



2011-12

FIRST QUARTER MANAGEMENT REPORT
July through September



Metro | *Making a great place*

FY 2011-12 First quarter management report

Table of contents

Management report item		Page
Metro management report at-a-glance		2
Goal 1: Great Communities Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.	1.1 Corridor planning and development	10
	1.2 Land use planning and development	10
	1.3 Parks planning and development	11
	1.4 Transportation system planning	12
Goal 2: Healthy Environment Protect and enhance the region's natural assets and ensure that we reduce waste.	2.1 Education	13
	2.2 Natural areas	13
	2.3 Resource conservation and recycling	14
	2.4 Solid waste compliance and cleanup	15
	2.5 Solid waste operations	17
	2.6 Zoo conservation education	18
Goal 3: Regional Services Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.	3.1 Convention, trade and consumer shows	19
	3.2 Parks and property management	20
	3.3 Performing arts, arts and culture	21
	3.4 Zoo infrastructure bond (A better Zoo)	22
	3.5 Zoo visitor experience	24

Metro Management Report At-a-Glance

1st Quarter FY 2011-12

Land use planning staff released the chief operating officer's growth management decision recommendations, with Council to provide direction later in the fiscal year. Implementation of the Transit Oriented Development Strategic Plan moved forward, along with work on five projects, with a sixth in Hillsboro close to securing development approvals. Corridor planning staff began convening the Southwest Corridor study steering committee and officially initiated the transit alternatives analysis process for the project.

The portfolio of parks and natural areas in Metro's jurisdiction will go to Council for review in November. An agreement with the Oregon Department of Transportation for the Westside Trail Master Plan is also expected in November, and two options for Intertwine signage are under consideration. Staff acquired seven properties through the Natural Areas bond measure, along with 16 easements for trail acquisition and more than 160 acres of parks and natural areas acquired with local share funds. The Natural Areas Program Performance Oversight Committee's third annual report concluded that the program is on track.

Sustainability efforts included the retrofit of 20 hauler trucks with emission filters, with 46 additional trucks in process. Metro signed a contract to install seven public electric vehicle charging stations at facilities, and a staff proposed a green building policy for Council consideration. A list of potential energy efficiency measures for Metro facilities responded to recent energy audits. Evaluation of the Enhanced Dry Waste Recovery Program is behind schedule, with completion expected at the end of October.

Solid waste operations issued a request for proposal for commercial organics transport, with a new contract to be awarded Jan. 1, 2012. Staff negotiated new rates with transfer station contractors to handle organic waste in support of the City of Portland's composting program rollout. The new fee for household hazardous waste dropoff at transfer stations collected \$27,749 in the first two months.

Metro regional parks saw an increase in attendance compared to the previous quarter, with a slight dip in season pass sales. Staff submitted a grant application to the State of Oregon for improvements at the Oxbow Park camping area. The pioneer cemetery program moved forward with the Lone Fir master plan and made steps toward fundraising for the Heritage Garden and Memorial.

In a major milestone for the Zoo Infrastructure Bond program, the Metro Council adopted the Bond Implementation Plan and its requisite scopes, budget allocations and schedule for remaining bond projects. The Veterinary Medical Center building exterior improvements are largely complete and staff continue to work with the Washington Park Alliance to resolve parking and transportation issues. Although the Penguin Life Support System Upgrade Project is nearly complete, it is behind schedule.

Despite a successful summer season, Oregon Zoo attendance was down 5 percent from the first quarter of last year. Zoo staff are exploring options to increase attendance during the off-peak season. The Oregon Convention Center and Expo Center each had a strong first quarter. Challenges for the Portland Center for the Performing Arts include identifying funding for further design on the Schnitzer/Main Street project and a permanent solution to drops in transient lodging tax receipts.

This summary report lists highlights for Metro's projects and programs for the first quarter of this fiscal year.

Goal 1: Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Corridor planning and development

- Metro and TriMet received outstanding achievement award from the Federal Transit Administration for the Portland to Milwaukie project environmental impact statement.
- Lower levels of funding in the House version of the Federal Transportation bill could affect the timing and amount of Portland to Milwaukie project funding in the near term.
- Held first Steering Committee meeting for Southwest Corridor study; published early notice of intent for the Southwest Corridor study in the federal register, officially initiating the transit alternatives analysis process.
- East Metro Connections Plan (EMCP) Steering Committee reviewed the existing conditions and approved the problem statement for the study; obtained agreement on corridor growth assumptions and completed future year travel forecasts; executed consultant contracts for EMCP.
- Provided input into scoping for Lake Oswego to Portland Transit project refinement; prepared grant application to Federal Transit Administration for funding.
- Metro Council held a public hearing and adopted a resolution amending the Land Use Final Order to adopt changes to the project definition for the Columbia River Crossing (CRC) project; Metro Council voted to approve the Final Environmental Impact Statement for the CRC project.

Land use planning and development

- Continued downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Continued Transit Oriented Development Strategic Plan implementation and work on five TOD projects: 85 Causey in Clackamas Town Center; Pettygrove in NW Portland; Killingsworth Station on the Interstate MAX light rail line; College Station in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Released chief operating officer's recommendations on the growth management decision; Metro Council to provide direction on growth management decision

Parks planning and development

- Parks and natural areas portfolio project is underway, with Council review anticipated in November.
- Glendoveer public meeting was held on August 1. Phase II is being scoped by Parks and Environmental Services.

