Flare Controls Replacement project has been awarded and hardware is on order. The installation of the new controls will be completed by the end of February of 2015. These improvements will improve the flare’s operation and will better protect the residents around the landfill from possible migration of landfill gas.

#### **4.1 | Development Center**

The Development Center implements the region's vision for vibrant downtowns, main streets and station areas by stimulating private investment in compact development, equitable housing, and enterprising places.

##### **Program highlights**

- Obtained TOD Project funding approval for Block 75, a ten-story high rise building at the Burnside Bridgehead in Portland, with 25 workforce apartments and 2,000 square feet of restaurant uses with no parking.
- Acquired property at the intersection of SE 82nd and Division for a future transit oriented development including affordable housing.
- Began construction on 8300 N. Interstate, a four story mixed-use development with 57 workforce apartments, 1,652 square feet of retail or restaurant space, and 16 podium parking spaces located in the Kenton neighborhood; President Hughes and Councilor Collette spoke at the groundbreaking ceremony on Dec. 12.
- Construction is progressing on three TOD projects: Rose Apartments, a four story, 90 unit workforce and affordable apartment development with a public plaza and shared gardens, located in the Gateway Regional Center; The Radiator, a five story mixed-use office and restaurant development located on N. Vancouver in Portland; and The Core, a six-story mixed-use apartment and retail development with public plaza located adjacent to the Orenco MAX station.
- Completed storefront improvements to the Fairclough Building, located at 10th and Main in Oregon City. Improvements included new transom windows and canopy, new tenant signage, exterior lighting, and new paint scheme, including a wall mural commemorating the building's historic use by the Ogle Mountain Mining Company.
- A total of 22 commercial districts across the region have been designated eligible to apply for District Transformation grants offered by the Enterprising Places program. Of these districts, 14 are additionally eligible to apply for Storefront Improvement grants. The program steering committee will review grant applications on a rolling basis, with quarterly reviews scheduled for February, May, August and November.

#### **4.2 | Investment Areas**

The Investment Areas section, one of the three sections within the Resource and Project Development division, allows Metro to efficiently and strategically integrate efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment in communities region wide. The Investment Areas group includes the staff who do transit corridor planning and land use implementation such as brownfields, economic development and industrial site readiness.

##### **Program highlights**

- The Southwest Corridor Plan is beginning 18 months of detailed, place-based analysis and outreach, following the Steering Committee's Dec. 8 recommendation. In January, the project team will begin a series of five conversations with stakeholders about key places identified by cities for investment in the corridor; continue detailed analysis of possible high capacity transit alignments and additional roadway, bicycle and pedestrian improvements; identify a funding strategy; and craft a land use development strategy to support the project. The goal is for the Steering Committee to recommend a Preferred Package of transportation and development solutions by May 2016. Further implementation may include a funding strategy for roadway,

bike and pedestrian improvements and entering into a federal planning process for a High Capacity Transit investment.

- Work continues on the Powell-Division Transit and Development project in partnership with TriMet, Oregon Department of Transportation, the cities of Portland and Gresham and Multnomah County. Work currently underway includes technical analysis to inform decisions on the location to cross between Powell and Division and route options to serve east Gresham, an in-depth study of eight opportunity areas for station locations, and public outreach to better understand how a bus high capacity transit option could be built and operated to meet the adopted goals and objectives of the project.
- Investment Areas staff continue to convene the Brownfield Coalition Policy Team, which includes providing research and engaging conversation on different policy options to allow for investment in brownfields. Staff will continue to support the creation and passage of brownfields legislation in the upcoming 2015 state legislative session.



Powell-Division Steering Committee

#### **Program issues**

- Both Powell-Division and Southwest Corridor are being funded in collaboration with outside project partners. Continuing this shared approach to developing investment strategies is critical to project success.
- The Investment Areas program is new and will be developing over the next several months.

#### **4.3 | Regional Planning and Partnerships**

The Regional Planning program provides a broad scope of planning services that assure Metro's compliance with state and federal land use and transportation planning requirements and support other planning efforts in Planning and Development. The program is responsible for periodic reviews of the Urban Growth Boundary (UGB) and Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role, such as the recent adopted Climate Smart Strategy and Active Transportation Plan.

As the region's designated Metropolitan Planning Organization (MPO), Metro is responsible for a wide variety of MPO planning and function activities. The Regional Planning program takes the lead on most planning requirements required for MPOs, including updates to the RTP, development and adoption of an annual Unified Planning Work Program (UPWP), continued federal certification of our planning process and other related planning activities. The Regional Planning program is also responsible for

ongoing engagement with statewide planning activities, including periodic involvement in rulemaking and other state planning efforts.

#### **Program highlights**

- **Adoption of the preferred Climate Smart Strategy:** following a pair of successful policy maker summits in April and May 2014, staff completed the final round of technical work required in the lead-up to a final policy maker summit in November to agree on a draft Climate Smart Strategy. In December, Council adopted the preferred strategy as our region's approach to meeting Oregon's greenhouse gas emission targets. The Council action followed nearly unanimous recommendations from both the Joint Policy Advisory Committee on Transportation (JPACT) and Metro Policy Advisory Committee (MPAC).

The public comment period for preferred Climate Smart Strategy was through an online questionnaire advertised through Metro Planning eNews, Metro News, OptIn panel, neighborhood association and community planning/participation organizations newsletters and newspaper ads, garnering 2,347 questionnaire responses and 90 letters and emails. Public outreach for the Climate Smart project also included meetings with community leaders to introduce draft Climate Smart Strategy, answer questions or concerns and help leaders activate their community networks to weigh in during the public comment period. Two public hearings on the draft preferred strategy were also held, with a summary report of Climate Smart public comments provided to policy-makers as part of the decision process.

The preferred Climate Smart Strategy recommendations will now be carried forward into upcoming planning and funding efforts for implementation, including the upcoming allocation of regional flexible transportation funds, the 2018 Regional Transportation Plan update and other corridor, area and local planning efforts in the region. The state Land Conservation and Development Commission (LCDC) is scheduled to approve the preferred strategy later in 2015.

- **Council accepts the 2014 Urban Growth Report:** Oregon law requires that every six years the Metro Council evaluate the capacity of the Portland region's urban growth boundary to accommodate a 20-year forecast of housing needs and employment growth. That evaluation results in the Urban Growth Report. After extensive technical and policy review, the draft 2014 Urban Growth Report was accepted by the Metro Council in December 2014, and will now be the technical foundation for a 2015 growth management decision by the Council. Once the Metro Council accepts the Urban Growth Report, the report is also submitted to the Oregon Land Conservation and Development Commission as part of the state-mandated review.

#### **4.4 Resource Development**

The Resource Development program manages grant funding to public agencies and community based organizations to implement Metro's desired outcomes for the region. This includes four funding programs: the regional flexible fund allocation, the transportation system management & operations project allocation, the regional travel options allocation, and the community development & planning grants. The program also administers the region's transportation financial program (a.k.a. the Metropolitan Transportation Improvement Program or MTIP) to balance federal transportation revenues with project costs and ensure projects are approved and remain eligible for funds as they progress through design and construction. Finally, the program provides transportation demand and system management programs for the region to help maximize the benefits and efficiency of the existing transportation network.

