

July to September

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

FIRST QUARTER

FY 2015-16

**FY 2015-16 First quarter management report  
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## Metro Management Report executive summary | Q1 FY 2015-16

This quarter, Metro awarded \$7.5M in grants, invested in youth employment and volunteer service and advanced policy direction in equity strategy, transportation projects and solid waste management.

The Diversity, Equity and Inclusion program hosted a Hispanic Heritage month learning event for Metro employees and coordinated SummerWorks internships across Metro. The Metro Council approved the equity strategy action plan timeline and an approach of achieving equity by addressing racial disparities.

The Metro Council gave direction on options for accelerating food scrap recovery in the region and to narrow the focus of long-term solid waste management alternatives. MetroPaint installed new point-of-sale displays in all Miller Paint stores and a survey of self-haul customers at Metro Central showed 98% satisfaction with services. Metro recommended to the City of Portland that all areas designated industrial at the St. Johns Landfill be rezoned as open space and park development at the former Killingsworth Fast Disposal landfill is underway. The Recycling Information Center helped 18,340 customers this quarter and the Find-A-Recycler website received 21,065 visits. Solid waste compliance and cleanup staff cleaned up 633 illegal dump sites and six illegal camp sites this quarter.

The Metro Council approved a proposal to complete its final 2015 growth management decision in the fall and endorsed the Powell-Division Transit and Development Project Transit Action Plan. Metro, along with the cities of Portland and Gresham, received the IAP2 USA Project of the Year Award for engagement in the Powell-Division Corridor. The Southwest Corridor Steering Committee issued several recommendations for public review around high capacity transit options. Planning and Development completed construction of the Northwood apartments in Portland along with updates to the Regional Mobility Atlas and the Bike There! map.

The Metro Council awarded Community Planning and Development Grants to 16 projects totaling around \$4.7M. The Enterprising Places Steering Committee recommended two \$50,000 storefront grants with one in Gresham and the other in Forest Grove. The Equitable Housing Workgroup is midway through a process evaluating opportunities and challenges for affordable housing.

Natural area acquisitions under the 2006 bond now total 5,408 acres and staff conducted restoration and maintenance work in 53 natural areas. Master plan, design and construction for Newell Creek Canyon and Tualatin Mountain Natural Areas, will go up for public review and construction began on the North Canemah Bluff Natural Area. The Metro Council awarded \$700K in 15 Nature in Neighborhoods Conservation Grants and more than \$2M in capital grants to seven projects.

Parks facilities saw an increase in Blue Lake visitors but a drop at Chinook Landing and Oxbow. Volunteers contributed 4,500 hours this quarter in parks, natural areas and historic cemeteries.

The Oregon Convention Center set a new record for first quarter revenues of over \$7M, the Rose City Comic Con event broke the concession revenues record for a single show and celebrated its 25th year. The Expo Center successfully launched drive-in events and installed a wireless ticket capture system.

The Oregon Zoo broke ground on the Education Center, saw 93% completion of the Elephant Lands project and launched a task force to assess the feasibility of a Remote Elephant Center. The zoo received to AZA Conservation Grant awards and released 12 Western Pond Turtles and 500 Oregon Silverspot Butterflies into the wild. Education staff collaborated with Resource Conservation and Recycling for a successful Zoo Quest program with 41,000 participants and ZooTeens contributed 31,000 hours of service in the summer. Guest attendance was parallel to Q1 last year but with an 8.2% rise in revenues; the summer concert series sold 90% of tickets overall and the zoo railway added narration and activities.

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

## **Metro Management Report At-a-Glance**

### **Q1 FY 2015-16**

#### **Office of the COO**

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

- Sponsored the Martin Luther King, Jr. Dream Run and the Momentum Alliance's youth convention in August.
- Coordinated hosting of nine SummerWorks interns at multiple Metro locations.
- Hosted and sponsored Partners in Diversity Breakfast for Champions at the Oregon Zoo.
- Held celebration in honor of Hispanic Heritage Month with cultural entertainment, representatives from Hacienda CDC and Educate Ya!, and food from Latin America countries.
- At the July 30, 2015, Metro Council equity retreat, Council members agreed with the timeline for completing the equity strategy in April 2016, brainstormed potential equity outcomes in Metro's four major lines of business, and agreed with the approach of achieving equity by addressing racial disparities.
- The Multicultural Collaborative produced a report of the first round of engagement with culturally specific and experts groups and the Center for Social Inclusion and the Government Alliance on Race & Equity conducted a site visit at Metro, created a memo that details national best practices on equity, and a report that summarizes their interviews with internal and external stakeholders.
- In collaboration with Planning and Communication staff, revised the Limited English Proficiency plan.

#### **Garbage and recycling**

##### *Resource Conservation and Recycling highlights*

- A new regional Recycle at Work outreach campaign will launch this fall, reaching out to restaurants with a focus on food donation, while also addressing food scraps recycling, waste prevention, green cleaning and sustainable purchasing..
- Collaborated with local government staff to initiate a joint project that will assess recycling at multifamily communities and identify improvements needed to improve access to services and overall recycling performance.
- On July 21, 2015, the Metro Council directed staff to develop options for accelerating food scrap recovery, using a combination of financial signals and required recovery, and to provide food scraps transfer services through use of both public and private facilities to ensure greater geographic equity of service. Informed by Council direction, staff is developing implementation plans and will be conducting stakeholder engagement.
- Hired three new year-round school outreach specialists who focus on conducting classroom presentations; staff will prioritize presentations to previously underserved school districts through early marketing for the current school year.
- The Recycling Information Center (RIC) provided direct customer service to 18,340 callers this quarter. In addition, there were 21,065 users of the Metro Find a Recycler web tool.
- Completed the Zoo Education Center habitat garden and Nature Exploration Station designs; staff continues to work with the Zoo on interpretive designs.
- Continued to support Metro lobbyist; the Legislature passed a bill to require disclosure and phase out of toxic chemicals in children's products.
- Began transitioning management of the Solid Waste Community Enhancement Grant program from the Parks & Nature department. The 2016 Metro Central grant solicitation resulted in 20 proposals, which will be considered by the Metro Central Enhancement Committee this fall.

### *Solid waste compliance and cleanup highlights*

- RID Patrol, working with Parks and Nature, cleaned up over a dozen illegal camps throughout the Willamette Cove area.
- Significant Title V solid waste code changes were previewed with councilors, local governments and the Solid Waste Alternatives Advisory Committee; the Metro Council considered the best approach for moving forward at an October 22 work session.
- Issued a notice of violation on August 12 to Greenway Recycling for failing to minimize dust generation or to prevent off-site dust impacts from the operation; the owner of Greenway chose to appeal the notice and a hearing is scheduled on November 3.
- The Metro Council adopted Ordinance No. 15-1356 on July 23 that increased the tonnage caps at three private transfer stations (WRI, Troutdale, Pride) by five percent and extended the transfer station franchises for an additional year until the end of 2016, including Forest Grove.
- Agreement reached with Tualatin Valley Waste Recovery -- Metro and Waste Management reached an agreement as a designated facility that allows it to continue to accept and process dry waste from the Metro region and collect all appropriate fees and taxes on the waste residual.
- Completed 83 solid waste facility site inspections and financial reviews; delivered 8 citations and/or enforcement actions.
- Cleaned up 633 illegal dump sites, 98 of which were large to medium in size; cleaned up 6 illegal camp sites including one on Metro property (Newell Creek Canyon).
- The moratorium on new transfer station applications is set to expire on January 1, 2016. Two new transfer stations are likely to file applications around that time. Although these are small facilities, Council will need to consider whether to allow new entrants into the system.

### *Solid waste operations highlights*

- Initiated a comprehensive assessment of the Metro Central transfer station to identify potential improvements; a survey of self-haul customers showed that 98 percent of the customers surveyed were either very satisfied or somewhat satisfied with the services they received.
- The Metro Council directed staff to narrow its focus of long-term solid waste management alternatives to waste-to-energy and examining methods of increasing material recovery from our waste; staff will present additional findings on these alternatives to Council in November.
- New screening procedures are being developed for both transfer stations to more effectively intercept loads of construction and demolition waste that could be suspect for asbestos. These procedures will be implemented in the second quarter of the fiscal year.
- MetroPaint and Communications staff worked together to develop and install new point of sale displays in all Miller Paint stores. MetroPaint is sold in 75 retail outlets across the Northwest.
- Metro recommended to the City of Portland that all areas of the closed St. Johns Landfill with an existing industrial designation be re-zoned to open space.
- Park development at the former Killingsworth Fast Disposal landfill is underway.
- Selected contractor to provide stormwater treatment equipment for Metro Central Station in compliance with our storm water discharge permit; estimated costs are in excess of \$1M.

## **Planning and Development**

### *Development center highlights*

- Construction started on Concordia Apartments, a four story building located at NE Killingsworth and 17th to include residential, and ground floor retail in the Central Eastside Industrial District.
- Construction is progressing on two TOD projects: Clay Creative and Block 75.
- Completed construction on the Northwood apartments, a four story mixed-use development in Portland's Kenton neighborhood.

- Oregon Opportunity Network completed five roundtable discussions and follow-up surveys with more than 150 participants to identify challenges and opportunities for the Equitable Housing Initiative; staff is working with the Equity Strategy team to ensure coordination with their stakeholder engagement efforts.
- The Equitable Housing Work Group is midway through a process of evaluating opportunities and challenges for equitable housing; the Work Group will advise staff on the most promising short, medium and long-term opportunities, staff will then develop recommendations for how Metro could support these opportunities and a regional summit on equitable housing is planned for February 1, 2016.
- The Enterprising Places Steering Committee recommended award of two Storefront Improvement Grants: a \$50,000 Storefront Improvement grant for a building in downtown Gresham and a \$50,000 grant for the historic Anderson Building in Forest Grove.
- Staff anticipates issuing a Request for Qualifications for redevelopment of the Furniture Store site at 82nd and Division in October 2015.
- The TOD program has committed support to the Main Square and Lombard Plaza Living projects in downtown Beaverton and an easement and funds to the 5135 N Interstate Avenue project in Portland.

#### *Investment areas highlights*

- The Metro Council unanimously endorsed the Powell-Division Transit and Development Project Transit Action Plan; community members from [APANO](#) took Councilors on a walking tour of the area to increase awareness of some of the challenges that could be addressed with the project.
- Metro, with Portland and Gresham, was awarded the IAP2 USA Project of the Year award for the engagement in the Powell-Division corridor.
- The Powell-Division corridor project is awaiting word from the Federal Transit Administration on TriMet's request to enter into the Federal Transit Administration Small Starts Project Development phase.
- In July, the Southwest Corridor Steering Committee made several recommendations for public review related to high capacity transit (HCT) alignment options in Portland.
- Project staff released several reports throughout the quarter, intended to inform the Steering Committee and aid its decision making; staff also presented factors regarding comparative performance of the two travel modes under consideration—light rail and bus rapid transit – for the steering committee's consideration in September.
- Staff continued executing the public engagement strategy, focusing on a summer "awareness" campaign to increase public knowledge of the Southwest Corridor Plan and its main goals.
- Actions anticipated in the 2nd quarter include Southwest Corridor Steering Committee decisions on which HCT alignment options to continue studying in Tigard and Tualatin, whether to continue study of a light rail tunnel connection to PCC Sylvania, and selection of a preferred travel mode and HCT terminus. Upcoming public engagement efforts include a public forum in Tigard related to alignment options there, online surveys related to steering committee decisions, and an update of the interactive map tool to inform and gather feedback related to alignment options in Tigard and Tualatin.

#### *Regional planning and partnerships*

- The Metro Council approved a proposal by Council President Hughes to complete its final 2015 growth management decision by fall of this year.
- Upon completion of the Climate Smart Communities project, staff has initiated scoping and a draft work program for the next update to the Regional Transportation Plan, which must be

completed in 2018. A final work program for the project is expected to be adopted by JPACT and the Council by December.