- Westside Trail Master Plan: Agreement with Oregon Department of Transportation (ODOT) expected in the next month. Since the project is funded through the MTIP process, ODOT will control funding and consultant contracts.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has held two meetings. Two options are being weighed.
- Smith and Bybee Natural Resources Management Plan Update: Sunset of original plan scheduled for City Council in mid-October.
- Notice to Proceed for Sellwood Gap bike boulevard issued to Portland Bureau of Transportation.

Transportation system planning

- Completed the project development phase of the Regional Flex Funds Allocation process, with each of the local coordinating committees successfully nominating candidate projects for funding.
- Completed the Phase I analysis work for the Climate Smart Communities project, including full development of the GreenStep modeling tool.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Ongoing funding proposal for the TSMO program will be withdrawn from JPACT consideration due to lack of support from ODOT and key local partners; Metro will explore alternative funding options for this program through the Metro budget process.

Goal 2: Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Education

- Selected consultant to create and pilot a toolkit for evaluating waste reduction education programming; the toolkit will give Metro program staff greatly improved capacity to conduct program evaluation, especially regarding attitude and behavior change and adoption.
- Approximately 2,000 visitors participated in campfire and other programs at Oxbow Regional Park this summer; Metro education staff engaged more than 5,000 participants in walks, talks, campfires and classes in July and August.

Natural areas

- The Natural Areas Program Performance Oversight Committee released their third annual report titled "Taking Measure," which concluded the program is on track.
- Acquired seven properties through the Natural Areas bond measure; acquisitions from the 2006 bond now total more than 3,100 acres. Trail acquisition is also progressing with 16 easements acquired since July 1, 2011.
- More than 160 acres of park and natural areas were acquired with local share funds during this quarter – the highest profile being 146 acres from Riverview Cemetery and nearly seven acres in North Bethany purchased by Tualatin Hills Park and Recreation District.
- The I-205 Trail Re-Greening Project, one of the 2010 Nature in Neighborhoods Capital Grant projects, was honored with numerous awards, including from Oregon Community Trees and Women in Transportation.

- Conducted restoration and maintenance on approximately 685 acres within 19 target areas. Stabilization of new acquisitions involved 16 properties.
- A population of a very rare plant species, *Penstemon hesperius*, was discovered at Lovejoy natural area on the Tualatin River; this population is one of the few known in the world.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely related efforts sponsored by the Intertwine Alliance, are on track.
- Kicked off the update to Metro's Integrated Pest Management policies, which will better manage, track, report and reduce use of herbicides and pesticides on all Metro properties.
- Restoration and Enhancement Grant contracts have been signed and all 11 2011 Nature in Neighborhoods Restoration and Enhancement grants are underway – allowing school children across the region to learn from hands-on science education and stewardship activities.

Resource conservation and recycling

- The Solid Waste Advisory Committee developed policy options for Council to improve the sustainability of the regional food system; the primary recommended action is to strengthen the Fork it Over! outreach program. Council will consider this option as part of the FY 2012-13 budget.
- The Recycling Information Center answered 22,864 calls this quarter, down 9 percent from the first quarter of the previous fiscal year. The Find-A-Recycler web site received 15,302 visits, up 16 percent over the first quarter of the previous fiscal year.
- The Clean Refuse Fleet project retrofitted 20 garbage and recycling trucks with diesel particulate emission filters. 46 additional trucks are at various stages in the retrofit process.
- Metro signed a contract with ECOtality to install public electric vehicle charging stations at the Convention Center, Metro Regional Center and Expo Center. A total of seven charging stations are scheduled to be installed during the second quarter of this fiscal year.
- Staff completed a proposed green building policy for Metro facilities that would apply to new construction, major renovations, and operations and maintenance of existing buildings. Council consideration of the policy will occur on Oct. 13.
- Following completion of energy audits at MRC, the Zoo, OCC, PCPA and Expo Center, staff compiled a list of potential energy efficiency measures that could be implemented at each facility. The list is intended to be used by department and facility directors to inform development of their proposed fiscal year 12-13 budgets.
- Metro's new limited-term Climate Initiatives Coordinator, began work on a plan to reflect Council direction, with particular emphasis on climate preparation.
- Evaluation of the Enhanced Dry Waste Recovery Program is behind schedule; completion should occur by the end of October, with evaluation findings to be shared with the Metro Council.

Solid waste compliance and cleanup

- Determined that Waste Management's plastics processing and conversion facility using Waste Conversion Technology (Agilyx) will require a license to establish operating conditions and allow Metro inspectors access.
- Issued facility authorizations to Northwest Shingle Recycling in Tigard and CORE Recycling in Portland.
- Developed non-system licenses recommendations for the Metro Council to consider: 1) for haulers seeking to deliver up to ten percent of the region's putrescible solid waste to landfills not under contract with Metro and 2) to haulers seeking to deliver commercial food or residential

food waste mixed with yard debris to either Nature's Needs in North Plains or Pacific Region Compost near Corvallis.

- Metro will solicit interested law enforcement agencies beyond Multnomah County Sheriff's Office and Tigard Police Department to broaden participation in illegal dumping investigations.
- Preparing to launch a program "tagging" bulky items rather than removing them; tags will identify items as illegally dumped and requiring proper management, with Metro monitoring tagged items.

Solid waste operations

- Established fee for household hazardous waste dropoff at Metro's permanent facilities; a total of \$27,749 was collected during the first two months.
- The feasibility study for energy conversion options for the St. Johns Landfill is under way, with a draft report expected in October.
- Signed contract for roof replacement at the Metro Central household hazardous waste building, with more than half the roof to be a green roof; obtained building permits, with work to start in October.
- The Metro Auditor completed an extensive audit of Solid Waste Operations' administration of the two transfer station operations contracts; in response staff will further refine contract oversight procedures.
- Issued request for proposal for commercial organics transport; proposals are due Oct. 13, with a new contract to be awarded in time for operations to commence on Jan. 1, 2012.
- Negotiated new rates with contractors at both transfer stations to accept, transfer, transport and process residential organic waste. Both facilities will likely experience a surge in volume once the residential haulers within the City of Portland begin collecting organic waste on Oct. 31.