## Program highlights

- In October, Metro Council directed the COO and MTAC to propose revisions to the administrative rules for implementation of the construction excise (CET) and Community Planning and Development Grants (CPDG) and forward to MPAC and Metro Council for review and action. MTAC recommendations were sent to MPAC for review and comment.
- ECONorthwest consulting firm completed a draft Logic Model for Metro CPDG. The report informed MTAC discussions on the revision of the grant's administrative rules. The report documents a framework for communicating the grant program's goal, key planning activities for accomplishing the goal, how to identify short and long term outcomes that reflect progress toward development readiness, and how to evaluate the CPDG program.
- Staff liaisons to the ongoing 25 CPDG projects continue to assist grant awardees and participate in technical advisory committees for the projects.
- Regional Travel Options (RTO) staff produced an application packet for the FY 15-17 grant round using the Multiple Account Evaluation framework developed during the RTO evaluation earlier in 2014. RTO staff held a workshop for grant applicants on Sept. 12, 2014 and posted the application packet to [Metro's website](#). The application period closed on Dec. 19 with a total of 32 applications received and a total of \$4.6M requested; \$2.1M is available for grant awards.
- RTO staff continue to administer 19 grants awarded in previous grant cycles to local governments and agencies, and non-profit partners.
- Work has begun to prepare for the update of the policies and processes directing the Metropolitan Transportation Improvement Program (MTIP) and Regional Flexible Funds Allocation (RFFA). Staff gathered input from Metro Council and regional stakeholders, using it to develop themes for framing the discussion around the 2018-22 MTIP and the 2019-21 RFFA. That discussion will begin in FY 14-15 Q3 with Council, JPACT, local coordinating committees and other stakeholders. Completion of the policy and process development work is scheduled for November 2015, with the 19-21 RFFA process scheduled to begin in early 2016.
- Working through the regional stakeholder committee, TransPort, staff began soliciting projects to be funded with \$4.64M that has been approved for Transportation System Management and Operations (TSMO) grants. This three year allocation is for strategic regional investments that are based on priorities included in the 2010-20 Regional TSMO Plan, meet project criteria, and are supported by stakeholders. Metro staff will assess how each project advances elements that, taken as a whole, reflect a balanced investment in the region's multi-modal transportation system to meet regional policy. Project selection will be completed by June 2015.
- The 2015-18 Metropolitan Transportation Improvement Program as approved by the Metro Council was submitted to the Governor and the USDOT for approval, balancing expected annual revenues to budgeted project costs and addressing federal funding requirements.
- The annual Obligation report for transportation projects was completed and submitted to USDOT this quarter. This report summarizes projects approved by USDOT to enter into contracts and be eligible for reimbursement of project expenses.

## **5.1 | Natural Areas**

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

### **Program highlights**

#### *Natural Area Science and Land Management*

- Conducted restoration and/or maintenance on 58 natural areas within 17 target areas and approximately 4,004 acres. Stabilization of new acquisitions involved 31 properties.
- The Native Plant Center provided plant material and seed scouting services to restoration projects at multiple sites: 227 pounds of seed from 114 native species and 35,616 bulbs harvested. More than 400 volunteer hours were recorded at the Native Plant Center.
- There were 11 volunteer restoration events at eight sites; 203 volunteers donated their time. Sites included Smith and Bybee Wetlands Natural Area, Howell Territorial Park, Oxbow Regional Park, Broughton Beach, Canemah Bluff Natural Area, Gresham Cemetery, Blue Lake Regional Park and the Native Plant Center.
- An additional six site conservation plans are in progress.
- Awarded 31 contracts for habitat restoration work.
- The OakQuest citizen science effort yielded more than 7,000 records, and many more were collected using aerials while refining the OakQuest data. NAYA (Native American Youth and Family Center) hosted a volunteer appreciation event, planned and executed by the OakQuest college-age Native Americans hired through Nature in Neighborhoods and Oregon Wildlife Heritage Foundation funds.

#### *Nature in Neighborhoods Capital Grants (2006 bond funded)*

- Began the 2015 funding cycle by reviewing 15 letters of interest and inviting 12 applicants to submit applications. Currently expecting ten projects requesting \$3.8 million for review by the grant review committee this year. The committee includes three new members appointed by the Metro Council on Oct. 30.
- Clarified evaluation criteria and developed a new scoring system for the upcoming review cycle. Held an orientation meeting for the review committee and two grant writing workshops for applicants.
- Four community events were hosted by capital grant project partners this quarter including community plantings at Wapato Marsh/Jackson Bottom (10/4) and Park Avenue Station (10/11); Salmon Festival (and spawning!) at Westmoreland Park/Nature Play Opening (10/25) and a planting and education event at the Rock Creek Confluence (12/6).
- Entered into new grant agreements/IGAs for six of the projects funded in the 2014 cycle and April Hill Park (awarded in 2013).

#### *Local share (2006 bond funded)*

- Local government partners continue to wrap up their bond-funded projects. A little more than \$3 million of the \$44 million remains to be spent (11 jurisdictions).
- The City of Portland used local share funds to acquire important public access additions to two parks including a connection to the Red Electric Trail adjacent to George Himes Park and, significantly, the 1.57-acre Anderson property along St. Helens Road that will eventually provide a new entrance/trailhead to the park.
- The City of Cornelius was reimbursed for improvements to Ryland Park.
- Other jurisdictions continue to move forward with projects or are amending plans in order to facilitate spend down of the remainder of their local share funds.

### *Enhancement Grants Program*

- The Metro Council updated and expanded the Enhancement Grant Program via Ordinance No. 14-1344 on Oct. 30.
- Metro's Central Enhancement Committee received 15 applications totaling \$167,396 in funding requests this fall. The committee held two meetings (Nov. 6 and Dec. 4) and recommended funding of 10 projects for a total of \$114,000 in grant awards. Committee representative Mary Peveto presented the committee's decision to the Metro Council on Dec. 11. The presentation also featured 2014 grant recipient Sauvie Island Center.
- Capacity-building grantees from North Portland met Nov. 18 at the Village Garden in New Columbia for the second peer-learning cohort session focused on working with diverse communities. Grantees submitted their first 6-month progress reports on Dec. 31.

### *Regional acquisition*

- In the second quarter, regional acquisitions totaled 49.27 acres (including a 9.7-acre easement donated to Metro for a future public riverwalk over Willamette Falls, the second most voluminous waterfall in North America). This brings acquisition totals to 4,982 acres since 2007 when the first bonds were sold.

### *Supplementary information*

- The following program status report gives detail about science and stewardship work accomplished this quarter:

## **5.2 | Parks and Natural Areas Levy Program**

In May 2013 voters in the Portland metropolitan area approved a five-year local option levy to care for Metro's growing portfolio of natural areas and regional parks. This investment will raise about \$10 million per year, allowing Metro to improve its restoration and management of 16,000 acres across the region. Six program areas have been identified for levy funding: Natural Area Restoration and Maintenance; Natural Area Improvements for Visitors; Park Maintenance and Improvements; Volunteer Programs; Conservation Education; and Nature in Neighborhoods Community Grants. Additionally, projects are underway across levy program areas to address equity issues related to our parks and natural areas.