- Completed the first in a series of Regional Snapshots to focus on a specific issue facing the region in a way that engages a broader public and helps frame future policy and investment decisions. The first snapshot focused on housing, and the next snapshot will focus on jobs and economic opportunity in the region, and is scheduled for a winter release.
- Completed an update to Regional Mobility Atlas as part of kicking off the 2018 RTP and to ensure continued compliance with federal congestion management requirements.
- Completed a significantly updated and reformatted version of the Bike There! Map.

#### *Resource development highlights*

- The Grant Screening Committee recommended full Community Planning and Development Grants funding for 15 projects and partial funding for one project for a total of \$4,742,016; The Metro Council discussed both COO and committee recommendations and awarded grants to 16 projects with funding conditions.
- Staff completed a series of stakeholder workshops aimed at gathering input on policy issues for the 2018-21 Metropolitan Transportation Improvement Program and 2019-21 Regional Flexible Fund Allocation. Major themes which emerged include integrating flexible funds investments on activities which move the region towards achieving Climate Smart Communities' goals, and which improve safe active transportation access to schools.
- The Regional Travel Options program executed most of its agreements with local grantees to encourage use of the region's transit, bike, and pedestrian transportation system.

#### **Parks and nature**

##### *Cemetery operations highlights*

- The cemetery program has received all necessary approvals for making burial spaces available in a new section at Multnomah Park Cemetery, allowing for resolution of burial right ownership for modern-day purchasers.
- Cemetery program staff has completed work to compile an inventory of all maps and books related to the historic cemeteries; some of these records date back to the early 1900s.
- Staff has worked with a contractor, Donovan & Associates, and a partner organization, Friends of Lone Fir, to restart work on stabilizing memorial stones in Lone Fir Cemetery.

##### *Community investments and partnerships highlights*

- Staff acquired an online application and grant management system to realize significant process and administrative efficiencies.
- The Metro Council awarded 15 Nature in Neighborhoods Conservation Education grants totaling around \$700K at a celebration with more than 150 participants attending at Centro Cultural in Washington County.
- For the new Nature in Neighborhoods Trails Grants, staff developed and wrote a grant application handbook and review committee application; an informational workshop is scheduled for Oct. 6 with pre-applications are due Nov. 3, 2015.
- The Metro Council awarded a total of \$2,138,183 in capital grants to seven new projects.
- The City of Portland acquired two new local share properties in Forest Park totaling .34 acres.
- A cross-department committee has begun to finalize a process for a call for new Partners in Nature partnerships to be held in Q2.

### *Conservation highlights*

- The acquisition team closed four properties totaling 111 acres, bringing total 2006 bond measure acquisitions to 5,408 acres; one acquisition was a donated trail easement that will close a gap in a significant segment of the Marine Drive Trail, linking it to Blue Lake Regional Park.
- 53 natural areas had restoration and/or maintenance activities implemented on approximately 15,000 acres this quarter. Stabilization of new acquisitions involved 18 properties.
- Native Plant Center volunteers contributed 259 hours, assisting with plant bed maintenance, seed harvesting and cleaning and field work. In a new partnership with the Native American community, contracted with Wisdom Workforce for assistance with cleaning and field work.
- Over 219 restoration volunteers, including several community and student groups, contributed to natural area restoration and maintenance.
- Four site conservation plans and three site stewardship plans have been completed this quarter.

### *Visitor services highlights*

- Year 2 of the park and natural areas levy work continues according to plan with the Blue Lake wetland trail improvement project about 50% complete, four new pre-fab restroom buildings schedule for install in October and November, and the Curry maintenance yard asphalt replacement and bioswale project out to bid with an end of October completion date.
- Park visitation at Blue Lake Regional Park for this quarter totaled 210,147, up from 198,307 in 2014, and visitation was down from 2014 at both Chinook Landing and Oxbow likely because of very hot weather; new visitation counters installed in July at Graham Oaks and Scouters Mountain nature parks, Smith & Bybee Wetlands, Sauvie Island Boat Ramp and Howell Territorial Park, showed a combined total of 38,218 users.
- In Q1, 600 volunteers contributed 4,500 hours in parks, natural areas and historic cemeteries, a 68 percent increase in volunteer hours and a 55 percent increase in the number of volunteers.
- Service learning partnerships with schools were launched, including a new partnership with three first grade classrooms at Boones Ferry Elementary school next to Graham Oaks Nature Park.
- Developed Blue Lake Regional Park Master Plan existing conditions analysis, opportunities and needs description and began to develop concepts for each of the use areas; the master plan process was presented at two public events held in the park over the summer.
- Staff solicited a Request for Proposal, and working with a diverse committee, selected a preferred project team for the Connect to Nature project, which supports working with historically underserved communities to identify nature activities at park facilities that meet the needs of all communities, and foster people's connection to nature; contracts are anticipated to be signed by mid-November.
- Killin Wetlands Natural Area - A preferred access plan was approved by the public and reviewed by Council; land use application was prepared and submitted to Washington County.
- Newell Creek Canyon and North Tualatin Mountains Natural Areas – created a preferred alternative for the comprehensive master plan and developed design and construction cost estimates; the public will review and provide feedback in November, with Council to review and provide direction in early 2016.
- North Canemah Bluff Natural Area - The overlook and trail improvement projects were awarded to two experienced contractors through a public bid process. Construction began in late September. Improvements are expected to be complete by early 2016.
- Oxbow Regional Park campground access road improvements - A consultant team has developed 90% construction documents. Land use applications were submitted and reviewed by Multnomah County. Construction is anticipated for Spring 2016.

## Visitor Venues

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

- The OCC achieved a new record for revenues for the quarter of over \$7 million, approximately 30% more revenue than last year.
- In September, the OCC hosted Rose City Comic Con to record crowds and record concession revenues for a single show with over 30,000 attendees and \$150,943 in total sales, an increase of nearly \$60,000 over the previous year.
- On September 22, the OCC celebrated turning 25 with a reception that hosted 125+ guests; the OCC thanked clients, MERC commissioners, Metro Councilors and industry partners for the many years of support.
- On July 6, the OCC director and sales staff joined Travel Portland to travel to Seattle to discuss their “citywide revenue manager” position, which evaluates convention business opportunities for Seattle and makes recommendations to the CVB, convention center and area hotels on value of business, best dates, rates and etc. Travel Portland and OCC are considering a similar position in Portland.
- The OCC management hosted its annual volunteer appreciation luncheon on June 11. Approximately 70 volunteers (some that have been since the OCC opening) attended.
- The Expo Center's flagship Hall D lobby, administrative offices and meeting rooms were transformed to match branding using Metro Paint.
- The Portland Expo Center had a strong 1st quarter and a record August – overall revenues were up by \$27,000 and we with a total attendance increase of 13,000 people.
- Concessions showed great improvement over FY15 by almost \$100k overall, with strong sales for the Model Railroad event as well as food & beverage revenues of almost \$80,000 for the Vans Warped Tour.
- The Expo Center successfully launched the PDX Drive-in Movie Spectacular! a two-weekend event that capitalized on an otherwise quiet timeframe for the facility in order to bring attendees and revenue to the month of August
- Launched a wireless ticket capture system as well as a number of other positive improvements in advanced ticketing for the Expo Center and our clients.

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

- Hosted Oregon Children's Theatre's and Metro Arts' kids camps and picked up all labor costs to help the organizations keep costs down and offer more scholarships to disadvantaged kids.
- The 10th year of presenting the Music on Main free concert series saw 4,080 people attend and \$44,349 in food and beverage sales; the Noontime Showcase brought in 1,600 attendees.
- Portland's 5 Presents has confirmed 21 events for their first full season in FY16. An annual program for this series has generated \$40,000 in sponsorship and advertising. An educational program is being developed around three performances and Title 1 schools will be given the first opportunity for tickets, with grants covering costs and reducing barriers to participation.
- Hosted a meeting of all major tenants to inform them of new budget initiatives, capital updates, customer service training plans, and new food and beverage offerings with the upcoming season.

### *Zoo conservation and research highlights*

- Received two AZA Conservation Grant Awards for the “Wildlife and Lead Outreach Initiative and “Comprehensive Assessment of Cheetah Welfare Housed Under Different Management Strategies” projects.
- Continued to expand our Endocrine EIA lab work (for internal animal hormone monitoring) and successfully diagnosed a caracal pregnancy for the first time; keepers and vet staff were able to use our endocrine data to help prepare more proactively for the impending birth.

- Reviewed proposal submissions for the annual Pacific Northwest Future For Wildlife Grants; awards will be announced in October.
- Released 12 Western Pond Turtles and 500 Oregon Silverspot Butterflies.
- Rolled out the newly upgraded Zoo Monitor App to behavior monitoring volunteers and conducted training.

#### *Zoo education highlights*

- The Education Center broke ground in September.
- Family Camperoo was a great success with 200 people in attendance.
- Schools from throughout the Portland area participated in International Vulture Awareness Day in September; advanced training in the spring of 2015 provided teachers with resources and curricula to prepare students and assessments were conducted to better understand what knowledge students took away from the event.
- Metro's Youth Ecology Corps helped in building and decommissioning trail at Oxbow East, building culverts and improving trails at Scouters Mountain, removing invasive Scotch Broom at Little Rock Island in the Willamette Narrows area, and harvesting native seed at the Native Plant Center. Several YEC alumni were hired into seasonal positions at Blue Lake Park and the Native Plant Center, continuing to build and expand the YEC employment pipeline.
- Metro naturalists led 50 programs for 32 unique groups totaling more than 100 participants in July and August alone. Group programming expanded from two to five Metro sites this summer. In our first year roving at Blue Lake Regional Park we made contact with over 600 park patrons.
- Collaborated with Resource Conservation and Recycling staff to develop Zoo Quest programming for guests, giving out 41,000 passports to participants and 7,000 stickers to those that completed the Quest; 110 volunteers brought more than 4,500 hours of conservation education about the impact of consumer electronics on wildlife, habitat and the environment to guests.
- Urban Nature Overnights took about 300 kids camping this summer, many of them for their first time.
- This summer, over 250 ZooTeens contributed 31,000 hours to enhance the zoo guest and camper experience.

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

- Launched a task force to assess the feasibility of the Oregon Zoo constructing and operating a remote elephant center; the task force should provide a recommendation to the COO regarding how to proceed with this project by the end of 2016.
- After extensive due diligence and significant feasibility studies were conducted, Metro has determined not to proceed with the acquisition of the Roslyn Lake Property.
- Elephant Lands is 93% complete and within budget with interpretive elements, bridge and utilities under construction; the grand opening event is scheduled for December 15, 2015.
- Launched construction of Education Center with a successful groundbreaking event.
- Elephant Lands art by Catherine Widgery is being installed and Education Center art by Rob Ley is being designed.
- Installed Elephant Lands' Forest Hall interpretives and began designing Education Center interpretives.
- Construction costs in the region are escalating; staff is monitoring the potential impact closely.
- The Elephant Lands grand opening event is scheduled for December 15, 2015.