Zoo conservation education

- Summer camp program included 3,527 campers; provided overnight camping trips for 280 underserved, urban youth.
- Completed a successful first season of FrogWatch - an amphibian monitoring citizen-science program, hosted by the Association of Zoos and Aquariums.
- Taylor's checkerspot larvae observed at a 2010 release sites, indicating early re-introduction success; released over 1,000 endangered Oregon Silverspot butterfly pupae.
- Planted more than 10,000 plants reared by the Oregon Zoo in butterfly habitat on the coast North of Florence
- Released more than 40 head started turtles into the Columbia River Gorge.
- Received an Association of Zoos and Aquariums grant fund Pygmy Rabbit release and monitoring activities in the field; successfully reintroduced more than 50 captive-reared Columbia Basin Pygmy rabbits into sage brush habitat in Eastern Washington.
- Condor program saw 11 eggs laid and is currently raising eight chicks.
- Hosted the 10th International Conference on Environmental Enrichment in partnership with OHSU National Primate Research Center.
- Began work on the Institute of Elephant Welfare Project, hosting a meeting of the principal investigators and launching a GPS tracking pilot project to assess elephant movement.

Goal 3: Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Convention, trade and consumer shows

- The Oregon Convention Center had a strong 1st quarter and Expo events increased by six over the prior year with a modest increase in attendance. Outreach to corporate ride and drive events at the Expo Center provided a needed boost to the quarter. West Delta Bar and Grill continues to generate new revenues for Expo and facility rental revenue is slightly better than 1st quarter or prior year.
- Hoyt Street Station Café is building its business and will offer catering menus and WiFi access next quarter.
- OCC Plaza construction is 90 percent completed and should be done by the end of October.
- Construction is underway for Portland Roasting retail stores in the OCC building; stores will be open during conventions and events.
- Expo Center completed marketing and communications plan with Gard Communications, with development of a new logo and support materials; moving forward with initial strategies and recommendations.
- Expo website redesign 80 percent complete and on-track utilizing Drupal content management system. Completed the photo file project with area photographer Bruce Forster .
- Pursued and negotiated 1.5 month rental opportunity for community event with Cirque du Soleil.

Parks and Property Management

- Attendance at Blue Lake Park and Oxbow Park over the same quarter of the previous year was up by 13 percent and 11 percent respectively.
- Attendance at the Chinook Boat Ramp was down by 17 percent over the same quarter of the previous year, with cold weather likely a contributing factor.
- Season pass sales were down slightly over the same quarter of the previous year. 2010 saw 464 sold compared to 435 sold for 2011.
- Submitted grant application to the State of Oregon to construct permanent site host amenities and improve paving in the camping area at Oxbow Park.
- Negotiations are underway for an online reservation system for camping sites at Oxbow Park.
- Cemetery staff presented the Cemetery Program Business & Operations Assessment and Financial Pro Forma to the Metro Council; staff are now developing revised pricing structures, will soon implement best management practices and create an external steering committee to better inform Metro of the community needs with the cemeteries.
- Drafted a Memorandum of Agreement with the Oregon's State Historic Preservation Office for the Lone Fir master plan; upon execution, Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation to hire a development consultant to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.

- The legislative concept for the reclamation of unused and abandoned interment rights did not make it into committee for the 2011 legislature; the concept has strong statewide support and the bill may be reintroduced into committee in the 2012 legislature.
- Metro staff and the Office of Metro Attorney have met with the Oregon Mortuary and Cemetery Board (OMCB) to discuss the future of the 223rd site in Fairview, without resolution. The site remains enclosed by temporary fencing and has a storage capacity for only a few additional months. Metro staff is creating a plan to manage future excess cemetery soil on a secure Metro property.

Performing arts, arts and culture

- Ticketing request for proposal process was completed and presentations made by the four finalists. Selection is underway.
- Open Captioning services for the 2011-2012 season of Broadway Across America Portland made its debut during the production of Mamma Mia.
- Music on Main attendance was down 26 percent over prior year-likely due to the cooler weather and a few less popular shows-but per capita spending on food and beverage was up percent. Summer Arts on Main Street series attracted over 1,500 children, who participated in free art activities.
- Keller Auditorium ranked #3 out of 15 in Venue Today's Top Stops report for venues with 2,000-5,000 seats.
- No funding is available for further design of the Schnitzer/Main Street project; representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation are meeting to assess funding opportunities in the public and private sector.
- Transient lodging tax receipts were up 15.85 percent in FY 2010-11, which allowed PCPA funding to be restored to the original allocation of \$1.2 million. The loss of funding during the economic downturn created a significant revenue challenge; a project team reviewing Multnomah County Tax code language may not be able to identify a permanent solution.