### **Program Highlights**

#### *Natural Area Restoration and Maintenance projects*

- Metro's Science and Land Management teams are working with partners within and outside Metro to implement 42 large and 16 small restoration projects on 40 sites in the following categories:
  - Riparian and upland forest: 16
  - Wetland: 14
  - Oak and prairie: 12
  - Aquatic (in-stream): 9
  - Other (wildlife, native plant center, connectivity analysis): 7
  - All but four projects are on track. Those four projects are delayed by relatively minor permitting, external circumstances or partner capacity issues and are anticipated to be completed in some fashion during the parks and natural areas levy period.
  - Important community partners include Clackamas Basin Watershed Council, Clackamas County Soil and Water Conservation District, Clean Water Services, Forest Park Conservancy, Greater Oregon City Watershed Council, Institute For Applied Ecology, National Marine Fisheries Service, Oregon Department of Fish and Wildlife, City of Portland, Sandy River Basin Watershed Council, Verde.

- Metro's Land Management team continued implementing the Natural Areas Maintenance Project by surveying and mapping weeds on 21 sites and completing weed treatment schedules for all surveyed sites. The program is on-track to complete targeted mapping and treatment during the parks and natural areas levy period.

#### *Natural Area Improvements for Visitors*

- Metro management has completed the first phase of the parks and natural areas system plan, which includes the creation of the major values that will guide us over the next ten years. The findings are from internal staff meetings, public outreach, partner and stakeholder outreach. The system plan includes initial draft strategies that have emerged, which are currently being reviewed by the management team. The schedule is on track to affirm the values, get policy direction and embark on work to identify strategies that will implement the values.
- An approach for a 1% for Art program using levy funds was approved by the Metro Council in October. The Regional Arts and Culture Council was hired to develop a list of artists that will be available to work on art projects. A pilot project at Scouters Mountain Nature Park has been completed where the artist, with support from Metro staff, developed a series of benches that incorporated art. The project has had excellent reviews so far. A second pilot project is now underway at Canemah Bluff Natural Area.
- Completed construction drawings and permitting for the project at North Canemah. Staff have worked with neighbors to ensure their needs are met and parking issues are resolved regarding access to the site. Construction is ready to commence with the goal of opening the refurbished trails and overlook to the public in fall 2015. This project now incorporates the pilot 1% for Art program with the designer currently working with an artist and Metro education staff.
- The Connect to Nature (formerly Barriers to Access) project now has a committee representing underserved communities providing direction and review of products for the project. The committee has given input on a scope of work that will enable a team of partners to work on a series of pilot projects that will research barriers to access in our parks and natural areas.
- The comprehensive planning process is underway for Newell Creek Canyon Natural Area and North Tualatin Mountains Natural Area with inventories of the sites and opportunities analyses completed. Public meetings will be held in the spring to discuss design alternatives for both sites covering concepts for recreation and future conservation and management strategies.
- A consultant has been hired to provide a schematic design for providing access to Killin Wetlands. To date staff has completed traffic studies, facility inventory, a bird study, inventoried habitat and developed conservation targets for the site. The consultant has produced the first schematic design concepts, which will be reviewed by the public in January.

#### *Park Maintenance and Improvements*

- Year 2 of the park and natural areas levy work continues to make progress:
  - Oxbow office and maintenance area renovation design is complete and the project is now in land use permitting at Multnomah County; construction should begin in the summer of 2015; which is later than expected due to permitting.
  - The Blue Lake Entry renovation project is under construction with a completion date of early Spring.
  - Construction drawings for replacement of the four main restroom buildings at Blue Lake Park is just past 90% complete and construction is expected to take place in the spring.
  - The Curry Maintenance Building Renovation Project at Blue Lake Park kicked off with construction drawings 60% complete and construction expected to occur this summer.
- The following smaller projects are nearing completion: renovation of the walking path at Chinook Landing Marine Park, renovation of the trailhead parking area at the Glendoveer Fitness Trail, and picnic area enhancements at Blue Lake Regional Park.

### *Volunteer Services*

- In Q2, 579 volunteers contributed 2,186 hours in six parks and nine natural areas (in addition to sharing time at the Native Plant Center and Parks Education offices at the Oregon Zoo and Metro Regional Center).

### *Conservation education*

#### **Youth Ecology Corps (YEC)**

- Completed a successful 8-week fall crew with strong support from PES and Natural Areas Land Management staff. Staffing a full crew of eight proved to be a challenge as our partner's feeder program did not have enough appropriate candidates. Will be looking outside partner's feeder program for candidates starting with the winter session and recruiting a full crew should not be a challenge with a larger pool to draw from.
- Working with Work Systems, Inc. on the possibility of expanding the YEC model region-wide. The goal is to create a true conservation career pipeline by establishing a new network of public agencies, non-profits, high schools, community colleges and workforce development organizations.

#### **Partners in Nature - Conservation Education contributions**

- Conservation Education staff continue to lead the transition to year two of our partnership with the Center for Intercultural Organizing. A contract for year two is nearing completion.
- Staff continue to play a significant role supporting partnerships with Self-Enhancement, Inc., Immigrant and Refugee Community Organization and Latino Network, including defining scopes, developing curriculum and implementing programs.

#### **School field trips**

- Levy-funded staffing increases allowed us to restart fall field trips at Smith & Bybee Wetlands Natural Area following a four-year hiatus and to move forward with preparations to establish a field trip program at Scouters Mountain Nature Park; we will run a pilot season at the site this spring.

### *Nature in Neighborhoods Community Grants*

#### **Conservation Education Grants**

- Staff reviewed lessons learned, surveyed past applicants and met with stakeholders to revise application materials, outreach and technical assistance plans. Staff launched the 2015 cycle on schedule Oct. 1 updating the website, creating outreach materials, sending emails to 20+ listservs, and attending events, meetings and conferences. Additionally, staff actively recruited potential grant review committee members for the upcoming review cycle.

#### **Restoration and Stewardship Grants**

- In the fall, staff held trainings for new grant recipients and executed 12 of 15 contracts. Staff also began stakeholder outreach about improvements to the grant criteria, application materials and review process for the second round of restoration grants which begins in early February.



*Supplementary information*

- The following program update gives detail about parks and natural areas levy work accomplished this quarter:

## Parks and Natural Areas Levy

PROGRAM UPDATE (YEAR 2, Q2)

DECEMBER 2014

Total levy proceeds: **\$40-50 million** (over 5 years)

Year 2 levy budget for projects: **\$9,601,927**

Expended as of December 31, 2014: **\$5,803,105** (60% of year 2 budget)

### PROJECTS COMPLETED OR UNDERWAY...

- **58** natural areas restoration and maintenance projects
- **9** regional parks operations projects
- **16** parks and natural areas access projects

### PROGRAMS OR INITIATIVES UNDERWAY...

- Volunteer services
- Community partnerships
- Conservation education & Youth Ecology Corps
- Nature in Neighborhood community grants

### EXPENDITURES BY PROJECT TYPE

Project type	Year 2 amount allocated	Expended to date*
NA Restoration/Maintenance	\$4,167,927	\$2,625,676
Regional Parks Operations	\$1,925,000	\$630,719
Access to Natural Areas	\$1,685,000	\$887,331
Volunteer Services	\$16,500	\$1,149
Conservation Education	\$22,500	\$22,246
Youth Ecology Corps	\$135,000	\$12,196
Partners in Nature	\$250,000	\$124,514
Nature in Neighborhoods Community Grants	\$1,400,000	\$1,499,274**
<b>TOTAL</b>	<b>\$9,601,927</b>	<b>\$5,803,105</b>

\* Does not include personnel and related costs. These are initial numbers and do not include expenses submitted toward the end of the quarter that have not yet been fully processed through accounting systems.