### *Zoo visitor experience highlights*

- Despite weather-related challenges, the zoo nearly matched last year's attendance for the same period with only 157 fewer guests; however total enterprise revenues increased by \$595,674 (8.2 percent).
- Food and Beverage: Restaurant per caps increased by over 7 percent with the introduction of Sunset Highway Shave Ice, Grilled Cheese Cart and a continued focus on guest service.
- The zoo teamed up with local partner, New Avenues for Youth, to provide Ben and Jerry's ice cream during the summer season and concerts. The partnership provided summer employment to over 10 at risk youth and resulted in one youth coming to work at the Zoo.
- The zoo's summer concert series was an overall success with 10 of 16 concerts sold out and overall ticket sales at 90 percent of available tickets; the zoo successfully added a permanent reserved section of 400 seats and adopted the industry standard of no outside food or beverage.
- Preparation for the new Education Center and train platform remodel was completed late this summer; the train ride will be temporarily shut down at the conclusion of ZooLights 2015 to allow construction and return approximately five months later in time for summer 2016.
- Zoo Railway: The zoo continued to improve the train experience along the campus loop by adding a narration that highlights sights and activities during the ride; the zoo is also soliciting guest feedback on the current train experience that will be evaluated at the end of the season.
- The Zoo hosted the American Association of Zoo Veterinarians and AZA Nutrition Advisory Group conferences in Portland.
- Guest Services worked closely with the Oregon Zoo Foundation to host a successful ZooLaLa event, raising over \$237,000 for the Zoo's conservation, education and animal welfare efforts.
- Working with the Education Division, Guest Services helped conduct a guest survey with an outside firm, Pivot Research. The draft survey report is expected to provide a good baseline for future surveys.
- The zoo announced it will only sell products made by members of the Roundtable on Sustainable Palm Oil, an organization working to address negative impacts of the palm oil industry.

## **Metro Management Report in Detail**

### **Q1 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*

- The DEI team sponsored the Martin Luther King, Jr. Dream Run on August 2, 2015. The event supports the North and Northeast Portland Business Association.
- The DEI team sponsored Momentum Alliance's youth convention on August 22, 2015. The event brought together 100+ diverse young leaders and 200 established community leaders and supporters to celebrate equity, diversity and inclusion in action.
- DEI helped coordinate the hosting of nine SummerWorks interns at location including Metro Regional Center, Oregon Convention Center, Metro Paint, St. John's Landfill, Portland Expo Center and Portland's Center for the Arts. SummerWorks provides work experience to youth from primarily low income and communities of color. For more than nine weeks the interns contributed to their various work locations and were able to take away a positive Metro experience. Anna Velikoretskikh, Senior SummerWorks Intern Coordinator for the Diversity, Equity and Inclusion program, developed a summary report for Metro staff.



SummerWorks interns learn about MetroPaint and get a demonstration at St. John's Landfill

### *Diversity program*

- On July 17, 2015 Metro hosted and sponsored Partners in Diversity Breakfast for Champions at the Oregon Zoo. The discussion centered on developing successful mentorship programs to encourage career advancement for people of color.
- More than 50 Metro employees joined Amigos de Metro and DEI for a celebration in honor of Hispanic Heritage month on Friday, September 25 and enjoyed cultural entertainment, mingled with representatives from Hacienda CDC and Educate Ya!, and sampled fruits, vegetables and candies from various Latin America countries.



Carmen Cifuentes led the group in a several dance lessons including salsa, a popular form of social dance that originated in New York with strong influences from Latin America, particularly Cuba and Puerto Rico, and cumbia, a music genre popular throughout Latin America.

### *Equity strategy program*

- On July 30, 2015, the Metro Council held a retreat dedicated to equity. Council members agreed with the timeline for completing the equity strategy (April 2016), brainstormed potential equity outcomes in Metro's four major lines of business, and agreed with the approach of achieving equity by addressing racial disparities.
- The consultants hired by staff completed a significant amount of work during this reporting period: the Multicultural Collaborative produced a report of the first round of engagement with culturally specific and experts groups; and the Center for Social Inclusion and the Government Alliance on Race & Equity conducted a site visit at Metro, created a memo that details national

best practices on equity, and a report that summarizes their interviews with internal and external stakeholders.

- The racial equity assessment process has made significant progress and is on track to be completed by November 2015.

#### *Inclusion*

- In collaboration with the Planning and Communication staff, the DEI team revised the Limited English Proficiency plan - which outlines Metro's process for providing language access to its programs and services pursuant to Title VI of the Civil Rights Act of 1964 and Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency.
- Convened bi-monthly Diversity, Equity and Inclusion roundtable meetings to inform staff of ongoing or future engagements with community leaders that serve underrepresented communities.

## **2.1 | 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**

#### *Regional Waste Reduction*

- A new regional Recycle at Work outreach campaign will launch this fall. The campaign will reach out to restaurants with a focus on food donation, while also addressing food scraps recycling, waste prevention, green cleaning and sustainable purchasing. The campaign will leverage the work of Recycle at Work partners – the cities of Beaverton, Gresham, Portland and Clackamas and Washington counties – that will provide technical assistance to restaurants in their respective jurisdictions.
- Collaborated with local government staff to initiate a joint project that will assess recycling at multifamily communities and identify improvements needed to improve access to services and overall recycling performance. Periodic assessment and renewed investment in this sector are useful because of the indirect relationship of residents to services (residents-property manager-hauler). This work will also have considerable forward-looking value given the current and forecasted rates of growth in multifamily as a percentage of the region's overall housing stock.
- At the July 21, 2015 Metro Council work session, staff presented a set of options for accelerating the recovery of commercial food scraps in the region. Council directed staff to develop options that use a combination of financial signals and required recovery, and to provide food scraps transfer services through use of both public and private facilities to ensure greater geographic equity of service. The Council indicated that its ultimate goal for the region is to have local processing capacity, but supported using existing distant capacity in the interim. Informed by Council direction, staff will develop implementation plans and conduct stakeholder engagement.
- PES RCR school programs hired three new year-round school outreach specialists who focus on conducting classroom presentations. Based on a review of classroom presentation statistics from last school year, staff will prioritize presentations to previously underserved school districts through early marketing for the current school year. These districts include Lake Oswego, Centennial, and Forest Grove. Presentation topics for elementary students are: Resources and Recycling, Composting in the Classroom, Bugged by Pesticides, Earth Choices and Investigating Packaging. Secondary presentations are: Eco-Footprint, Composting, Conscious Consumption, Climate Change and Sustainability.

- The Recycling Information Center (RIC) provided direct customer service to 18,340 callers this quarter. In addition, there were 21,065 users of the Metro Find a Recycler web tool, of which 60% were new users. The RIC also handled 190 publication orders, distributing 28,272 publications to individuals and to Metro’s local government and community partners.
- As part of Metro’s toxics reduction and natural gardening program, staff took the Healthy Homes display to 13 community events this quarter, including the Washington County and Clackamas County fairs. Nancy Nordman, the display’s lead educator, had 2,400 conversations with residents of the region about alternatives to everyday household chemicals. In addition, Carl Grimm appeared on KATU’s AM Northwest show in July with a segment on safe azalea lace bug control and in September with one on safe management of moles, voles and gophers.
- Completed the Zoo Education Center habitat garden and Nature Exploration Station designs; staff continues to work with the Zoo on interpretive designs.
- PES continued to support Randy Tucker’s legislative work in Salem during the last days of the 2016 session. Since last quarter’s report, the Legislature passed a bill to require disclosure and phase out of toxic chemicals in children’s products and one to establish a statewide framework, but no funding, for Outdoor School. Outdoor School supporters have taken the first step toward having a statewide vote on funding the program through lottery proceeds.



Outreach and media for the toxics reduction and natural gardening program

*Internal Sustainability*

- The FY 2014-15 report on Metro’s sustainability initiatives in its operations and its facilities is scheduled to be presented to Metro Council on November 24, 2015.

*Community Partnerships*

- This new PES program began transitioning management of the Solid Waste Community Enhancement Grant program from the Parks & Nature department. The 2016 Metro Central grant solicitation resulted in 20 proposals, which will be considered by the Metro Central enhancement committee this fall.

**Items for leadership attention**

- At a work session in the second quarter, PES staff will re-engage Council on the landfill capacity policy project.

## **2.2 | 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**

- RID Patrol, working with Parks and Nature, cleaned up over a dozen illegal camps throughout the Willamette Cove area. The camps were posted at the end of September and cleanup began on October 1. The cleanup, which removed several tons of material, was done prior to heavy equipment removing contaminated soil at the site.
- Significant Title V solid waste code changes were previewed with councilors, local governments and the Solid Waste Alternatives Advisory Committee. The proposals were posted to Metro's website in early August and staff held a public workshop on September 3 to explain the changes. Based on stakeholder feedback, introduction of the proposals will be delayed until Metro Council can consider the best approach for moving forward at an October 22 work session.
- Issued a notice of violation on August 12 to Greenway Recycling for failing to minimize dust generation or to prevent off-site dust impacts from the operation. Greenway was provided with an opportunity to correct the violation by developing a corrective action plan for enclosing some areas of the wood grinding operations, updating its operating plan, and implementing additional dust control measures. The owner of Greenway chose to appeal the notice. A hearing is scheduled on November 3.
- The Metro Council adopted Ordinance No. 15-1356 on July 23 that increased the tonnage caps at three private transfer stations (WRI, Troutdale, Pride) by five percent and extended the transfer station franchises for an additional year until the end of 2016, including Forest Grove.
- Agreement reached with Tualatin Valley Waste Recovery -- Metro and Waste Management reached an agreement as a designated facility that allows it to continue to accept and process dry waste from the Metro region and collect all appropriate fees and taxes on the waste residual.
- Completed 83 solid waste facility site inspections and financial reviews; delivered 8 citations and/or enforcement actions.
- Cleaned up 633 illegal dump sites, 98 of which were large to medium in size; cleaned up 6 illegal camp sites including one on Metro property (Newell Creek Canyon).



Willamette Cove cleanup, before and after

### **Program issues**

- Metro received an application for the Covanta Waste-to-Energy facility to become a designated facility. Covanta intends to focus on accepting special waste, industrial waste, small volumes of

putrescible waste, and dry waste from companies seeking to establish a zero-landfill solution. (Two non-system license renewal applications have been filed from American Honda and Boeing to deliver waste to Covanta.)

- Metro has received non-system license renewals for the delivery of commercial and residential food waste to New Earth Farms in Washington County and the Pacific Region Compost Facility in Benton County.

#### **Items for leadership attention**

- The moratorium on new transfer station applications is set to expire on January 1, 2016. Two new transfer stations are likely to file applications around that time. Although these are small facilities, Council will need to consider whether to allow new entrants into the system.
- RID Patrol plans to clean up Sullivan Gulch along Interstate 84. There are numerous active and abandoned illegal camps, litter and waste along this stretch of highway. Metro is coordinating with the railroad, Multnomah County and Portland Police.

### **2.3 | 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**

##### *Solid Waste Operations*

- A comprehensive assessment of the Metro Central transfer station was initiated to identify potential improvements for both current operations and to accommodate future needs. A survey of self-haul customers (customers bringing their own household or business loads) was conducted as part of this project. The results showed that 98 percent of the customers surveyed were either very satisfied or somewhat satisfied with the services they received.
- Presented alternatives for Long-Term Management of solid waste to the Metro Council. Council directed staff to narrow its focus of alternatives to waste-to-energy (WTE) and examining methods of increasing material recovery from our waste. Staff will present additional findings on these alternatives to Council in November.
- New screening procedures are being developed for both transfer stations to more effectively intercept loads of construction and demolition waste that could be suspect for asbestos. These procedures will be implemented in the second quarter of the fiscal year.
- GLEAN, a project that gives artists access to Metro Central Station to recover materials from the dry waste stream to create works of art that draw attention to the issue of wasted resources, wrapped up its fifth year with an exhibition at Disjecta Contemporary Art Center that ran from mid-August through Labor Day weekend. GLEAN is a collaboration between Metro, Recology Oregon Recovery and Cracked Pots.



GLEAN art

### *Hazardous Waste Operations*

- Metro hazardous waste program staff held a reuse event for Metro employees in the Metro Regional Center plaza. Good usable products that are collected at Metro HHW facilities are carefully screened for safety and distributed to a variety of non-profits and other organizations around the metro region.
- MetroPaint and Communications staff worked together to develop and install new point of sale displays in all Miller Paint stores (see picture). MetroPaint is sold in 75 retail outlets across the Northwest including some Fred Meyer stores.