Zoo Infrastructure Bond (A Better Zoo Program)

- The Metro Council adopted the Bond Implementation Plan, which outlines the scopes, budget allocations, and schedule for the remaining bond projects.
- Metro staff and stakeholders are currently reviewing the draft 20-year Comprehensive Capital Master Plan, which outlines future renovations and improvements to animal habitats, guest service amenities, and continued sustainability improvements to reduce campus water and fossil fuel use; the plan will go to the Metro Council for adoption on Nov. 3.
- Submitted Conditional Use Master Plan permit amendment application to the city of Portland for the elephant habitat and related improvements.
- Technical detail work is underway to apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements, with a focus on access and parking considerations.
- Staff continues to work with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy, with recognition that significant transportation challenges for the area can only be resolved with a coordinated effort. Additional technical work is underway to assess parking lot revenues and expenses, and management models for future maintenance and operation.
- The Veterinary Medical Center building exterior improvements are generally complete; work has shifted to internal systems and specialized finishes; the project remains on schedule and budget.

- The Penguin Life Support System Upgrade Project is approximately 95 percent complete. Water is running through the systems and control/monitoring components are being tested; the project remains on budget, but behind schedule, with program staff working closely with zoo staff to manage the move of the penguins back into the exhibit and reopening the exhibit to the public.
- The program continues negotiating a property purchase option with a property owner for Remote Elephant Center property.
- Metro issued a Request for Proposal for Elephant Habitat and Related Infrastructure design services; the program is working to contract with a team by mid-December.
- Two open houses were held for the general public to promote public outreach on August 6 and 8.

Zoo visitor experience

- Zoo attendance year to date is down approximately 5 percent from last year; Zoo staff are exploring aggressive marketing options designed to drive attendance during the off peak season.
- Visa and MasterCard are now accepted at all point of sale (POS) locations, including several remote kiosks around zoo grounds; the new system uses wireless technology, ensuring better real-time reporting and the ability to move food services to unique locations for guests.
- The summer concert season saw more than 50,000 people in attendance and more than \$2.2 million in gross revenue to help support our zoo.
- ZooLights installation well underway, with the Zoo marketing team working closely with the Oregon Zoo Foundation and corporate sponsors to encourage holiday goers to visits during the first two weeks of December to reduce traffic congestion later in the month.

1.1 | Corridor Planning and Development

This program includes three major areas: transit project planning, multimodal corridor planning and freight planning. The East Metro Connections and Southwest Corridor Plans and associated community investment strategies will be the primary focus of effort for the division in FY 2011-12. Through integrated land use and transportation planning and a transactional approach, these strategies will prioritize transportation projects and leverage infrastructure and other planning activities to stimulate community and economic development.

Program highlights

- Metro and TriMet received outstanding achievement award from the Federal Transit Administration for the Portland to Milwaukie project environmental impact statement.
- Held first Steering Committee meeting for Southwest Corridor study on October 3.
- Published an early notice of intent for the Southwest Corridor study in the federal register on September 30, officially initiating the transit alternatives analysis process.
- On July 27, the East Metro Connections Plan (EMCP) Steering Committee reviewed the existing conditions and approved the problem statement for the study.
- Obtained agreement on corridor growth assumptions and completed future year travel forecasts for EMCP.
- Provided input into scoping for Lake Oswego to Portland Transit project refinement.
- Prepared grant application to Federal Transit Administration for funding to support Lake Oswego transit project refinement.
- In August, the Metro Council held a public hearing and adopted a resolution that amended the Land Use Final Order in order to adopt changes to the project definition for the Columbia River Crossing (CRC) project.
- On September 8, the Metro Council voted to approve the Final Environmental Impact Statement for the CRC project.

Items for leadership attention

- The lower levels of funding in the House version of the Federal Transportation bill could affect the timing and amount of Portland to Milwaukie project funding in the near term.
- The history of divided leadership in east Metro will continue to be a challenge as the project progresses. Staff will continue to work closely with senior leadership and Council liaisons to address.

1.2 | Land Use Planning and Development

The Land Use Planning and Development program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision. This program comprises three areas: Long Range Land Use Planning, the Development Center and Periodic Planning.

Program Highlights

- Continued downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Continued TOD Strategic Plan implementation and work on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student

housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.

- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing approximately 100 local land use actions for consistency with Metro policies
 - Participating in local technical committees
 - Releasing community development and planning grants (funded by CET) to support local implementation efforts
- Participated in LCDC review process of Urban and Rural Reserves
- Released Chief Operating Officer's recommendations on the Growth Management Decision, solicited public comment and supported Council decision-making.
- Refined regional methodology for buildable land inventory and assumptions for allocating forecasted growth to local jurisdictions
- Provided planning support for major agency initiatives including extensive involvement in:
 - SW Corridor planning
 - East Metro Connections Plan
 - Climate Smart Communities work
 - Community Investment Initiative
 - HUD Sustainable Communities Initiative grant
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and updating 2007 subsidized housing inventory.
- Inventoried sites in large-lot site readiness project in collaboration with the Port, Business Oregon and others and prepared for release of study results in second quarter.

Items for leadership attention

- Council direction on growth management decision
- Council engagement in and support for major departmental projects including corridors, climate smart communities, growth management decision and HUD grant.

1.3 | Parks Planning and Development

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

Program highlights

- Parks and natural areas portfolio project is underway, with Council review anticipated in November.
- Glendoveer public meeting was held on August 1. Phase II is being scoped by Parks and Environmental Services.

- Westside Trail Master Plan: Agreement with Oregon Department of Transportation (ODOT) expected in the next month. Since the project is funded through the MTIP process, ODOT will control funding and consultant contracts.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has held two meetings. Two options are being weighed.
- Smith and Bybee Natural Resources Management Plan Update: Sunset of original plan scheduled for City Council in mid-October.
- Notice to Proceed for Sellwood Gap bike boulevard issued to Portland Bureau of Transportation.