\*\*\$1,499,274 was awarded in Q1 of year 2, but grant recipients have up to 3 years to expend grant funds.

### NATURAL AREAS RESTORATION AND MAINTENANCE

The largest share of the levy proceeds fund restoration and maintenance of Metro's natural areas in order to improve habitat conditions and protect water quality across the region. During the second quarter of the second year of the levy's spending period, planning and project development continued to lay the foundation for future projects, and on-the-ground work began or continued at high priority sites. Restoration and/or maintenance activities were implemented on approximately 4,004 acres (including 58 natural areas within

17 target areas), improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Q2 highlights include:

- Aquatic (in-stream) restoration work aimed at water quality and salmon habitat enhancement was conducted on Multnomah Channel, Beaver Creek, Johnson Creek, River Island and the Sandy River. Activities included contracting, planning, design, materials acquisition and project implementation. Construction of the bridge and channel breaches was successfully completed at Multnomah Channel, with pre-project drone photography taken.
- Oak and prairie habitat enhancement occurred at Canemah Bluff, Clear Creek Canyon, Howell Territorial Park, Penstemon Prairie, Quamash Prairie and Willamette Narrows. Activities focused on developing implementation plans, invasive species control to protect current habitat and preparing sites for future plantings.
- Upland and riparian forest restoration occurred at East Buttes, Newell Creek Canyon, Clear Creek Canyon, North Logan, Sandy River and Willamette Narrows (Rock Island), including forest thinning, site preparation for future planting and maintenance of established plantings.
- Wetland restoration took place at Coffee Lakes Creek, Howell Territorial Park and Smith and Bybee Lakes, and in partnership with Clean Water Services at Carpenter Creek and Gales Creek (Forest Grove). The work included site preparation for future plantings and maintenance of existing plantings. At Killin Wetlands, Metro is collaborating with The Wetlands Conservancy on a soil evaluation and on the development of restoration prescriptions.
- Maintenance projects took place at 31 project sites, including weed treatments, seeding and site preparation for winter planting. Seventeen site assessment, mapping and maintenance scheduling projects were also initiated or completed, and invasive control budgets were developed for 10 sites.
- An additional six site conservation plans are in development that will lay the groundwork for long-term restoration and management.
- The Native Plant Center provided seed materials to multiple levy restoration sites, including West Bliss Butte, Graham Oaks and Clear Creek Canyon.
- The Regional Oak Mapping Project citizen science effort to map remaining white oak across the region yielded more than 7,000 records, and many more were collected using aerial photographs while refining the data. The effort was produced and overseen by a group of partners, including Metro, the Intertwine Alliance and Kingfisher Ecological Services.
- Working closely with Metro procurement and finance staff, science, park operations and land management staff completed a complex solicitation for habitat restoration and vegetation management services, and awarded 31 new multi-year contracts. The contracts will significantly streamline Metro's restoration and land management work moving forward. The process included strong minority/women/emerging small business (MWESB) and equity-focused goals, described in more detail in the Equity section below.

#### REGIONAL PARKS OPERATIONS

Levy proceeds are being used to make capital improvements to all of Metro's developed parks with the primary goal of improving the quality of visitors' experience and safety. Four major projects are well underway in Year 2 of the levy. At Blue Lake Regional Park, construction began on renovations to the park

entry. Construction drawings for improvements to the restrooms at Blue Lake reached 90% completion, and designs are underway for improvements to the exterior Curry Building (as well as a study of potential improvements to the interior). Construction of these Blue Lake projects is slated for spring 2015. Plans for improvements to Oxbow Regional Park's office and maintenance areas are currently in the permitting process with Multnomah County.

A number of other smaller projects are nearly complete, including renovation of the walking path at Chinook Landing Marine Park, renovation of the trailhead parking area the Glendoveer Fitness Trail and picnic area enhancements at Blue Lake Park.

### ACCESS TO NATURAL AREAS

Levy funds are providing an opportunity to develop well-designed public access to Metro's natural areas, with a focus on safety improvements, hiking and walking opportunities for visitors. Q2 highlights include:

- The Metro Council approved a 1% for Art approach for levy-funded construction projects, through which art and education will be incorporated into Metro park facilities to inform and inspire the public about a site. The Regional Arts and Culture Council has been hired to develop a list of artists that will be available to work on art projects. An earlier pilot was completed at Scouters Mountain this summer, where the artist, with Metro support, incorporated art into a series of benches. Another pilot got underway in Q2 at Canemah Bluff Natural Area.
- Staff completed Phase I of the draft System Plan. The values were presented to the Metro Council, with an overwhelming positive response. A consultant has been hired to work on the second phase of the project, which includes development of strategies.
- More than 220 stakeholder groups were invited to one of four community conversations to give feedback on the initial values identified in the first phase of the System Plan. Forty-five people from 31 different organizations responded to the invitation and attended one of four conversations in October and November in Beaverton, Oregon City, east Portland, and at the Metro Regional Center.
- A committee including representatives from underserved communities continues to develop an approach to the Connect with Nature project (formerly referred to as Barriers to Access). The committee developed a scope of work for consultants to develop a series of pilot projects to research barriers to access in Metro's parks and natural areas.
- Comprehensive planning processes are underway for Newell Creek Canyon Natural Area and North Tualatin Mountains Natural Area. Successful public meetings were held for both projects, and they are moving into the next phase of the project, development of alternative site concepts.
- Metro's consultant developed schematic design alternatives for providing public access at Killin Wetlands. The alternatives are under consideration and will be presented to the public in January.
- Final permits were received and construction will begin this spring for refurbished trails and a new overlook at North Canemah Natural Area. 1% for Art was incorporated into the project to develop an art piece at the overlook.
- In light of the recent state grant Metro received to leverage levy dollars for the full build-out of the "nature play" area at Oxbow Regional Park, staff have refined the project scope and developed a design approach. The finished product will be areas where kids can explore, play and learn in a more unstructured and natural setting than traditional built playgrounds.

### **VOLUNTEER PROGRAM**

Metro continues to build internal capacity to lead and manage volunteers across all levy program areas. In Q2 over 579 individuals contributed about 2,186 hours to parks and natural areas, working at six developed parks and nine natural areas. Of these totals, 87 volunteer naturalists provided 590 hours of service to Metro education programs.

The Native Plant Center continues to provide many volunteer opportunities in its role of providing plant material and seed scouting services to restoration projects at multiple sites. Directed by Metro staff, approximately 87 volunteers and interns worked at the Native Plant Center, contributing about 722 hours doing bed maintenance, transplanting, weeding and re-potting and seeding.

### **CONSERVATION EDUCATION & YOUTH ECOLOGY CORPS**

The levy is supporting additional conservation education staff, allowing the program to restart fall field trips at Smith & Bybee Wetlands Natural Area after a four-year hiatus. A total of 150 adults and 160 youth participated in these field trips in Q2. The conservation education team also began planning a field trip program at Scouters Mountain, including a pilot season this spring. In addition, the new, streamlined admission process for Nature University produced a full class six weeks earlier than in previous years.