Reuse event at the Metro Regional Center; new MetroPaint display

### *Landfill Stewardship*

- Worked with Parks & Nature staff and the Office of Metro Attorney to coordinate development of the Smith-Bybee trail system across the St. Johns Landfill.
- Metro recommended to the City of Portland that all areas of the closed St. Johns Landfill with an existing industrial designation be re-zoned to open space, consistent with anticipated future use of the site.
- Park development at the former Killingworth Fast Disposal (KFD) landfill is underway. Colas Construction, contracted by Verde, the park developer, spread approximately 60,000 cubic yards of soil. Since the landfill gas system is still active, the gas wells were extended upward to the new grade.



New ramp at Metro South Station Household Hazardous Waste

### *Facility and Asset Management*

- Selected contractor to provide stormwater treatment equipment for Metro Central Station in compliance with our storm water discharge permit. The estimated costs are in excess of one million dollars.
- Replaced the concrete curb at Metro South Station HHW storage shed with a new concrete ramp to make it easier and safer to load and unload shed materials.
- Completed an evaluation of, and repair recommendations for the pavement cracking at Metro Central Station.

### **3.1 | 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**

- Construction started on Concordia Apartments, a four story building located at NE Killingsworth and 17th that will provide 34 residential units master leased by Concordia University for student housing, 2774 sq.ft. of ground floor retail, ten vehicular parking spaces and a bicycle storage locker for 25 bikes. It is located in the Central Eastside Industrial District at SE Clay and 2nd.
- Construction is progressing on two TOD projects: Clay Creative (formerly known as 240 Clay), a five story heavy-timber building with 61,943 sq.ft. of office, 5000 sq.ft. of retail, and not to exceed 92 below-grade and surface parking spaces; and Block 75, a ten-story high rise building over underground parking with 75 apartments, approximately 8,335 square of retail and 31,340 square feet of creative office /workspace, abundant secure bike parking/storage, and not to exceed 42 parking spaces.
- Construction was completed on the Northwood apartments (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.
- Oregon Opportunity Network (Oregon ON) completed five roundtable discussions and follow-up surveys with more than 150 participants to identify challenges and opportunities for the Equitable Housing Initiative. Participants included jurisdiction staff, for-profit and non-profit developers, community-based and advocacy organizations, and other interested stakeholders.

Additional outreach has been conducted to engage private developers, and staff is working with the Equity Strategy team to ensure coordination with their stakeholder engagement efforts.

- The Equitable Housing Work Group has had three meetings and is midway through a process of evaluating opportunities and challenges for equitable housing. The Work Group will advise staff on the most promising short, medium, and long-term opportunities for Metro and partners to support equitable housing development and preservation. Staff will then develop recommendations for how Metro could support these opportunities through technical assistance, catalytic investments, data/research, and participation in collaborative policy and funding discussions. A regional summit on equitable housing is planned for February 1, 2016.
- In the Enterprising Places program's quarterly review of grant applications the Enterprising Places Steering Committee recommended award of two Storefront Improvement Grants: a \$50,000 Storefront Improvement grant for a building at 3rd and Roberts (SE corner) in downtown Gresham and a \$50,000 grant for the historic Anderson Building, located at the corner of Pacific Ave and Main St. in Forest Grove. Owners of both properties have proposed significant renovations to their buildings.
- Staff continued preparation for issuing a Request for Qualifications ("RFQ") for redevelopment of the Furniture Store site at 82nd and Division with regulated affordable apartments and an active ground floor use. In July, staff completed work in developing scoring criteria for the RFQ with an advisory committee consisting of representation from the Jade District Steering Committee, the South Tabor Neighborhood Association, the Portland Development Commission, TriMet, Portland Community College, the Portland Housing Bureau, and a developer with extensive affordable housing experience. Staff anticipates issuing the RFQ in October 2015 with a 60 day period for responses. The same advisory committee will provide a developer recommendation to staff which will be presented to the TOD Steering Committee and the Chief Operating Officer for endorsement and review by Metro Council via the 7-Day Notice process.
- Main Square Living, an 87 unit apartment project in downtown Beaverton is being developed by Rembold Company. The project will be built on land purchased by the City of Beaverton and sold to the developer as part of the City's downtown revitalization efforts. Metro's TOD program has committed \$350,000 to support density related cost premiums. A ground breaking is planned for October 21.
- Lombard Plaza is a 44 unit apartment project also in downtown Beaverton being developed by Roy Kim Development. The project will be built on land purchased by the City of Beaverton and leased to the developer as part of the City's downtown revitalization efforts. Metro's TOD program has committed \$300,000 to support density related cost premiums. Metro's TOD has approved a \$300,000 to support density related cost premiums.
- 5135 N Interstate Avenue is a 51 unit apartment project near the Killingsworth Station of the Max Yellow Line. The TOD program has committed \$160,000 in the form of a TOD easement and \$90,000 in Urban Living Infrastructure funds to support a ground floor restaurant. Construction is expected to commence in October 2015.

### **3.2 | 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.

### *Powell-Division Transit and Development Project*

- On September 24, the Metro Council unanimously endorsed the Powell-Division Transit and Development Project Transit Action Plan. The plan codifies decisions made to date and identifies the actions to be completed during Project Development, the next phase of the project. Decisions made to date include a project definition that includes bus rapid transit with a route on the Tilikum Crossing, Powell Boulevard in Southeast Portland, transitioning to Division Street to the Gresham Transit Center and connecting to Mount Hood Community College. This Council action occurred at an offsite Metro Council meeting held in the corridor at Harrison Park Elementary School, and community members from APANO took Councilors on a walking tour of the area to increase awareness of some of the challenges that could be addressed with the project.
- Metro, with Portland and Gresham, was awarded the IAP2 USA Project of the Year award for the engagement in the Powell-Division corridor.
- Future actions include Steering Committee decisions on routing in downtown Portland, whether transitioning between Powell and Division on 82nd Avenue is feasible, routing between Division and Stark in Gresham, and station locations in order to identify a Locally Preferred Alternative. A Steering Committee decision on the Locally Preferred Alternative is expected early 2016.
- The project is awaiting word from the Federal Transit Administration on TriMet's request to enter into the Federal Transit Administration Small Starts Project Development phase (Project Development). Once in the Small Starts program, project-eligible expenses can be counted as match toward a future federally-funded grant of up to \$75 million.



Metro Council walking tour on 82nd and Division

### *Southwest Corridor Plan*

- The Southwest Corridor Plan continues implementing the Steering Committee's 18-month work plan, to culminate in a Final Preferred Package in April 2016. Staff from Metro and project

partners continue to meet on a regular basis to deliberate planning strategy and coordinate action and analysis.

- In July, the Southwest Corridor Steering Committee made several recommendations for public review related to high capacity transit (HCT) alignment options in Portland.
  - The committee voted to remove a bored tunnel under Marquam Hill, while directing staff to continue investigating a robust pedestrian/bike connection from a HCT station on Barbur or Naito to the medical campuses on Marquam Hill.
  - The committee also voted to remove and a cut-and-cover tunnel connection to Hillsdale from further consideration, while directing staff to research methods for enhancing existing local bus connections between Hillsdale town center and downtown Portland.
  - The committee decided to continue study of a direct bus rapid transit (BRT) connection to PCC Sylvania via SW Capitol Highway and SW 49th Avenue, and approved technical modifications as recommended by project staff.
  - The committee also postponed a decision on further study of a direct light rail connection to PCC Sylvania via cut-and-cover tunnel until October and directed staff to analyze ways to reduce tunnel impacts on the affected neighborhood, other connection options, and to work with PCC to advance campus planning for the Sylvania campus, among other efforts.
- Project staff released several reports throughout the quarter, intended to inform the Steering Committee and aid their decision making. Reports included a technical update and a separate status update on PCC Sylvania light rail connection options and analysis, a “key issues” memo on HCT alignment options in downtown and southeastern Tigard, and a documentation of public engagement efforts from October 2014 to July 2015.
- Project staff has been analyzing the comparative performance of the two travel modes under consideration—light rail and BRT—and presented factors to consider to the steering committee at their September meeting.
- Staff continued executing the public engagement strategy, focusing on a summer “awareness” campaign to increase public knowledge of the Southwest Corridor Plan and its main goals. Staff concentrated on community relations and public input related to PCC Sylvania connection options, including presentations to the Far Southwest and West Portland Park neighborhood associations. An online survey is now available to the public related to PCC Sylvania connection options.
- Actions anticipated in the 2nd quarter include steering committee decisions on which HCT alignment options to continue studying in Tigard and Tualatin, whether to continue study of a light rail tunnel connection to PCC Sylvania, and selection of a preferred travel mode and HCT terminus. Project staff will be releasing technical analysis and recommendations to inform the steering committee and aid their decision making. Staff will also begin conversations related to shared investment strategy funding and land use and development strategy. Upcoming public engagement efforts will include a public forum in Tigard related to alignment options there, online surveys related to steering committee decisions, and an update of the interactive map tool to inform and gather feedback related to alignment options in Tigard and Tualatin.

#### **Program issues**

- Staff is waiting to learn if the Powell Division BRT project has been accepted into Project Development with FTA for Small Starts.
- Staff is working to finalize funding IGAs for work with project partners.

### **3.3 | 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**

- 2015 Growth Management Decision: Council accepted the draft 2014 Urban Growth Report in December of last year, and in June approved a proposal by Council President Hughes to complete their final growth management decision by Fall of this year.
- 2018 Regional Transportation Plan: upon completion of the Climate Smart Communities project, staff has initiated scoping and a draft work program for the next update to the Regional Transportation Plan, which must be completed in 2018. Major elements of the update identified in the scoping thus far are updates to the regional freight, safety and transportation system management plans, an update to the region's Livable Streets program and related policies in the RTP, an update to the regional parking policy and a new regional transit system plan that would augment the RTP. A final work program for the project is expected to be adopted by JPACT and the Council by December.
- Regional Snapshots: staff completed the first in a series of these efforts to focus on a specific issue facing the region in a way that engages a broader public and helps frame future policy and investment decisions. The first snapshot focused on housing, with a web and interactive print presence. The next snapshot will focus on jobs and economic opportunity in the region, and is scheduled for a winter release.
- Regional Mobility Atlas: staff completed an update to this resource as part of kicking off the 2018 RTP and to ensure continued compliance with federal congestion management requirements for Metropolitan Planning Organizations. This will be the last print edition, as future updates will be formatted as an online, interactive resource in conjunction with Metro's State of the Centers reports.
- Bike There! Map: staff completed a significantly updated and reformatted version of this resource, which is used to promote cycling through our Regional Travel Options program and other activities that encourage bicycling as a form of travel.

### **3.4 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 July, the Grant Screening Committee appointed by the COO to evaluate the 19 applications for the Community Planning and Development Grants completed the evaluation and submitted recommendations to the COO. The committee recommended full funding for 15 projects and partial funding for one project, for a total of \$4,742,016. The committee also recommended and no funding for three projects. On August 27 the COO sent recommendations to the Metro Council, including funding conditions and the recommendations of the Grant Screening Committee. Metro Council discussed both recommendations at the September 8th work session and at the September 24th meeting awarded grants to 16 projects with funding conditions. Staff notified local government project managers about the Metro Council awards and informed them about the next steps, including negotiation of intergovernmental agreements between Metro and the grantees.
- Staff completed a series of stakeholder workshops aimed at gathering input on policy issues for the 2018-21 MTIP and 2019-21 RFFA. Major themes which emerged include integrating flexible funds investments on activities which move the region towards achieving Climate Smart Communities' goals, and which improve safe active transportation access to schools. Administering the MTIP this quarter included processing 116 amendments to close out the federal fiscal year and maintain federal funding eligibility on area transportation projects.
- The Regional Travel Options program executed most of its agreements with local grantees for their activities to encourage use of the region's transit, bike, and pedestrian transportation system.