Items for Senior Leadership Team action

- Continued attention on relationship between regional parks funding and the Community Investment Strategy.

1.4 | Transportation System Planning

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

Program highlights

- Completed the project development phase of the Regional Flex Funds Allocation process, with each of the local coordinating committees nominating candidate projects for funding.
- Completed the Phase I analysis work for the Climate Smart Communities project, including full development of the GreenStep modeling tool.
- Participated in Oregon MPO Consortium activities and supported Metro's state lobbyist with legislative reviews of more than 40 bills.
- Participated in Oregon Transportation Planning Rule (TPR) Rulemaking Advisory Committee and initiated review of the TPR and related Oregon Highway Plan amendments with our regional partners as part of providing formal comment.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Participated in an Obama Administration roundtable on innovative trends in land use and transportation planning.

Program Issues

- Ongoing funding proposal for the TSMO program will be withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro will explore alternative funding options for this program.
- Budget amendment to create a limited duration FTE to manage the Regional Active Transportation Plan grant will go before Council in November. The position is funded through the state Transportation and Growth Management program through June 2013.

Items for leadership attention

- Resolution of the TSMO program funding issue will now move to the Metro budget process.

2.1 | Education

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

Program highlights

- Selected consultant to create and pilot a toolkit for evaluating waste reduction education programming; the toolkit will give Metro program staff greatly improved capacity to conduct program evaluation, especially regarding attitude and behavior change and adoption.
- Approximately 2,000 visitors participated in campfire and other programs at Oxbow Regional Park this summer; Metro education staff engaged more than 5,000 participants in walks, talks, campfires and classes in July and August.
- Staff and management participated in schematic design review of the Zoo's Conservation Discovery Zone.

2.2 | Natural Areas

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

Program highlights

Science and Stewardship and Land Management

- Twenty-five natural areas within 19 target areas had restoration or maintenance activities on approximately 685 acres. Stabilization of new acquisitions involved 16 properties.
- Native Plant Center seed collection included more than 12 sites, including new collection of shady herbaceous species.
- Various student and community groups participated in seed collecting, invasive plant species removal and native plant bed mulching within six natural areas.
- A population of a very rare plant species, *Penstemon hesperius*, was discovered at Lovejoy natural area on the Tualatin River; this population is one of the few known in the world.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely related efforts sponsored by the Intertwine Alliance, are on track.

Nature in Neighborhoods

- Completed the "Existing Conditions" report for the Southwest Corridor planning project. Nature in Neighborhoods and Parks Planning staff are part of the corridor planning team and writing the technical report for parks and natural resources in the corridor.
- Kicked off the update to Metro's Integrated Pest Management policies. This project was identified in Metro's Sustainability Plan as a "priority action." The purpose of the project is to better manage, track, report and reduce use of herbicides and pesticides on all Metro properties by staff and contractors. The policy will address the unique needs of different property types, including developed property landscapes and natural area restoration needs.
- Restoration and Enhancement Grant contracts have been signed and all 11 2011 Nature in Neighborhoods Restoration and Enhancement grants are underway – allowing school children from Beaverton to Lents to start the school year with more hands-on science education and stewardship activities.
- Nature in Neighborhoods and Cascadia Green Building Council are exploring a partnership for Cascadia's Annual Living Futures "unConference" being held in Portland May 2-4, 2012. The two-day event features a mix of sessions, workshops and tours offering attendees a unique

opportunity to learn about the next generation of green building practices and strategies, explore living buildings, and network with industry leaders and solution-seekers.

Regional Acquisition

- Metro acquired seven properties and the Natural Areas bond measure stayed on track with acquisitions from the 2006 bond now totaling more than 3,100 acres. Trail acquisition is also progressing with 16 easements acquired since July 1, 2011.
- The Natural Areas Program Performance Oversight Committee released their third annual report titled "Taking Measure." They concluded the program is on track.

Local Share

- More than 160 acres of park and natural areas were acquired with local share funds during this quarter – the highest profile being 146 acres from Riverview Cemetery and nearly seven acres in North Bethany purchased by Tualatin Hills Park and Recreation District.
- Tualatin Hills Park and Recreation District completed improvements to Jackie Husen Park in Beaverton and hosted a dedication event in August.
- West Linn hosted a dedication event to celebrate the completion of about \$550,000 of improvements at four of their city parks.

Nature in Neighborhood Capital Grants

- The I-205 Trail Re-Greening Project, one of the 2010 Nature in Neighborhoods Capital Grant projects, was honored with numerous awards, including awards from Oregon Community Trees and Women in Transportation. Additionally, Friends of Trees received a 2011 Governor's Volunteer Award. With the help of Metro grant funds, they had a record-breaking volunteer planting season last year.

2.3 | Resource Conservation and Recycling

This program advances the region's efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region's residents and businesses, and improve the sustainability of Metro's own operations. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs: Waste Reduction, Internal Sustainability and the Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 Waste Reduction and Internal Sustainability began to implement new strategic action plans, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

Program highlights

Waste Reduction

- The Solid Waste Advisory Committee (SWAC) completed its work to develop policy options for Council on improving the sustainability of the regional food system by discussing the food donation infrastructure at its August and September meetings. The consensus of SWAC members was that the primary action that makes sense for Metro to pursue is strengthening of the Fork it Over! outreach program that helps connect donors to food rescue agencies. Council will be able to consider this option in establishing the Resource Conservation & Recycling Program's fiscal year 2012-13 budget. Secondary actions identified by SWAC are further research and partnership building to more accurately quantify the amount of donatable food generated by businesses, and integrating donation messages into outreach efforts associated with local governments' rollout of new or expanded food waste composting programs.