The Youth Ecology Corps successfully completed an eight-week fall season with strong support from Metro Parks and Environmental Services and Natural Areas Land Management staff. The crew accomplished 980 hours of restoration work and conservation education, working with several Metro natural resource specialists/technicians, rangers and scientists. Highlights include: 1) Training for and then leading Salmon Watch programs for sixth graders at Eagle Creek, 2) working with rangers, technicians and scientists to create and implement a site management plan for the Blue Lake wetlands, and 3) removing over 400 feet of old fencing at Clear Creek Natural Area. In the coming months, the program will expand its pool of potential YEC candidates by looking at additional opportunities beyond its partner Mt. Hood Community College's feeder program (Project YESS). The YEC program team is working with Work Systems, Inc. to explore the possibility of expanding the YEC model to create true conservation career pipelines across the region.

### **NATURE IN NEIGHBORHOODS RESTORATION AND EDUCATION GRANTS**

In Q2 Nature in Neighborhoods grants staff looked back at the first levy conservation education grant cycle, which concluded at the end of Q1. Staff reviewed lessons learned, surveyed applicants, and met with stakeholders to revise materials, outreach and technical assistance plans. Staff launched the 2015 cycle on October 1 with updated website and outreach materials, and conducted outreach through email communications and attendance at events, meetings and conferences. Staff also recruited potential grant review committee members for the upcoming cycle.

For the restoration and stewardship grants, staff held trainings for new grant recipients and executed the majority of the 15 contracts. Staff also began stakeholder outreach about improvements to the grant criteria, application materials and review process for the second cycle of restoration grants which begins in early February.

## EQUITY

One of the core desired outcomes of the levy is expanded opportunities for all people – particularly historically underserved communities – to engage with Metro’s parks and natural areas and educational programming. To that end, Metro staff across levy program areas have been working to improve access and culturally-relevant programming. In addition to Metro’s work with the Youth Ecology Corps, accomplishments in Q2 include:

- Staff completed an evaluation of the first year of Partners in Nature, a new initiative for Metro to partner with organizations serving low-income families and communities of color, including evaluations of each of the four pilot partnerships.
- Metro is working closely with the Center for Intercultural Organizing (CIO) to build on the successes of the first Partners in Nature partnership. In the second year, CIO and Metro will continue to incorporate a parks and natural areas focus at Metro’s sites into CIO’s year-long Pan-Immigrant Leadership and Organizing Training for immigrant and refugee communities. Metro and CIO will add an internship program that will provide participants with career exposure and real-life job training.
- Metro is also expanding its Partners in Nature partnership with Self-Enhancement, Inc. (SEI) that provides a natural areas restoration experience called “Youth Engaged in Natural Sciences” for middle and high school students participating in SEI’s Summer Academy. In Q2 Metro and SEI began developing a concept to extend Youth Engaged in Natural Sciences into SEI’s after-school program in winter and spring 2015.
- Staff met several times with Hacienda CDC and Latino Network to develop Latino Greenspaces, the last Partners in Nature pilot partnership. The partnership aims to (1) increase the utilization of Metro parks and natural areas as places of stewardship, learning, and recreation by youth from low-income Latino families in Multnomah County (particularly for gang-affected, adjudicated and other at-risk youth), and (2) use Metro green spaces to introduce youth to careers in conservation.
- The Nature in Neighborhoods grants team continued to build relationships with current and potential grant applicants from culturally-specific organizations and organizations that serve minorities and youth. This included meeting with Girls, Inc., Momentum Alliance, Centro Cultural, Adalante Mujeres, Verde, the Native American Youth and Family Center (NAYA), Wisdom of the Elders, United Way, Portland Mercado, and Asian Pacific American Network of Oregon (APANO). Grant program staff were also active this quarter in efforts to increase cultural competency at Metro and implement Metro’s Diversity Action Plan.
- Metro’s partner NAYA hosted a volunteer appreciation event for the OakQuest citizen scientists. The event was planned and executed by college-age Native Americans hired with Nature in Neighborhoods and Oregon Wildlife Heritage Foundation funding.
- Metro has increased its use of minority/women/emerging small business (MWESB) contractors across levy programs. For example, science and stewardship staff worked with Metro procurement and finance staff to set and achieve strong MWESB goals in a solicitation for a large vegetation management contract. The solicitation resulted in an award of 31 contracts—more than half of which are with MWESB firms. As part of the process, Metro staff worked with three consultants to host workshops and provide one-on-one support to help firms become MWESB-certified and with the public contracting process.
- Volunteer Services also worked with Metro procurement to create volunteer opportunities for MWESB program participants through its partnership with BESThq, a Beaverton-based small business incubator.

### **5.3 | Resource Conservation and Recycling**

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. Resource Conservation and Recycling (RCR) includes two interrelated sub-programs: Waste Reduction and Metro Internal Sustainability.

#### **Program Highlights**

##### *Waste Reduction*

- The Oregon Department of Environmental Quality (DEQ) released its annual material recovery report, which showed that the Metro region had achieved a 64% recovery rate in 2013, for the first time meeting its statutory goal. The report also showed that per-capita total generation of waste in the Metro region has decreased 12% since 2003.
- In partnership with Portland State University, RCR surveyed residents in the region to gain a better understanding of how they choose, use and dispose of hazardous household products; their attitudes about less toxic products and practices; and opinions about who should be responsible for household hazardous waste prevention and management. Survey results will help Metro to target its audiences for behavior change education. In addition, a key finding is that 87% of respondents agreed with the statement, "Businesses that manufacture hazardous products, rather than the government, should have the responsibility to pay for convenient facilities or locations for consumers to safely dispose of those products." This aligns with Metro's interest in establishing a household hazardous waste product stewardship program in Oregon.
- A cross-departmental work group completed the first phase of a project to identify and assess options for maintaining and improving end-markets for the region's urban wood waste. Staff discussed draft findings and recommendations with the Solid Waste Alternatives Advisory Committee and Councilors Harrington and Stacey in December. The next phase of this project will investigate the most promising options in more detail.
- The division completed two joint research projects with DEQ. The first, which also involved the Oregon Sustainability Board, the Washington Department of Ecology and an advisory board of businesses, identified options to advance product environmental footprinting in the business sector. Footprinting is the act of quantifying environmental impacts associated with the life of a product or material. It offers the potential of environmental and financial benefits to product manufacturers. The second project identified specific opportunities to increase plastics recycling in Oregon and assess the lifecycle impacts of doing so. This was driven by previous research that showed that increasing plastics recycling provides higher levels of energy and greenhouse gas savings compared to increasing recycling of other major materials remaining in the waste stream. DEQ, Metro and other partners are currently identifying specific follow-up actions for each project.
- During this quarter, the Recycling Information Center answered 12,467 phone calls and there were 17,828 visits to the Find-A-Recycler web site.
- The food scraps processing project that is part of the Solid Waste Roadmap developed a set of preliminary alternatives for actions Metro could take to ensure there is adequate capacity to process the region's food scraps and discussed these with the Metro Council in November. Council gave direction on where to focus efforts for fully developing alternatives and identified key areas in which it was interested in receiving more information. RCR staff plans to return to Council in summer 2015.