#### **4.1 | 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**

- The Cemetery program has received all necessary approvals for making burial spaces available in a new section at Multnomah Park Cemetery. The availability of these spaces will allow for the resolution of burial right ownership for modern-day purchasers that have a strong preference for this cemetery over others owned and operated by Metro. The first burial was done in the new section, Block I during the month of September. Staff encountered soil that has an excess amount of extraneous materials that will require adjustments to the current soil protocol.
- Cemetery program staff has completed work with RIM to compile an inventory of all maps and books related to the historic cemeteries. Some of these records date back to the early 1900s.
- Staff has worked with a contractor, Donovan & Associates, and a partner organization, Friends of Lone Fir, to restart work on stabilizing memorial stones in Lone Fir Cemetery. Friends of Lone Fir has been raising money for the One Stone at a Time project for the past few years and will be financially supporting a significant amount of the work being done by Donovan.
- Cemetery staff has engaged in the following activities with industry and partner organizations:

- Staff attended the strategic planning session held by the Oregon Mortuary and Cemetery Board.
- Staff attended the board meeting for the Cemetery Association of Oregon.
- Staff attended the 1866 Society community event hosted by the Lone Fir Cemetery Foundation.

#### **4.2 | Community investments and partnerships**

For nearly two decades, Metro has provided support to communities for habitat restoration, conservation education and other projects that connect people to nature close to home. Parks and Nature's Community Partnership programs are intended to serve people of all ages and abilities from all backgrounds. This includes funding for programs serving school-aged children to the elderly, job training and life skills for youth, and outreach and engagement programs for residents from around the region. Funding criteria intentionally directs support to programs or projects that engage the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities.

Nature in Neighborhood grants support partnerships. Successful applications typically feature multiple partners actively engaged in leveraging financial or in-kind services in order to make the program a success. Partnerships can maximize inclusiveness and lead to creative approaches that address multiple social, economic and ecological needs of the community.

#### **Program Highlights**

##### *Nature in Neighborhoods grants*

- Program improvements - streamlining and creating efficiencies: Staff researched and acquired an online application and grant management system from vendor ZoomGrants™. In Q1 staff attended training, updated program and application materials and launched this new tool with applicants and review committee members. Staff anticipates significant process and administrative efficiencies from this new web-based tool.
- Restoration grants: Staff received 21 full applications, totaling \$846,894 in funding requests for the second round of funding. Staff provided technical assistance to the 21 grant applicants, conducting a full grant application workshop and providing individual feedback. The grant review committee met and recommended 15 proposals for funding (\$599,947) to the Metro Council. Council is scheduled to approve grants in Q2.
- Conservation Education grants: On July 9 the Metro Council awarded 15 grants totaling around \$700K at a celebration supported by grant staff with more than 150 participants attending the Council meeting at Centro Cultural in Washington County. In July staff prepared and executed all 15 contracts.
- Trails grants (new): In consultation with external and internal stakeholders, staff developed and wrote the Nature in Neighborhoods Trails grant application handbook and review committee application. Staff has been promoting this new trails grant opportunity and will hold an informational workshop Oct. 6. Staff will also be holding open "office hours" for potential applicants through the month of October. The pre-application is due Nov. 3, 2015.
- Capital Grants (Natural Areas Bond)
  - New projects - on July 9 the Metro Council awarded a total of \$2,138,183 in capital grants to seven new projects.
  - Past projects - three past projects, Park Avenue Station, Wapato Marsh Restoration and the Stone Bridge over Nettle Creek, submitted final reports and their contracts have been closed. Nadaka Nature Park, Whitaker Pond, Lilly K Johnson, Cully Park and Crystal

- Springs Restoration grants all were extended allowing additional time for partners to complete their projects.
- Program performance - A Hatfield Fellow started conducting interviews in August of capital grant recipients that have completed projects to evaluate the impacts of the projects that received funding.

#### *Natural Areas Bond Local Share*

- The City of Portland acquired two new properties in Q1. Both are in-holdings in Forest Park totaling 0.34 acres. Ten local governments have local share funding still available.

#### *Partners in Nature*

- A cross-department committee consisting of staff from Parks and Nature, Communications, DEI and other departments has been formed and work has begun to finalize a process for a call for new partners to be held in Q2. In Q1, the Partners in Nature program continued support for three formal partnerships: The Center for Intercultural Organizing (CIO), Self Enhancement Inc. (SEI) and Latino Greenspaces.

### **4.3 | Conservation**

The conservation program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality. The conservation program also manages and leases agricultural land to farmers in the region as well as a portfolio of single family homes acquired through the purchase of natural areas.

#### **Program highlights**

##### *Natural Areas Program Acquisition*

- The acquisition team closed four properties totaling 111 acres, bringing total 2006 bond measure acquisitions to 5,408 acres. One of the acquisitions was a donated trail easement that will close a gap in a significant segment of the Marine Drive Trail, linking it to Blue Lake Regional Park. Bond funds will be used for construction of the trail.
- The Natural Areas Program had a good response to its RFP for Realtors to assist with selling properties that were declared surplus. Staff received three qualified responses, including from a minority owned company, and a MWESB vendor.

##### *Conservation*

- 53 natural areas had restoration and/or maintenance activities implemented on approximately 15,000 acres this quarter. Stabilization of new acquisitions involved 18 properties.
- Native Plant Center volunteers contributed 259 hours, assisting with plant bed maintenance, seed harvesting and cleaning and field work. In a new partnership with the Native American community, contracted with Wisdom Workforce for assistance with cleaning and field work.
- Over 219 restoration volunteers, including several community and student groups, contributed to natural area restoration and maintenance. 25 of those contributed community service for Public Lands Day.
- Four site conservation plans and three site stewardship plans have been completed this quarter.
- Natural Areas Maintenance weed mapping was completed this quarter.

#### **4.4 | Visitor Services**

The Visitor Services program includes three main divisions: Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. Volunteer Services is responsible for creating and managing opportunities for people to connect to our sites and partners through service projects at our properties. Reaching a large number of people from children to underserved populations and more, the program produces a variety of choices that generate thousands of hours a year in service. Parks and Natural Areas Planning helps manage the planning, design and construction of parks in Metro's portfolio, including new and renovated amenities within existing facilities. They also serve as a key convener for regionally significant planning work around topics such as trails. Parks and Visitor Services helps manage Metro's developed park properties, welcoming over 1.3 million visitors per year.

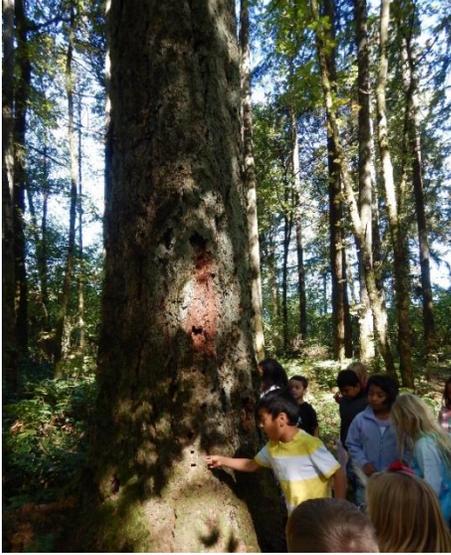
#### **Program Highlights**

##### *Park Operations*

- Year 2 of the park and natural areas levy work continues to go according to plan with three major projects well underway. The Blue Lake wetland trail improvement project is about 50% complete with new boardwalks and a viewing platform being installed. The four new pre-fab restroom buildings are being constructed off-site with installation scheduled for the end of October and November. The Curry maintenance yard asphalt replacement and bioswale project has gone out to bid with an end of October completion date.
- Park visitation at Blue Lake Regional Park for this quarter totaled 210,147, up from 198,307 in 2014. Visitation was down from 2014 at both Chinook Landing and Oxbow, including campers, likely because of the very hot weather and the campground open-fire ban. Chinook Landing Boat Ramp received 98,388 patrons. Oxbow Regional park had 72,935 visitors along with 9,723 campers. New visitation counters installed in July at Graham Oaks and Scouters Mountain nature parks, Smith & Bybee Wetlands, Sauvie Island Boat Ramp and Howell Territorial Park, showed a combined total of 38,218 users.

##### *Volunteer Services*

- Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q1, 600 volunteers contributed 4,500 hours in 37 parks, natural areas and historic cemeteries. This represents a 68 percent increase in volunteer hours and a 55 percent increase in the number of volunteers.
- Metro helped train and place volunteers across the region to conduct the annual Regional Trail Count.
- 263 volunteers contributed over 1,800 hours to refurbish picnic tables at Blue Lake Regional Park.
- Service learning partnerships with schools were launched, including a new partnership with three first grade classrooms at Boones Ferry Elementary school next to Graham Oaks Nature Park.



Launching a new hands-on service learning project at Graham Oaks, volunteers paint tables at Blue Lake Park

### *Parks and Natural Areas Planning*

- Blue Lake Regional Park Master Plan - Staff, working with a consultant team, developed the existing conditions analysis, opportunities and needs description and are beginning to develop concepts for each of the use areas. The master plan process was presented at two public events held in the park over the summer.
- Connect to Nature - This project supports working with historically underserved communities to identify nature activities at park facilities that meet the needs of all communities, and foster people's connection to nature. Staff solicited a Request for Proposal, and working with a diverse committee, selected a preferred project team. Staff is working collaboratively with the winning team to develop a scope of work and fee schedule. Contracts are anticipated to be signed by mid-November.
- Killin Wetlands Natural Area - A preferred access plan was approved by the public and reviewed by Council. A consultant team was selected to develop permit applications and construction documents. Land use application was prepared and submitted to Washington County.
- Newell Creek Canyon Natural Area - A preferred alternative for the comprehensive master plan has been created. Estimates of probable cost for design and construction have been developed. The public will have an opportunity to review and provide feedback at a final open house in November. Council will review the preferred alternative and provide comment and direction in early 2016.
- North Canemah Bluff Natural Area - The overlook and trail improvement projects were awarded to two experienced contractors through a public bid process. Construction began in late September. Improvements are expected to be complete by early 2016.
- North Tualatin Mountains Natural Area - A preferred alternative for the comprehensive master plan has been created. Estimates of probable cost for design and construction have been developed. The public will have an opportunity to review and provide feedback at a final open on November 17. Council will have an opportunity to review the preferred alternative and provide comment and direction in early 2016.
- Oxbow Regional Park play area improvements - A consultant team has worked with staff to further refine the conceptual drawings in anticipation of entering the design and construction phase. Staff shared information with the public at an outreach event in July and anticipate

sharing project information at the Salmon Homecoming event in October. Land use applications were submitted and reviewed by Multnomah County.

- Oxbow Regional Park campground access road improvements - A consultant team has developed 90% construction documents. Land use applications were submitted and reviewed by Multnomah County. Construction is anticipated for Spring 2016.
- Tualatin River access - Staff have worked with a consultant team to prepare 30% construction documents. Land use applications have been prepared and submitted to Washington County. The federal/state permit process has also been initiated.
- Off-road cycling inventory - Staff have worked with a consultant team to develop a greater understanding of the various types of off-road cycling and an inventory of off-road cycling opportunities found in northwest Oregon and southwest Washington.