- The Recycling Information Center answered 22,864 calls this quarter, down 9% from the first quarter of the previous fiscal year. The Find-A-Recycler web site received 15,302 visits, up 16% over the first quarter of the previous fiscal year.
- In August, Recycling Information Specialist Betty Shelley, whose household produces only one can of garbage every 18 months, did a television segment on KATU to tell how she does it. Betty sorted through the garbage can of a viewer who thought her family was doing a good job recycling and pulled out materials that had composting, recycling or reuse options.
- The Clean Refuse Fleet project retrofitted 20 garbage and recycling trucks with diesel particulate emission filters. 46 additional trucks are at various stages in the retrofit process. Staff provided a briefing on the project and its benefits at the Metro Council's September 29 meeting.

Internal Sustainability

- Metro signed a contract with ECotality to install public electric vehicle charging stations at the Convention Center, Metro Regional Center and Expo Center. A total of seven charging stations are scheduled to be installed during the second quarter of this fiscal year.
- Staff completed a proposed green building policy for Metro facilities that would apply to new construction, major renovations, and operations and maintenance of existing buildings. Council consideration of the policy will occur on October 13.
- Following completion of energy audits at MRC, the Zoo, OCC, PCPA and Expo Center, staff compiled a list of potential energy efficiency measures that could be implemented at each facility. The list is intended to be used by department and facility directors to inform development of their proposed fiscal year 12-13 budgets.

Climate Smart Communities Coordination

- Ronda Chapman-Duer, Metro's new limited-term Climate Initiatives Coordinator, began work on September 20. Her work plan will reflect the direction provided by Council in the budget amendment creating the position, with particular emphasis on climate preparation.

Items for leadership attention

- It has taken longer than planned to complete the evaluation of the Enhanced Dry Waste Recovery Program (EDWRP), which was scheduled to be completed during the first quarter of FY 11-12. Management now expects it to be completed by the end of October, after which we will need to determine the means through which to share the findings with the Metro Council. Councilor Harrington, in particular, has expressed interest in understanding the findings and their applicability to policy options that may be raised in the Solid Waste Roadmap process.

2.4 | 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 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

- Waste Management Facility (WM) using Waste Conversion Technology (Agilyx). WM has proposed to locate a plastics processing and conversion facility at its Wastech site in north

Portland and has sought Metro's opinion for how the facility will be regulated. The facility proposes to accept waste plastic from its Tualatin Valley Waste Recovery operation in Hillsboro and process it through pyrolysis into a petroleum fuel that can be further refined for a variety of uses. Agilyx has developed the plastics conversion technology and operates a small scale research and development facility in Tigard. Metro has determined that the facility will require a license to operate that would establish operating conditions and allow Metro inspectors access.

- Facility Authorizations. Metro issued the following authorizations during the quarter:
 - Northwest Shingle Recycling (Tigard) was issued a solid waste license on July 20 to operate a second shingle recycling facility in the region. The other recycling facility is located in southeast Portland. The facility intends to accept mixed roofing waste to sort out the marketable components. All activities will be conducted inside a building. The recovered asphalt shingle component will be shipped to an asphalt paving company in Canby where the shingles will be incorporated into a hot asphalt batch mix for road construction.
 - CORE Recycling (Portland). City of Roses Disposal, a Portland permitted commercial hauler, was issued a solid waste license on July 20 to operate a material recovery facility at its facility based in northeast Portland. CORE plans to focus primarily on green building projects from its own customers seeking to have a higher level of recovery. CORE will operate inside a building.

Program Issues (FYI only):

- Recology Suttle Road Recovery License Amendment. Recology's Suttle Road operation, located in north Portland, has proposed to reload food waste inside a building. Portland recently granted land use approval for reloading yard debris mixed with residential food waste. Metro provided public notice during the quarter and met internally with Expo Center staff, and scientists and naturalists from Smith and Bybee Lake to discuss potential conditions that might need to be imposed at the site. In addition to a public comment opportunity, DEQ and Metro held a public hearing on the matter on August 16 in the St. Johns neighborhood. Metro and Recology extended the review period until October 31. Metro's license will issue the license during the quarter.
- Metro Council Resolutions (Non-System Licenses – NSLs)
- NSLs to Non-Contract Landfills. Council will consider in December the issuance of license renewals to haulers seeking to deliver up to ten percent of the region's putrescible solid waste to landfills not under contract with Metro, i.e. Waste Management.
- NSLs to Deliver Food Waste to Processing Facilities. Council will consider whether to issue licenses to haulers seeking to deliver commercial food or residential food waste mixed with yard debris to either Nature's Needs in North Plains or Pacific Region Compost near Corvallis. Washington County is considering whether to issue final approval for food waste composting to Nature's Needs.
- Newberg Transfer Station. Because of its proximity to the Metro region, the Newberg Transfer Station has been a "hole" in the solid waste system. Frequent flow control violators have been cited and fined over the years. Since Waste Management's purchase of the facility, Metro and the facility have entered a time of cooperation in assuring.
- Enforcement Investigators. Metro's investigative officers have always been provided by local law enforcement agencies, primarily Multnomah County Sheriff's Office and Tigard Police Department. In an effort to broaden participation, Metro will solicit other interested law enforcement agencies to submit candidates for consideration as one of the Tigard officers rotates out at the end of the year.

- **Bulky Waste Tagging Program.** Metro will begin a program of “tagging” bulky items, such as furniture, appliances and mattresses with a brightly colored orange label rather than cleaning these items up as inmate work crews come across them. These tags will provide notification that these items are illegally dumped and should be properly managed. Once tagged, Metro will follow up to assure that the item is cleaned up.