### *Internal Sustainability*

- Led development of recommendations for Metro visitor venues to implement a food-only food scraps collection program by March 1 in response to changing acceptance standards at the Metro Central transfer station. Researched options for utilizing recyclable beverage cups at venues as an alternative to "compostable" ones.
- Compiled a summary of findings from solar feasibility assessments at Metro facilities, including the Expo Center, St. Johns Landfill, Metro Regional Center, Curry maintenance building at Blue Lake Regional Park and Portland's Keller Auditorium. These findings, and accompanying recommendations, will be shared with facility directors in February.
- Staff provided support to Oregon Convention Center and Construction Project Management Office staff to develop an evaluation process for solar energy proposals. If implemented, the OCC solar array would reduce Metro's carbon footprint from electricity by 6%.

### **6.1 | Conventions, Trade and Consumer Shows**

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

#### **Program highlights**

##### *Oregon Convention Center*

- Vice President Joe Biden and Senator Jeff Merkley hosted a rally at the OCC on Oct. 7, 2014. Even with only 2,000 attendees for this event, every square inch of the building, inside and outside, had to be swept and secured by Secret Service. Other OCC clients were well served with minimal disruption.
- Named Award honoree in the Energy category at Portland Business Journal's "Innovation in Sustainability Awards Celebration" in November for reducing energy consumption.
- Completed a transition to TicketsWest as its new vendor for ticketing services, and held its first show utilizing this ticketing system in November. The system allows users to buy tickets electronically and download on their smart phones and allows for electronic tickets to be scanned from the smart phone rather than acquire or print paper tickets.
- The OCC is negotiating with Solar City for the installation of a large solar array producing up to a maximum allowable 2MW generating system. This system has the potential to produce power to meet 15%-24% of OCC's annual power needs. Utilizing a power purchase agreement, OCC will achieve pricing at a lower rate than it is paying currently with a minimized annual escalation schedule. To help fund the project, the OCC was awarded a \$500,000 grant from Pacific Power's BlueSky program and Energy Trust of Oregon also awarded \$80,000. This grant funding will help OCC maximize the size of the system with minimal (if any) out of pocket expense.
- The OCC is working in collaboration with the PDC on a North Plaza Landscape Renovation Project. The three key goals of the project include creating a better connection with the new hotel, tackling surface-water management and improving wayfinding to the Holladay and Martin Luther King, Jr. Lobby entrances.
- Recently, Multnomah and Clackamas County judges have confirmed Metro's authority to enter into agreements for the construction of a convention center hotel and issue bonds to help fund the project. Although both decisions have been appealed, Metro's legal team is confident that these rulings will not be overturned.
- Calendar year 2014 was the most successful Space Rental Revenue year on record at OCC at 9.6 percent over the previous record year - 2013.

### *Portland Expo Center*

- The Portland Expo Center had a very productive Q2 with a strong event calendar and excellent gains across most categories; Expo added two events and \$82,000 in revenue over FY 2014 Q2.
- Completed awning replacement to match colors with the new branding of the Expo Center.
- Staff attended the annual Thanksgiving Celebration at the Community Transitional School in NE Portland and engaged with students; Expo's Excerthon raised more than \$1,000 for the school and many homeless children that are in transitional living situations.
- Timber Processing & Energy Expo generated over \$128K in revenue, including almost \$50K in catering and \$31K in rental, totaling more than 26% over their 2012 event.
- GirlFest (Girl Scouts of America) was the star event of November with a 72% increase in attendance, a 40% increase in concessions and a 67% increase at West Delta – for a total increase of 46%. We are in the process of rebooking for next year. The quilt event in the same timeline gained an overall 8% increase from prior year.
- In December, America's Largest Christmas Bazaar saw a 10% increase in attendance, 3% overall. Expo finished the month up \$5K in rental and \$3K in parking.
- Entered the final stages of our upgrading our lighting systems in Halls D & E. 278 induction fixtures are in place in time for the busy season. The new fixtures boast a 10,000 hour lamp life and use 50 percent less energy than our old system. This project was possible through grants from the Energy Trust of Oregon and Metro, plus reserves from the Expo Capital Fund. Expansion of the project will address the parking lot lighting and wall-packs.
- 1,000 Mity Lite Chairs have been delivered to replace our brown plastic chairs that have been used in the past. The new chairs enhance the appearance at events, they also hold up to 1,000 lbs. and have the capability to gang without zip-ties. Additionally, the final golf cart arrived to replaces the older units with an all-electric fleet. Feasibility studies for solar, stormwater management and eco-roofs were also completed. Capital projects are on track.



Expo Exer-Thon held inside Hall A raised \$1,000 for the Community Transitional School.

	2nd Qtr 2013-14		2nd Qtr 2014-15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
<b>OCC</b>						
Tradeshows/Conventions	15	16,432	23	36,297	8	19,865
Consumer Public Shows	16	78,623	16	60,658	-	(17,965)
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	33	571	35	778	2	207
Meetings	47	15,753	52	19,105	5	3,352
Catering	31	18,806	31	15,315	-	(3,491)
<b>OCC Total</b>	<b>142</b>	<b>130,185</b>	<b>157</b>	<b>132,153</b>	<b>15</b>	<b>1,968</b>

	2nd Qtr 2013-14		2nd Qtr 2014-15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
<b>Expo Center</b>						
Consumer Public Shows	13	97,558	13	93,378	-	(4,180)
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	6	7,283	8	2,210	2	(5,073)
Meetings	3	72	2	64	(1)	(8)
Catering	-	-	-	-	-	-
Tradeshows/Conventions	3	4,238	4	5,966	1	1,728
<b>Totals</b>	<b>25</b>	<b>109,151</b>	<b>27</b>	<b>101,618</b>	<b>2</b>	<b>(7,533)</b>
<b>Expo Total w/Cirque du Soleil</b>	<b>25</b>	<b>109,151</b>	<b>27</b>	<b>101,618</b>	<b>2</b>	<b>(7,533)</b>

## 6.2 | Performing Arts, Arts and Culture

Portland's Centers for the Arts is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly 800,000 visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region. This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Stumptown Stages, Third Rail Repertory Theatre, and White Bird.

### Program highlights

- PIE Program launched (Positive Interaction Every time)-new customer service program that reflects how a patron should be handed off from one staff person to another so they feel well cared for.
- Negotiated new 5-year lease with First Congregational Church whose property Hatfield Hall sits on; increase of 20% over the previous lease reflects the improved property values downtown.
- Portland's was selected by AMS Consulting to serve on a task force to develop operational survey criteria for performing arts centers all over the world. This will provide benchmarking information not currently available that will give PAC's useful information in assessing the success of their operations.
- Venues Today magazine's Top-20 stops for 2014 listed the Schnitz as #11 and Keller #12 for venues with seating of 2,001-5,000. The Newmark was listed #13 for venues with 2,000 or fewer seats.
- Portland's Presents was launched for Portland's to begin promoting its own shows. This will increase hall usage in underutilized spaces, drive revenues to P5 and allow booking of diverse

acts to allow for more inclusive programming for underserved audiences. Shows scheduled for late Jan and Feb are on sale now and doing very well.