## Parks and Natural Areas Levy

PROGRAM UPDATE (YEAR 3, Q1)

OCTOBER 2015

### PROJECTS COMPLETED OR UNDERWAY

- 80 natural areas restoration and maintenance projects
- 20 regional parks operations projects
- 11 parks and natural areas access projects

### PROGRAMS OR INITIATIVES UNDERWAY

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

### BUDGET

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

### EXPENDITURES BY PROJECT/PROGRAM TYPE\*

Project type	Adjusted Budget**	Total Prior Expenses	Current Quarter Expenses	Cumulative Expenses
NA Restoration	\$14,614,853	\$5,127,897	\$224,927	\$5,352,825
NA Maintenance	\$4,000,000	\$1,057,835	\$64,834	\$1,122,669
Regional Parks Operations	\$5,618,581	\$2,217,827	\$412,470	\$2,630,296
Access to Natural Areas	\$3,850,000	\$1,070,660	\$93,388	\$1,164,048
Volunteer Services	\$323,133	\$265,880	\$132,982	\$398,862
Conservation Education	\$177,244	\$111,535	\$42,157	\$153,692
Youth Ecology Corps	\$135,000	\$128,999	\$1,277	\$130,276
Partners in Nature	\$250,000	\$186,934	\$31,017	\$217,951
Nature in Neighborhoods Community Grants	\$3,700,000	\$2,200,000	\$700,000	\$2,900,000****
<b>TOTAL</b>	<b>\$32,668,811</b>	<b>\$12,367,567</b>	<b>\$1,703,052</b>	<b>\$14,070,619</b>

\* Does not include personnel and related costs.

\*\* Budgets for Volunteer Services, Conservation Education, Youth Ecology Corps and Partners in Nature are annual allocations. The budget for Community Grants is total grant funds.

\*\*\* Does not include Q1 expenses for school and group programming; those expenses were not tracked by levy code after a software update. Accounting staff is working to rectify this for future reports.

\*\*\*\* This amount reflects amount awarded; grant recipients have up to 3 years to expend the 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 third 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 1,500 acres (including 53 natural areas), improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Stabilization of new acquisitions involved 18 properties. Other Q1 highlights include:

- Aquatic (in-stream) restoration work aimed at water quality and salmon habitat enhancement was conducted at several sites, including Orenco Woods Nature Park, River Island Natural Area and the Sandy River. Activities included contracting, planning, design, materials acquisition and project implementation. At River Island, restoration of the south bank was completed, including 15 acres (1/2 mile of stream). The work included removal of more than 15 tons of concrete, metal and asphalt debris from the river and placement of nearly 500 logs to promote healthy habitat for fish, wildlife and water quality. Project plans and designs are in development for restoration of the north bank of River Island in 2017.
- Oak and prairie habitat enhancement took place at Canemah Bluff, Clear Creek Canyon, Penstemon Prairie, Quamash Prairie, and Rivers Bend Prairie natural areas, Smith and Bybee Wetlands, and Graham Oaks and Cooper Mountain nature parks. Metro successfully completed the first ever controlled grazing at Cooper Mountain, using six steers to prevent seeds from being set by weeds and promote native wildflowers.
- Wetland restoration activities, including site preparation for future plantings and maintenance of existing plantings, took place at Clear Creek, Coffee Lake Creek, Killin Wetlands, and Smith and Bybee Lakes natural areas. This quarter the team completed an approximately 60-acre wetland restoration project at Clear Creek Natural Area.
- Four site conservation plans and three site stewardship plans were completed this quarter, laying the groundwork for long-term restoration and management. All sites have now been mapped for weeds—a large undertaking that was completed ahead of schedule. The mapping work is extremely valuable for prioritizing and planning future vegetation management work.
- Park and natural areas maintenance projects took place at 27 project sites, including weed treatments, seeding and site preparation for plantings.
- The Native Plant Center continues to provide plant materials used to restore multiple Metro sites. With the assistance of staff, volunteers, interns and youth crews worked on plant bed maintenance, seed harvesting and cleaning, and field work for the Seed Conservation Program.
- More than 200 restoration volunteers, including several community and student groups, contributed to natural area restoration and maintenance of sites including Graham Oaks Nature Park, McCarthy Creek Natural Area and Smith and Bybee Wetlands. A new site steward was recruited and oriented to provide ongoing stewardship at Smith and Bybee.
- Program staff continue to partner with Portland State University to develop a comprehensive Regional Connectivity Analysis that will result in a tool for identifying barriers to wildlife movement and potential connectivity corridors. This quarter the partners continued field tests of the new biodiversity corridors toolkit.
- To achieve levy restoration goals, Metro is working with community partners including the 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, Portland State University, Sandy River Basin Watershed Council, Wisdom Workforce and Verde.

### 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. In addition to over a dozen completed park operations projects completed at parks across Metro's portfolio, three major projects are underway at Blue Lake Regional Park. Improvements to the wetland trail are about 50% completed, with new boardwalks and a viewing platform being installed. Four new restroom buildings are being constructed off-site with installation scheduled for the end of October and November. The Curry maintenance yard asphalt replacement and bioswale project has gone out to bid, and the project will be completed by end of October.

### 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. Q1 highlights include:

- Working with a consultant team, staff developed the existing conditions analysis, and opportunities and needs description for a new Blue Lake Park Master Plan. The team is beginning to develop concepts for each of the use areas. The master plan process was presented at two public events held in the park over the summer.
- The project team selected a preferred plan for providing public access at Killin Wetlands Natural Area, after public input and review by the Metro Council. The design incorporates the existing barn, and provides viewing areas for the birding community and a place for visitors to spend the day walking by the wetland and picnicking. A consultant team was selected to develop permit applications and construction documents, and the project is currently under review for land use approval in Washington County.
- The comprehensive planning process for Newell Creek Canyon Natural Area has advanced to the creation of a comprehensive master plan for a day-use area and trail system, and estimates of probable costs for design and construction. The comprehensive planning process is also underway for the North Tualatin Mountains Natural Area, with completion of a preferred design alternative for the draft comprehensive master plan. The public will have an opportunity to provide feedback on these phases of the projects in separate open houses in November, and the Metro Council will have an opportunity to provide comment and direction in early 2016.
- The overlook and trail improvement projects at North Canemah Bluff Natural Area were awarded to two contractors through a public bid process. Construction began in late September, and improvements are expected to be complete by early 2016.
- The "nature play" project at Oxbow Regional Park is well underway, with funding secured, permitting completed and the consultant team selected for development of schematic designs. Staff are working with the consultant team to further refine the conceptual drawings in anticipation of entering the design and construction phase. Land use applications were reviewed by Multnomah County. Staff shared information with the public at an outreach event in July and at the Salmon Homecoming event in October.

- Also at Oxbow Regional Park, a project is underway to improve campground access roads. A consultant team has developed 90% construction documents, and land use applications were reviewed by Multnomah County. Construction is anticipated for Spring 2016.
- Staff worked with a consultant team to prepare 30% construction documents for the development of a nonmotorized boat launch on the Tualatin River and day use site at Farmington Natural Area. Land use applications have been prepared and submitted to Washington County, and the federal and state permitting process has been initiated.
- Staff have worked with a consultant team to develop a greater understanding of the various types of off-road cycling and an inventory of off-road cycling opportunities found in northwest Oregon and southwest Washington. This analysis will inform Metro's planning processes for current and future projects where off-road cycling is a proposed site use.

### **VOLUNTEER PROGRAM**

Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q1, 600 volunteers contributed 4,500 hours at Metro parks, natural areas and historic cemeteries. Staff helped train and place volunteers across the region to conduct the annual regional trail counts. More than 260 volunteers contributed over 1,800 hours to refurbish picnic tables at Blue Lake Regional Park. Service learning partnerships were launched, including a new partnership with three first grade classrooms at Boones Ferry Elementary School next to Graham Oaks Nature Park.

The volunteer program team also made progress on programmatic improvements in Q1. Staff finalized an evaluative framework which will be used to synthesize many different forms of data to assess program successes and identify areas for improvement. An internal-facing report on the framework is nearly complete.

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

The levy continues to enable Metro to engage more groups and members of the public in conservation education than ever before. Metro naturalists led 50 programs for 32 unique groups totaling more than 100 participants in July and August. Group programming expanded from two to five Metro sites this summer. The zoo's Urban Nature Overnights program took about 300 kids camping this summer, many of them for their first time.

Metro's Youth Ecology Corps had a busy summer and accomplished many important projects despite the persistent heat. Projects included building and decommissioning trail at Oxbow Regional Park, building culverts and improving trails at Scouters Mountain Nature Park, removing invasive Scots broom at Little Rock Island in the Willamette Narrows area, and harvesting native seed at the Native Plant Center. Several YEC alumni were hired into seasonal positions at Blue Lake Regional Park and the Native Plant Center, continuing to build and expand the YEC employment pipeline.

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

Staff received 21 full applications, totaling \$846,894, for the second grant cycle of Nature in Neighborhoods restoration and community stewardship grants. The team provided technical assistance to applicants, including conducting a full grant application workshop and providing individual feedback. The grant review committee met and recommended 15 proposals for funding (\$599,947) to the Metro Council. Council is scheduled to approve grants in Q2.

The Metro Council awarded 15 conservation education grants at a celebration supported by grant staff with more than 150 participants attending the Council meeting at Centro Cultural in Washington County. Staff prepared and executed all 15 contracts in July.

The grants team conducted significant preparation and outreach for a new levy-supported grant program focused on trails. In consultation with external and internal stakeholders, staff developed and wrote the Nature in Neighborhoods trails grant application handbook and review committee application. Staff has been promoting the new trails grant opportunity and held an informational workshop on October 6. Staff is also holding open “office hours” for potential applicants through the month of October, in anticipation of the pre-applications due in early November.

The grants team continues to streamline and create efficiencies in program management. Staff researched and acquired an online application and grant management system from vendor ZoomGrants™. In Q1 staff attended training, updated program and application materials, and launched this new tool with applicants and review committee members. Staff anticipates significant process and administrative efficiencies from this new web-based tool.

### 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, staff have been working to improve access and culturally-relevant programming. In addition to Metro’s work with the Youth Ecology Corps, accomplishments in Q1 include:

- Staff began working with the Native American Community to design an experimental harvest of camas lily bulbs from Quamash Prairie. The harvest is planned for early November 2016, with laboratory testing to ensure the bulbs can be eaten safely.
- Through the Connect with Nature project, staff are working with community based organizations to bring historically underserved communities to the table to help us understand how natural area facilities can be designed to better serve all communities in the region. At its core, the project will identify nature-based activities and design park facilities. A committee including representatives from underserved communities developed an approach to the project, drafted a Request for Proposals and selected a project team.
- Wisdom Workforce, a work crew of the nonprofit organization Wisdom of the Elders that serves Native American communities, partnered with the Native Plant Center through most of the summer. The crew collected seed at a few sites including Quamash Prairie and Smith and Bybee Wetlands, and helped the Native Plant Center clean the collection materials.
- The 2015 slate of conservation education grants included several to culturally-specific or multi-cultural organizations including Adelante Mujeres, Asian Pacific American Network of Oregon, Momentum Alliance, Verde and Wisdom of the Elders.
- In reviewing full applications for Nature in Neighborhood restoration and community stewardship grants, staff noted increased responsiveness to grant criteria designed to engage underserved communities, develop capacity and leadership for conservation-related activities, and provide social and economic benefits to low-income and/or communities of color beyond the specific project scope.

- In the second year of a partnership between Metro and the Center for Intercultural Organizing, the project team continues to incorporate a parks and natural areas focus at Metro's sites into the organization's year-long Pan-Immigrant Leadership and Organizing Training (PILOT) for immigrant and refugee communities. Metro science and conservation education staff helped organize a family-friendly event at Blue Lake Regional Park to celebrate the PILOT program.
- Metro and Self Enhancement, Inc. co-led a series of middle school programs serving more than 250 youth at McCarthy Creek Natural Area. Metro science staff worked with SEI staff and high school youth on a series of visits to Metro parks and natural areas to learn more about habitats. Two SEI graduates joined Metro staff for internships in construction project management and at Blue Lake Regional Park.
- Metro staff worked closely with staff from Latino Network and Hacienda CDC to co-lead a six-part series of culturally relevant programs connecting Latino youth to Metro-managed natural areas this summer. More than 50 youth joined the program each week to visit six different Metro parks and natural areas.
- Metro hired an intertribal cultural resource specialist in August, in part to connect members of the Native American community in the Portland region to Metro parks and natural areas in culturally sensitive and relevant ways. Since starting at Metro, the specialist has conducted outreach at community events such as the Native American Youth and Family Association's Neerchokikoo Powwow and Crystal Spring Partnership's Westmoreland Park Salmon Celebration. She has also focused on deepening relationships to organizations within the Native community such as Wisdom Workforce, Portland State University's Indigenous Nations Studies program, and PSU's Kelipi Camas and Oakquest team.