Items for leadership attention:

- **Recology Foster Road License Amendment.** Recology has proposed to reload food waste at its facility near 101st and Foster Road in the Freeway Land Industrial area. The city of Portland approved land use for the facility to reload yard debris mixed with residential food waste generated as part of the city efforts to increase food waste composting from residences. The Portland City Council heard the appeal of the hearings officer’s decision on the matter on October 5. The City Council agreed to tentatively uphold the decision. Final action is set for November 5. An appeal is likely. No Metro staff work will be undertaken until a final decision has been made and Recology has submitted a complete license application.

2.5 | 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 program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific work areas: disposal services, hazardous waste reduction, landfill stewardship, and facility and asset management.

Program highlights

- Effective August 1, a fee is now charged for household hazardous waste (HHW) dropoff at Metro’s permanent facilities. During the first two months a total of \$27,749 has been collected.
- The feasibility study for energy conversion options for the St. Johns Landfill is under way. Draft report expected in October.
- The contract for the roof replacement at the MCS-HHW building is signed. Building permits have been obtained and work will start in October. Over 50% of the roof area will be a green roof. If weather conditions are not favorable at the time of planting, the seeding portion will be postponed until spring.
- Solid Waste Operations teamed up with Metro’s contactor at Metro Central Transfer Station, Recology Oregon Recovery, and Cracked Pots, a local non-profit arts group, to host a two-day art exhibition featuring work created from material gleaned from Metro Central Transfer Station.
- The Metro Auditor completed an extensive audit of Solid Waste Operations’ administration of the two transfer station operations contracts. The Auditor’s report contained some helpful recommendations that prompted staff to further refine its contract oversight procedures.
- A request for proposal for commercial organics transport and processing was developed and issued. Proposals are due October 13, with a new contract awarded in time for operations to commence on January 1, 2012.
- Staff negotiated new rates with the contractors at both transfer stations, Metro South and Metro Central, to accept, transfer, transport and process residential organic waste. Both facilities will likely experience a surge in volume once the residential haulers operating within the City of Portland begin collecting the mix of yard debris and food scraps beginning October 31.

2.6 | Zoo Conservation Education

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- UNO provided overnight camping trips for 280 underserved, urban youth this summer. 103 of these youth were first-time campers.
- Completed a successful first season of FrogWatch - an amphibian monitoring citizen-science program, hosted by the Association of Zoos and Aquariums.
- Participated in CLIZEN (Climate Literacy in Zoos Education Network) - a nation-wide zoo and aquarium collaborative effort to further evaluate the perceptions zoo visitors have about climate change, and how to effectively create educational messaging and experiences corresponding to that.
- 3,527 campers ranging from 4 years old to 8th graders.
- Post-diapause Taylor's checkerspot larvae were seen in 2011 at one of the 2010 release sites (Joint Base Lewis McCord near Olympia) indicating the success of early re-introduction efforts.
- Taylor's checkerspot butterflies laid over 2,700 eggs in the Oregon Zoo lab.
- Released over 1,000 endangered Oregon Silverspot Butterfly pupae in July & Aug.
- Over 2,800 Oregon Silverspot eggs laid in the Oregon Zoo lab from adults collected this year, these will be released next summer.
- Over 10,000 plants reared by the Oregon Zoo were planted by zoo staff and volunteers in butterfly habitat on the coast North of Florence
- Over 40 Head started turtles released into the Columbia River Gorge, this was the twentieth anniversary of this program and a successful media event, see:
http://www.oregonlive.com/environment/index.ssf/2011/08/slow_and_steady_goes_the_effor.html
- Over 50 captive reared Columbia Basin Pygmy rabbits successfully reintroduced into sage brush habitat in Eastern Washington. After ten years the rabbit is no longer extinct in the wild! The reintroduction will continue through summer 2013 at which point the program will be reassessed. Oregon Zoo staff helped build the release pens and will be assisting with the collection of wild rabbits from S. Oregon and Nevada to translocate to the release site to join captive reared rabbits.
- Recently received a \$26,300 grant from the AZA Conservation Endowment Fund to fund Pygmy Rabbit release and monitoring activities in the field
- 11 Condor eggs laid, currently raising eight chicks.
- Trained ZAPs and ZooTeens in standardized research methods who then completed over 500 Climate Change surveys to fulfill our partnership commitment to the grant funded CLIZEN project.

- In partnership with OHSU National Primate Research Center, hosted the 10th International Conference on Environmental Enrichment. Over 200 people attended from 21 nationalities. This was the tenth anniversary of the conference series which was started in by the Oregon Zoo in 1993. The conferences occur on a 2 year cycle. The 5 day meeting was held at the Benson Hotel.
- Conducted 8 on-going, ivy pulls (April-Sept) with a total of 35 staff & volunteers participating. The goal of clearing the trees along the railroad track in Washington Park is 95% completed.
- Started work on the Institute of Museum and Library Services funded (\$800,000) Elephant (IMLS) Welfare Project, hosted a meeting of the principle investigators and began a GPS tracking pilot project to assess elephant movement.

3.1 | 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

OCC

- Hoyt Street Station Café is building its business and will have catering menus and WIFI access next quarter
- OCC Plaza construction is 90 percent completed and should be done at the end of October; a client event is planned for Oct. 5 to showcase the new space.
- Portland Roasting retail store #1 is nearing completion and should be open for business by the end of October, with construction to begin immediately following on retail store #2.
- Customer service scores for the first quarter were 3.45 out of 3.6.
- OCC diversion rate for the first quarter was 65 percent.
- Capital projects completed this quarter: Parking management system upgrades, new digital signage screens and way finding system installed.