- P5 was one of two venues selected by the International Association of Venue Managers to experiment with and report on Google Glass and its possible use in our industry.
- A new art hanging system was installed in Hatfield Hall and will allow quicker and more economical installation and de-installation of art shows.
- View from seat capabilities on P5's ticketing system was completed for the Schnitz and Keller.
- The Good Old Dog exhibit of photography of senior dogs and Anna Magruder's Oregon History paintings were presented this quarter.

#### Program Issues

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to re-launch the project and gauge if city leadership is supportive of this effort.

#### Items for leadership attention

- Portland5's renewal and replacement needs far outstrip current resources. Also, rising costs make it more challenging for P5 to maintain the deep discounts they give non-profits using the halls. P5 is undertaking an analysis to define the current situation and begin looking at possible solutions for the long term fiscal sustainability of the venue.

	2nd Qtr 2013-14		2nd Qtr 2014-15		Net Change from Prior Year	
PCPA	Performances	Attendance	Performances	Attendance	Performances	Attendance
<b>Commercial (Non-Broadway)</b>	42	46,118	26	33,322	(16)	(12,796)
<b>Broadway</b>	15	26,434	16	32,816	1	6,382
<b>Resident Company</b>	75	110,335	81	123,598	6	13,263
<b>Non-Profit</b>	107	53,682	89	21,230	(18)	(32,452)
<b>Promoted/Co-Promoted</b>	4	347	4	326	-	(21)
<b>Student</b>	23	15,144	56	19,435	33	4,291
<b>Miscellaneous</b>	2	274	2	282	-	8
<b>Portland'5 Total</b>	<b>268</b>	<b>252,334</b>	<b>274</b>	<b>231,009</b>	<b>6</b>	<b>(21,325)</b>
<b>MERC TOTAL 2<sup>nd</sup> QTR</b>	<b>435</b>	<b>491,670</b>	<b>458</b>	<b>464,780</b>	<b>23</b>	<b>(26,890)</b>

### 6.3 | Zoo Conservation and Research

The conservation and welfare research program aims to provide a better future for wildlife by enhancing animal welfare and conservation of the animals in captive and wild settings. We accomplish this through rigorous scientific study and application of newest scientific findings and tools to help establish healthy and sustainable populations of wildlife. The conservation program identifies, implements, and supports in situ and ex situ wildlife conservation projects internationally as well as through participation in several Pacific Northwest species recovery programs. Conservation Research and Living Collection staff conducts fieldwork, research, and apply 'state of the art' animal husbandry techniques to captive propagation of endangered and threatened species. This work is carried out in conjunction with the Association of Zoos & Aquariums, AZA, and in collaboration with several other conservation groups and partners in an effort to conserve endangered and threatened species and the environment they live in.

### **Program highlights**

- Helped to organize a Malaysian Sister City visit for a Malaysian delegation from the state of Sabah lead by the US ambassador to Malaysia and his wife on Oct. 3, 2014. The visit was highly successful and featured conservation programs and especially the elephant program; Chendra, the zoo's forest elephant, came originally from Sabah as a rescue orphan elephant.
- Hired a Lead and Wildlife outreach coordinator who will begin work in January 2015.
- Hired a part-time lab technician for the new EIA endocrine research and service lab.
- Signed an IGA, Intergovernmental Agreement, with Portland State University for a new graduate student program between PSU and the Zoo in Conservation and Wildlife Welfare; the first student has been selected and will start in the spring quarter 2015.
- Nadja Wielebnowski officially became an adjunct faculty member at Portland State University in the Biology Department. She presented a seminar for the department on stress hormone monitoring in wildlife on Dec. 5th.
- David Shepherdson gave the following lectures: PCC BAMZA course on animal welfare and enrichment, PSU Behavior Class on animal behavior and conservation, a career talk for the Wildlife Society student chapter.
- Karen Lewis hosted an Annual Taylor's Checkerspot Rearing meeting on Oct. 13 and participated and reported at the Annual Taylor's Checkerspot Recovery meeting on Nov. 20 and 21.
- Submitted grant reports for Taylor's Checkerspot Captive Rearing Program, for Oregon Silverspot Program and for Pika Watch.
- The following article has been accepted for publication in CONNECT AZA Magazine in Spring 2015:
  - Whitham, J.C. and N. Wielebnowski. 2015. WelfareTrak: A Tool for Capturing Zookeepers' Assessments of Individual Animal Welfare.

### **6.4 | Zoo Education**

The Conservation Education Division promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world. Educational programs and materials increase the public's understanding of conservation issues and the need for direct action related to endangered species management, habitat loss, climate change, clean air and water, the management of resources for future generations and improving access to nature.

### **Program highlights**

- Education center schematic design was completed on time and on budget and the Zoo entered the Design Development phase to develop details of different education spaces. The schematic design of the new center was presented to the Metro Council and received a high level of support from the councilors as an embodiment of our desire to be a catalyst for conservation education in the region.
- The Oregon Zoo Foundation Board demonstrated their support for the education center project by approving the launch of an Education campaign to raise nearly \$1.5 million in support for center construction and interpretive costs as well as programming support. A large component of this support focused on expanding a new "Teen" center within the space to house both the Zoo Teen volunteer program as well as the Zoo Animal Presenter (ZAP) team.
- The Environmental Literacy Team met with contracted evaluators at Pacific Research and Evaluation (PRE) to kick off the next phase of work on the Environmental Literacy Framework. PRE will conduct a literature review and stakeholder interviews as part of a formative evaluation of the framework and will work with the zoo to develop an evaluation toolkit for programs to measure progress on environmental literacy outcomes.

- Over 700 people attended the fifth annual Salmon Homecoming at Oxbow Regional Park. Salmon returns and viewing were some of the best in memory.
- Urban Nature Overnights (UNO) just wrapped up our fall after-school program which included 6 weekly visits to schools and a Zoo field trip. Here's a nice thank you we received:
  - I just wanted to say thanks again for coming to Lincoln Park--the kids have enjoyed the zoo class so very much. I also wanted to comment on how impressed I was by all of your youth leaders this session. They were focused, enthusiastic, demonstrated a mastery of their subject, and most importantly, they were so warm and engaged with all of the kids. I think the positive example they set for our students possibly exceeded in value the scholastic lessons learned this term:) And praise to you, because I think a lot of mentoring work went into getting your leaders to this awesome place.
- 250 third and fourth grade students from Quatama and McKinney Elementary Schools released several hundred Chinook fry into the Tualatin River as part of their partnership with the zoo.
- Hippos and rhinos will soon be added to the array of behind-the-scene tours offered at the zoo.

### **6.5 | Zoo Infrastructure Bond (A Better Zoo Program)**

The Zoo Infrastructure and Animal Welfare Bond Fund program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Program work is reported in the following categories:

- Master Planning – Comprehensive Capital Master Planning and land use approvals
- Off-site elephant habitat due diligence and planning
- Construction project management
- Program governance

#### **Program highlights**

##### *Off-site elephant habitat due diligence and planning*

- Due diligence on the Roslyn Lake property in rural Clackamas County continues, with a focus on land use, permitting, and stormwater management. The deadline on the option to purchase the property from PGE has been extended to December 31, 2015.
- A feasibility study of operating an offsite elephant facility will be finalized in 2015; staff will seek council direction.