## **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*

- The OCC held 16 conventions in Q1, achieving a new record for revenues for the quarter of over \$7 million. This is approximately 30% more revenue than last year.
- In September, the OCC hosted Rose City Comic Con to record crowds and record concession revenues for a single show. Over 30,000 attendees and \$150,943 in total sales – an increase of nearly \$60,000 over the previous year.
- Rick Hodges joined OCC as the Sustainability Coordinator on August 17; Rick previously led sustainability efforts in the hospitality industry, helped the Colorado Convention Center achieve LEED-EB certification and worked at Bonneville Power Administration in its commercial energy efficiency program developing new offerings and measures to reduce energy use. Rick holds a LEED-AP (Leadership in Energy & Environmental Design - Accredited Professional) and CEM (Certified Energy Manager) designation.
- On September 22, the OCC celebrated turning 25 with a reception that hosted 125+ guests. The OCC thanked clients, MERC commissioners, Metro Councilors and industry partners for the many years of support. Additionally, 32 current staff members that have been here from the beginning were recognized for their longtime commitment to OCC and our clients.
- Lisa Grau, Sales Manager, earned her Certified Meeting Professional (CMP) credentials. Achieving CMP certification requires years of professional experience, education and mastery of a rigorous exam.

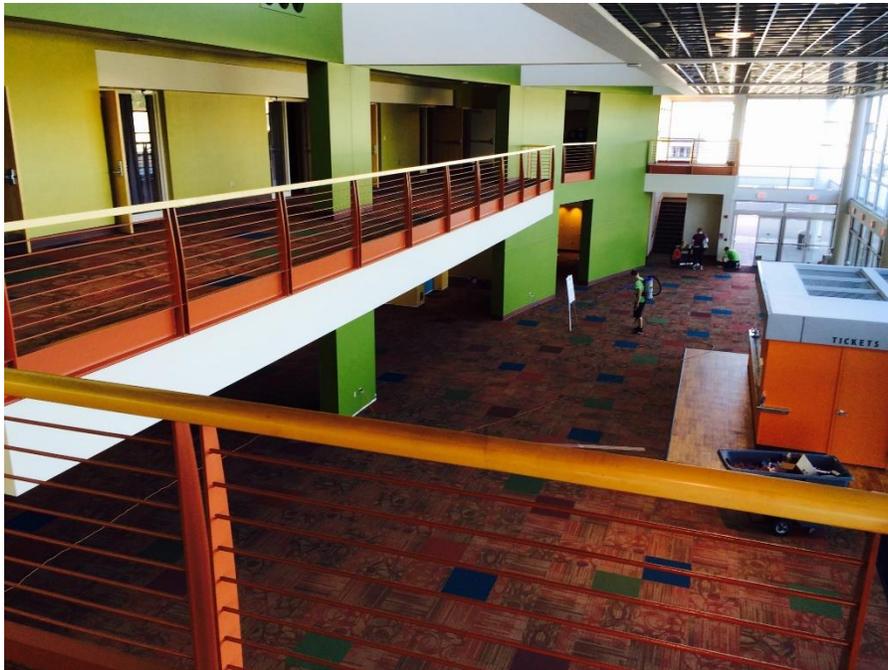
- The OCC hosted the Travel Portland Customer Advisory Board at a two-day meeting. The CAB has been influential in shaping the way Portland and OCC market and position the destination for maximum positive exposure. The OCC was also pleased to host the Travel Portland semiannual Familiarization Tour on June 4-7. The OCC provided breakfast and a site tour to 25-30 national meeting planners.
- On July 6, the OCC director and sales staff joined Travel Portland to travel to Seattle to discuss their “citywide revenue manager” position, which evaluates convention business opportunities for Seattle and makes recommendations to the CVB, convention center and area hotels on value of business, best dates, rates and etc. Travel Portland and OCC are considering a similar position in Portland.
- Scott Cruickshank, Commissioner Goldman and Travel Portland hosted a client event in conjunction with the Congressional Black Caucus meeting in Washington DC. The caucus draws more than 9,000 attendees including legislators, leaders and citizens attended to explore public policy issues from an African American perspective.
- The OCC management hosted its annual volunteer appreciation luncheon on June 11. Approximately 70 volunteers (some that have been since the OCC opening) attended.

OCC	1st Qtr 2014-15		1st Qtr 2015-16		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
<b>Tradeshows/Conventions</b>	16	30,243	16	36,002	-	5,759
<b>Consumer Public Shows</b>	16	39,183	9	37,202	(7)	(1,981)
<b>Miscellaneous</b>	-	-	-	-	-	-
<b>Miscellaneous -In-House</b>	36	628	45	873	9	245
<b>Meetings</b>	22	6,218	34	12,252	12	6,034
<b>Catering</b>	9	7,468	12	9,113	3	1,645
<b>OCC Total</b>	<b>99</b>	<b>83,740</b>	<b>116</b>	<b>95,442</b>	<b>17</b>	<b>11,702</b>

#### *Portland Expo Center*

- The Expo Center's flagship Hall D lobby, administrative offices and meeting rooms were transformed to match our branding using Metro Paint. In partnership with our carpeting contractor, the Expo Center recycled all of the carpet from the Hall D lobby remodel. This effort saved almost 12,000 sq. ft. of carpet from going to the landfill.
- The Portland Expo Center had a strong 1st quarter and a record August – overall revenues were up by \$27,000 and we saw an total attendance increase of 13,000 people.
- The National Model Railroad Association hosted their 2015 Train Show at Expo that brought in almost \$125,000 in revenues. We also hosted Van’s Warped Tour for the 3rd year and saw revenues of over \$112,000 for the one day, 11,000 attendee event. Other standout events included Cannabis Creative Conference (Tradeshow) which doubled attendance projections, the Islamic Prayer service and the Fall RV & Van Show all of which performed better than projected.

- Concessions showed great improvement over FY15 by almost \$100k overall, with strong sales for the Model Railroad event as well as food & beverage revenues of almost \$80,000 for the Vans Warped Tour.
- The Expo Center successfully launched the PDX Drive-in Movie Spectacular! a two-weekend event that capitalized on an otherwise quiet timeframe for the facility in order to bring attendees and revenue to the month of August. The ticketed event featured six classic movies including American Graffiti and the Ghostbusters and classic cartoons. Overall attendance for the series was close to 1,500 people.
- In conjunction with the PDX Drive-In Movie Spectacular, the Expo partnered with six local area non-profit groups including the Columbia Watershed Council, the Oregon Humane Society, the Red Cross of Oregon, the Community Transitional School, the New Columbia Boys and Girls Club and the Multnomah Hot Rod Council.
- Clark Moss, Expo's Parking and Ticketing Manager successfully launched our wireless ticket capture system as well as a number of other positive improvements in advanced ticketing for the Expo and our clients.
- The Expo Center worked with Metro DEI to bring a Summerworks intern, Dinesh Ghimirey, to work with staff on a number of events and projects throughout the summer. Dinesh attended a MERC Commission meeting as well as the Expo Advisory Committee meeting. He is now currently attending fall term in his effort to become a pilot.



The transformed Expo Hall D lobby

	1st Qtr 2014-15		1st Qtr 2015-16		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
<b>Consumer</b>						
<b>Public Shows</b>	13	44,960	9	38,734	(4)	(6,226)

<b><i>Cirque Du Soleil</i></b>	-	-	-	-	-	-
<b>Miscellaneous</b>	12	10,479	12	16,013	-	5,534
<b>Meetings</b>	4	75	3	61	(1)	(14)
<b>Catering</b>	1	52	1	37	-	(15)
<b>Tradeshows/ Conventions</b>	1	50	3	13,736	2	13,686
<b>Totals</b>	<b>31</b>	<b>55,616</b>	<b>28</b>	<b>68,581</b>	<b>(3)</b>	<b>12,965</b>
<b>Expo Total w/Cirque du Soleil</b>	<b>31</b>	<b>55,616</b>	<b>28</b>	<b>68,581</b>	<b>(3)</b>	<b>12,965</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

- Hosted Oregon Children's Theatre's and Metro Arts' kids camps. No rent or fees are charged and Portland's picks up all labor costs so these organizations can keep costs down and offer more scholarships to disadvantaged kids.
- Hosted a SummerWorks intern during the summer; included a lunch and a tour of Portland's facilities one day for the other Metro SummerWorks interns.
- This was the 10th year of presenting the Music on Main free concert series. 4,080 people attended who generated \$44,349 in food and beverage sales. A new summer menu was introduced that was very popular with attendees.
- The Noontime Showcase that happens on the same days as Music on Main had more than 1,600 attendees for their eight performances. These performances showcase smaller local performing arts groups.
- Portland's Presents has confirmed 21 events for their first full season in FY16. An annual program for this series has generated \$40,000 in sponsorship and advertising. An educational program is being developed around three performances and Title 1 schools at Portland Public Schools will be given the first opportunity for tickets. Grants have been submitted to cover the costs of busing, etc., so there is no barrier to participation.
- Hosted sound training with Meyers Sound. Training was offered to stage hands all over the city but Portland's and OCC sound personnel were able to attend at no cost.

- Hosted the Fish and Wildlife Association's closing dinner for 2,600 at Portland'5 and in the South Park Blocks. This brought in \$117,000 in catering revenues.
- Staff participated in a retreat that focused on transgender training and problem solving with creativity.
- Hosted a meeting of all major tenants to inform them of new budget initiatives, capital updates, customer service training plans, and new food and beverage offerings with the upcoming season.
- A development consultant has been hired to work with the Portland'5 Foundation on capacity building.

PCPA	1st Qtr 2014-15		1st Qtr 2015-16		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
<b>Commercial (Non-Broadway)</b>	42	62,686	29	53,281	(13)	(9,405)
<b>Broadway</b>	17	46,603	33	82,895	16	36,292
<b>Resident Company</b>	10	17,453	21	17,307	11	(146)
<b>Non-Profit</b>	33	6,953	28	4,495	(5)	(2,458)
<b>Promoted/Co-Promoted</b>	9	2,556	12	4,809	3	2,253
<b>Student</b>	22	2,518	23	2,758	1	240
<b>Miscellaneous</b>	6	2,554	3	268	(3)	(2,286)
<b>Portland'5 Total</b>	<b>139</b>	<b>141,323</b>	<b>149</b>	<b>165,813</b>	<b>10</b>	<b>24,490</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

- Received two AZA Conservation Grant Awards for the following projects: "Wildlife and Lead Outreach Initiative" by Leland Brown, David Shepherdson and Grant Spickelmier; and "Comprehensive Assessment of Cheetah Welfare Housed Under Different Management Strategies" by Bonnie Breitbeil, Mandi Schook, Krista Lukas, Nadja Wielebnowski.