##### *Construction project management*

- Elephant Lands: Construction started in October 2013, with an estimated completion date of October 2015. Construction and spending is more than 70 percent complete. The project is on schedule and within budget. Construction of the new train route was completed on time for ZooLights. Major construction activities underway include the roof and floors for Forest Hall and the Elephant Welfare Center, finishings on the 160,000 gallon pool, activity tree, doors, Elephant Plaza, and the shade structure in North Habitat. Elephant Plaza will be complete in April, which will allow the zoo to initiate retail opportunities and provide guest amenities. Elephants will have access to their new buildings and the North and South Habitats in the spring, greatly increasing the space and activities available to them. Upon a successful transition to the new habitat, the old elephant facilities will be deconstructed and the new Encounter Habitat will close for additional construction. Art, interpretives, and wayfinding will be installed prior to construction completion. Staff continues to provide construction site tours to an estimated 100 key stakeholders monthly and represented the zoo in engaging more than 6000 Intel employees during ZooLights.

- Education Center: A schematic design package was approved by the zoo after a period of extensive stakeholder engagement. The design concepts were presented to the Metro Council in October 2014. The schematic design estimated construction cost is within budget. Design development is underway for further refinement of the education, sustainability, retail, catering, and guest amenities. The zoo is partnering with the USWFS and Metro's Sustainability Center to incorporate their educational interests in reaching the zoo guests. The Oregon Zoo Foundation has committed financial support toward the design and construction of the Education Center, with a focus on expanding the teen programming space, restoring art, and interpreting components of the Nature Exploration Station (NESt). Construction is scheduled to begin in the fall of 2015.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The Regional Arts Advisory Committee coordinated procurement of the second art commission for the zoo bond projects to coincide with the design of the Education Center. The \$200,000 commission was awarded to artist Rob Ley of California, commencing review of the 232 proposals. The Oregon Zoo Foundation received a grant from the Oregon Cultural Trust to assist in the restoration of the Willard Martin Mosaic, which had been standing at the original zoo entrance since 1959 and will be restored and reinstalled as part of the Education Center project.
- Guest Experience: With the train back on line, the zoo had a record attendance for ZooLights. Additional guest amenities will be coming on line in the spring of 2015 with the opening of Elephant Plaza and viewing elephants in their new North Habitat.
- Program Governance: Due to term limitations, the Zoo Bond Citizens' Oversight Committee transitioned leadership this fall with the council appointment of Bill Kabeiseman as the new chair. Metro Council will need to replace four term limited members in the spring of 2015. Staff hosted oversight committee members and their families for a tour of Elephant Lands and a ride on the train for ZooLights.



Nov. 2014 Aerial of Elephant Buildings old (top) vs. new (center); Zoo Bond Citizens' Oversight Committee family tour

#### Items for leadership attention

- Four new members will need to be appointed to the Zoo Bond Citizens' Oversight Committee members this spring
- Staff will seek Council policy direction re: an offsite elephant facility in 2015

## **6.6 | Zoo visitor experience**

The Zoo's Guest Services program is responsible for the front line guest experience and is responsible for generating revenue to support the Zoo. Supporting the zoo's mission statement, the guest services team works to meet guest expectations, provide positive experiences, and to generate enterprise revenues through many services and activities that includes admissions, retail oversight, food services, campus security and safety, custodial, and public events.

- Record breaking ZooLights attendance minimized the year over year attendance decline experienced in the first quarter of FY15. ZooLights attendance totaled 214,000 guests, nearly 17,000 more than the prior record of 197,000 set in 2011. This represents an average of nearly 6,000 nightly guests over the 36 evenings the event was open. To attract guests to historically lower attended nights early in the season and to make the event more accessible, the zoo offered a buy one get one free promotion for certain nights during the first two weeks. More than 5,300 guests used the promotion. The zoo smashed the single night attendance record with 12,814 attendees. The record attendance is attributed to public excitement about the return of the train ride, exceptional weather, even more light displays and increased event advertising.
- Year to date, attendance is 31,000 attendees lower than last year; member attendance has declined and general admission attendance has risen. Management believes that the member attendance decline is primarily the result of the transition of the main parking lots to paid parking and significant construction activity impacts on the visitor experience that are more impactful to repeat member visits.
- The zoo started the second quarter nearly \$1 million off in revenues behind last year based on first quarter results. Strong second quarter performance reduced that figure to \$350,000 behind last year. The zoo has achieved increased per cap revenues of 12 cents, 9 cents and 18 cents in food, retail and admissions, respectively.
- Notable achievements in Guest Services include:
  - Food service continues to make great gains in service, quality and net revenues. The food services team concluded an exceptional ZooLights sales year, with gross revenues increasing over last year by 27 percent to \$440,000. Notable is that the 27 percent food revenue increase was supported by only a six percent increase in labor hours – meaning significant strides in service delivery efficiencies. Catering delivered a 6,100 guest Intel Corporation holiday event at the zoo early in the ZooLights season. Guest feedback for catered events has been positive and per cap revenues are rising.
  - The zoo trains are back and running the shorter campus loop; rider feedback has been mixed due to route changes. The campus ride is shorter (8 minutes versus the prior 12 minutes) and there are currently few animals that can be seen from the train. Elephant and polar bear views are planned with the completion of future bond construction. Additional attention is needed to meet guest expectations for the train ride experience.
  - Event Network, the zoos new retail partner, continues to bring fresh items to zoo guests and has increased per cap sales over the prior year. A refresh of the main Zoo Store is scheduled for the third quarter that includes new retail fixtures, a new cash-wrap, lighting, signage, painting and floor coverings.
  - Concert planning for summer 2015 is well-underway with ticket sales for the first artist scheduled for late-January. Due to construction of Elephant Lands, concert capacity is reduced by 500 this coming summer to 2,500 tickets per show. This capacity reduction reduces revenue generating potential of the concert series and impacts the level of artist that the zoo can afford to contract with. The zoo has worked closely with the

series promoter and believes the line-up will be strong with robust sales, but overall net revenues will be lower than historic levels.

Oregon Zoo	Fiscal Year 2015 Quarter-to-Date Totals					
	2nd Qtr FY14		2nd Qtr FY15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		167,671		204,737		+37,066
Member Attendance		158,503		141,998		-16,505
Catered Events	86	10,504	109	16,213	+23	+5,709
<b>Totals</b>		336,678		362,948		+26,270

Oregon Zoo	Fiscal Year 2015 Year-to-Date Totals					
	FY14 Totals		FY15 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		493,962		514,034		+20,072
Member Attendance		353,332		299,782		-53,550
Catered Events	191	27,206	223	29,757	+32	+2,551
<b>Totals</b>		874,500		843,573		-30,927

#### Program issues

Soft attendance remains a concern. With paid parking having been in place for a year, the second major phase of Elephant Lands opening in April, a refreshed gift shop, return of the trains and a strong spring break, it may be possible to maintain, or even increase, overall revenues through the remaining two quarters of the fiscal year to match last year's revenues.

#### Items for leadership attention

Continued attention to attendance, per cap revenue and operational efficiencies is essential for the remainder of the fiscal year. Zoo net enterprise revenue outcomes are important to underwrite the balance of the fiscal year and associated zoo operations and strategic mandates.