- Continued to expand our Endocrine EIA lab work (for internal animal hormone monitoring) and successfully diagnosed a caracal pregnancy for the first time. Keepers and vet staff were able to use our endocrine data to help prepare more proactively for the impending birth.
- Reviewed proposal submissions for the annual Pacific Northwest Future For Wildlife , (PNW FFW) Grants. Awards will be announced in October.
- Released 12 Western Pond Turtles that we held for “head starting” (helping them grow to a size that allows them to avoid predation better).
- Released 500 Oregon Silverspot Butterflies as part of our ongoing butterfly conservation program.
- David Shepherdson and Nadja Wielebnowski attended the Annual AZA conference (Salt Lake City, Utah) and gave presentations, committee reports and participated in committee work (Animal Welfare Committee, Research and Technology Committee, Ambassador Animal SAG).
- Rolled out the newly upgraded Zoo Monitor App (for use on Ipads) to Behavior monitoring volunteers (VAST volunteers) and conducted training for 12 new observers. The use of this updated technology helps to increase ongoing animal behavior monitoring and research capacity.
- Karen Lewis gave a presentation about our Taylor Checkerspot butterfly program at the annual Invertebrates in Education and Conservation Conference, Rio Rico, AZ, in July.
- Leland Brown, our Wildlife and Lead Outreach Coordinator, successfully completed 13 outreach events reaching over 550 individuals with our program that aims to educate hunters about the impact of lead ammunition on wildlife.
- Publication: Shepherdson, D. and N. Wielebnowski. 2015. The Power of Multi-Institutional and Longitudinal Studies for Zoo Animal Welfare Research. WAZA Magazine 16:6-9.

#### **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**

- The Education Center broke ground at a fabulous ceremony in September that highlighted many of the programs and partnerships that will utilize this new educational space. The highlight of the ceremony involved US Fish and Wildlife Service regional director Robyn Thorson speaking of how the Service hoped to use the education center as a new sort of “field station” to reach out to urban audiences.
- Several education staff participated in this year’s national Association of Zoos and Aquariums (AZA) conference. Jennifer Payne presented a poster highlighting the “Zoo Quest” scavenger hunt (see below). Grant Spickelmier along with Shervin Hess from the zoo’s marketing division presented on the zoo’s efforts to advocate for sustainable palm oil production. Pam McElwee continued to serve on the AZA’s diversity committee.
- Family Camperoo was a great success this year with 200 people in attendance. Staff, with the support of many volunteers, used new access at Elephant Plaza and the views of the North Meadow Habitat to educate children and their parents about the conservation and research efforts occurring at the Oregon Zoo as a part of this exciting overnight experience.
- Animal Encounters this summer were offered for groups of 6 individuals or fewer where participants learn about and interact with a specific type of animal such as giraffes, penguins, hippos and rhinos. A new opportunity is in development that will expand the program to encounters with harbor seals and sea otters.

- Schools from throughout the Portland area participated in International Vulture Awareness Day at the zoo in September. Creative activities features conservation messages including the threats of micro-trash and lead ammunition to these important scavengers. Advanced training provided in the spring of 2015 provided teachers with resources and curricula to prepare students and a brief pre and post assessment was conducted to better understand what knowledge students took away from the event.
- Metro's Youth Ecology Corps helped in building and decommissioning trail at Oxbow East, building culverts and improving trails at Scouters Mountain, removing invasive Scotch Broom at Little Rock Island in the Willamette Narrows area, and harvesting native seed at the Native Plant Center. Several YEC alumni were hired into seasonal positions at Blue Lake Park and the Native Plant Center, continuing to build and expand the YEC employment pipeline.
- Metro naturalists led 50 programs for 32 unique groups totaling more than 100 participants in July and August alone. Group programming expanded from two to five Metro sites this summer. In our first year roving at Blue Lake Regional Park we make contact with over 600 park patrons.
- We had another successful collaboration with RCR offering Zoo Quest to guests. We had 110 volunteers bring more than 4,500 hours of conservation education to our guests. The Quest is a scavenger hunt activity designed for six to twelve year olds and their families, teaching about the impact of consumer electronics on wildlife, habitat and the environment. We gave out 41,000 passports to families this summer to participate in the Quest. We also had about 7,000 stickers that were given out to participants that finished the Quest.
- Urban Nature Overnights took about 300 kids camping this summer, many of them for their first time. Instead of numbers, I thought I'd share some comments from partner about the ZAP teen counselors: "Your staff and counselors treat children very respectfully and the respect seems to go both ways. . . All of the staff and counselors seem to know their roles and responsibilities and this produces a very high quality and consistently positive experience for the children."
- This summer, over 250 ZooTeens contributed 31,000 hours to enhance the zoo guest and camper experience. In fact, AZA inspectors gave a specific shout out to the program, noting the training and professionalism of teens presenting contact animals at the Family Farm.

### **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*

- Metro launched a task force to assess the feasibility of the Oregon Zoo constructing and operating a remote elephant center. The task force should provide a recommendation to the COO regarding how to proceed with this project by the end of 2016.
- Extensive due diligence and significant feasibility studies were conducted on the Roslyn Lake property to determine its suitability and potential as an offsite remote elephant center for the Oregon Zoo. The due diligence and feasibility studies did not satisfy Metro's conditions to closing and have revealed engineering and environmental concerns that preclude the effective use of the Roslyn Lake property for a remote elephant center. Metro has determined not to proceed with the acquisition of the Roslyn Lake Property.

### *Construction project management*

- Elephant Lands:
  - The overall project is 93% complete and within budget.
  - Interpretive elements, the bridge, and utilities are under construction.
  - The grand opening event is scheduled for December 15, 2015.
- Education Center:
  - The zoo hosted a successful groundbreaking event with many partners in attendance and extensive media coverage.
  - The zoo launched construction on the new Education Center.
  - This project has a 21 percent MWESB utilization target; outreach to MWESB subcontractors has been extensive, including two open houses at the zoo prior to seeking subcontractor bids.
  - Thanks to the Oregon Zoo Foundation, Solar World, a local photovoltaic panel manufacturer, has agreed to support the project by providing the solar panels at cost for the project's rooftop solar energy array.
- Art:
  - Elephant Lands art by Catherine Widgery is being installed.
  - Education Center art by Rob Ley is being designed.
- Interpretives:
  - Elephant Lands' Forest Hall interpretives were installed.
  - Education Center interpretives are in design phase.

### **Program issues**

- Construction costs in the region are escalating; staff is monitoring the potential impact closely.

### **Items for leadership attention**

- The Elephant Lands grand opening event is scheduled for December 15, 2015.

### **6.6 | Zoo visitor experience**

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

- The first quarter was filled with numerous challenges and successes. As with the rest of the Metro region, weather and forest fires impacted the zoo, including a record number of days when the temperature topped 90 degrees and forest fire haze that caused concern for the Chris Isaak concert. Despite these challenges, the zoo nearly matched last year's attendance for the same period with only 157 fewer guests; however total enterprise revenues increased by \$595,674 (8.2 percent).
- The total attendance figure for the quarter was 480,468. Membership attendance has shown a 3.6 percent increase compared to last year, from 157,784 to 163,429 members. Per cap increases have been noted in food at \$0.19 from \$4.82 to \$5.02 (4 percent), gate at \$0.37 from \$8.47 to \$8.85 (4 percent) and retail at \$0.26 from \$1.74 to \$2.00 (15 percent). Overall Guest Services per-cap revenue has increased by \$1.24 from \$14.98 to \$16.23 (8 percent).
- Food and Beverage: Restaurant per caps increased by over 7 percent with the introduction of Sunset Highway Shave Ice, Grilled Cheese Cart and a continued focus on guest service. The zoo teamed up with local partner, New Avenues for Youth, to provide Ben and Jerry's ice cream

during the summer season and concerts. The partnership provided summer employment to over 10 at risk youth and resulted in one youth coming to work at the Zoo. The partnership also landed the zoo a spot with Drew Carney on KGW earlier this summer!

- The zoo's summer concert series was an overall success with 10 of 16 concerts sold out and overall ticket sales at 90 percent of available tickets. The zoo successfully added a permanent reserved section of 400 seats and maintained a general admission dance floor for most concerts. Changes also included adopting the industry standard of no outside food or beverage at concerts to help with guest capacity, line speed and safety. To accommodate this change, the food services team increased food options with the addition of food carts such as Pok Pok, Top of the Hill, a grilled cheese cart, Peacock Picnics and Ben & Jerry's.
- Preparation for the new Education Center and train platform remodel was completed late this summer. Guest Services held their final picnic in Tiger Plaza on September 1 and emptied the area for construction throughout September. The train platform remodel will replace the worn concrete platform, railings and station booth, and add a platform roof to provide guests shelter from the elements. The train ride will be temporarily shut down at the conclusion of ZooLights 2015 to allow construction and return approximately five months later in time for summer 2016.
- The Zoo hosted the AAZV (American Association of Zoo Veterinarians) and AZANAG (AZA Nutrition Advisory Group) conferences in Portland. The two groups enjoyed a "Zoo Day" which featured an auction, behind the scenes tours and a dinner on the concert lawn. It was a privilege to showcase the new veterinary center and the zoo as a whole to veterinarians and nutritionists from around the country.
- Guest Services worked closely with the Oregon Zoo Foundation to host their yearly gala, ZooLaLa. The successful event raised over \$237,000 for the Zoo's conservation, education and animal welfare efforts, kicking off at the zoo's entrance with complimentary craft beer or wine and savory food from some of Portland's finest eateries. The event continued with access to some areas not usually open to the general public and then to the concert lawn for desserts and music by Patrick Lamb.
- During the first quarter Guest Services hired a new event coordinator to oversee the numerous and growing public events held annually at the zoo. The new coordinator immediately started learning front of house leadership for concerts and is currently overseeing ZooLights set-up. The zoo is excited about the capacity this new position provides and looks forward to expanding public event offerings in the future.
- Working with the Education Division, Guest Services helped conduct a guest survey with an outside firm - Pivot Research. The draft survey report has been returned and is expected to provide a good baseline for future surveys. The survey covered a variety of areas including questions about demographics, food, train and overall experience.
- The zoo announced it will only sell products made by member companies of the Roundtable on Sustainable Palm Oil — an organization working to address negative impacts of the palm oil industry. The most popular vegetable oil in the world — and the cheapest to produce — palm oil is an ingredient in 70 percent of cosmetics and an estimated half of all packaged foods sold in American grocery stores. Its production can also devastate vital habitats for increasingly endangered orangutans, tigers, Asian elephants and other species. The zoo landed a spot on KPTV where the zoo's food and beverage manager discussed the implications of this announcement.
- Zoo Railway: The zoo continued to improve the train experience along the campus loop by adding a narration that highlights sights and activities during the ride. Highlights include views of the elephants in the North Habitat, descriptions of the habitat's enrichment features, information about condors and train history. The zoo is also soliciting guest feedback on the current train experience that will be evaluated at the end of the season.

**Program issues**

- In the upcoming quarter, Guest Services will be focusing on ZooLights. Changes to the special holiday event this year include a peak night pricing plan to incent attendance to historically less attended nights during the ZooLights season. Nights priced with the higher peak admission fees will offer significant discounts for riding mass transit as an incentive to reduce vehicle and parking congestion.
- Guest Services will continue to monitor operating costs throughout a traditionally slower season before ZooLights. As always, cost containment and improving net revenues for mission activities is a focus.
- The grand opening celebration of Elephant Lands is scheduled in December and planning is well underway for the festivities.

**Oregon Zoo Visitor Experience – 1st Quarter, Fiscal Year 2016  
Attendance and Event Results – FY16 compared to FY15**

Oregon Zoo	Fiscal Year 2016 Quarter-to-Date Totals					
	1st Qtr FY15		1st Qtr FY16		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		309,955		306,167		-3,788
Member Attendance		157,784		163,429		+5,645
Catered Events	128	12,886	127	10,872	-1	-2,014
<b>Totals</b>	<b>128</b>	<b>480,625</b>	<b>127</b>	<b>480,468</b>	<b>-1</b>	<b>-157</b>

Oregon Zoo	Fiscal Year 2016 Year-to-Date Totals					
	FY15 Totals		FY16 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		309,955		306,167		-3,788
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