Expo Center

- Micro piling review of Hall E tilt panel requires Structural Engineer consultation and further review recommended before moving forward.
- Completed Marketing and Communications Plan with Gard Communications. Developed new logo and sales collateral, letterhead and support materials. Implementing initial strategies and recommendations.
- Multiple summer maintenance projects completed including curb painting and multiple repairs
- Initiated negotiations with the Port of Portland for easement related to Expo Road realignment.
- Expo website redesign 80 percent complete and on-track utilizing Drupal content management system. Completed the photo file project with area photographer Bruce Forster .
- Diversion rate decreased to 29 percent. This should have been 35 percent but due to a driver error, over 1.7 tons was diverted to garbage; this issue was rectified with provider.
- Pursued and negotiated 1.5 month rental opportunity for community event with Cirque du Soleil.
- Capital Projects: Partial completion of asphalt installation and sealcoating for Upper Parking Lot Four (Force Ave.).

Program Issues

- The Oregon Convention Center had a strong 1st quarter and Expo events increased by six over the prior year with a modest increase in attendance. Outreach to corporate ride and drive events

at the Expo Center provided a needed boost to the quarter. West Delta Bar and Grill continues to generate new revenues for Expo and facility rental revenue is slightly better than 1st quarter or prior year.

- The Visitor Venues team has pulled together to meet staffing needs and insure a seamless transition to clients with the recent resignations of the Expo Director and the OCC Executive Director positions.

3.2 | Parks and Property Management

The purpose of Parks and Property Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, multiple residential and agricultural leases on Metro natural areas and 14 pioneer cemeteries. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Property and Project Management is a new division within Parks and Environmental Services. The program combines several existing functions including management of leased properties and Metro facilities at Cooper Mountain Nature Park and Mt. Talbert Nature Park with a new construction project management function that is moving from the Metropolitan Exposition Recreation Commission.

Program highlights

- Attendance at Blue Lake Park and Oxbow Park over the same quarter of the previous year was up by 13 percent and 11 percent respectively.
- Attendance at the Chinook Boat Ramp was down by 17 percent over the same quarter of the previous year, with cold weather likely a contributing factor.
- Season pass sales were down slightly over the same quarter of the previous year. 2010 saw 464 sold compared to 435 sold for 2011.
- Application was made to the State of Oregon for a grant to construct permanent site host amenities and improve paving in the camping area at Oxbow Park.
- Negotiations are underway for an online reservation system for camping sites at Oxbow Park.
- Cemetery staff presented the Cemetery Program Business & Operations Assessment and Financial Pro Forma to the Metro Council on Sept. 13, 2011, and recommended to Council that staff implement Option 2 of the Pro Forma. Staff are now developing revised pricing structures and will soon implement best management practices and create an external steering committee to better inform Metro of the community needs with the cemeteries.
- A Memorandum of Agreement with the Oregon's State Historic Preservation Office for the Lone Fir master plan has been drafted and is being reviewed by the Office of Metro Attorney and the department director. Upon execution of the memorandum, Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation to hire a development consultant to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.
- The legislative concept for the reclamation of unused and abandoned interment rights did not make it into committee for the 2011 legislature. With strong support state-wide Metro's legislative affairs manager has been pursuing the bill in Salem to reintroduce into committee in the 2012 legislature. The Cemetery Association of Oregon has voted to support the bill and the

Oregon Cemetery and Mortuary Board has been briefed, staff continues to garner support through networks in the death care industry.

- Metro staff and the Office of Metro Attorney have met with the Oregon Mortuary and Cemetery Board (OMCB) to discuss the future of the 223rd site in Fairview, without resolution. The site remains enclosed by temporary fencing and has a storage capacity for only a few additional months. Metro staff is creating a plan to manage future excess cemetery soil on a secure Metro property.

Items for leadership attention

- Budget amendment funding for Blue Lake disc golf course.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.

3.3 | Performing Arts, Arts and Culture

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million 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 Hall.

Program Highlights

- Ticketing request for proposal process was completed and presentations made by the four finalists. Selection is underway.
- Open Captioning services for the 2011-2012 season of Broadway Across America Portland made its debut during the production of Mamma Mia.
- The part-time promotions coordinator was made full time and has enabled us to dramatically increase our marketing efforts via email sales blasts, planned promotions with our resident companies and social networking.
- The loss of the maintenance supervisor has required the Operations Manager and Assistant Operations Manager assume the supervisory tasks of this position. With the load of capital and maintenance programs underway requiring the attention of these two positions the supervision of the maintenance workers and engineering staff hasn't been as thorough as desired. However customer service levels have been maintained thus far.
- Two successful art shows of local artists specializing in album and rock poster designs and the New Brow show of local grassroots artists gave PCPA its highest arts sales ever with 19 pieces being sold.
- Music on Main attendance was down 26 percent over prior year-likely due to the cooler weather and a few less popular shows-but per capita spending on food and beverage was up 4 percent. Summer Arts on Main Street series attracted over 1,500 children, who participated in free art activities.
- Keller Auditorium ranked #3 out of 15 in Venue Today's Top Stops report for venues with 2,000-5,000 seats.
- Began a PCPA history project by cataloging items about PCPA in various locations such as the City of Portland archive, The Oregonian, The Oregon Historical Society, etc.

- Participated in a partnership with Oregon Ballet, Portland Opera and the Oregon Symphony to promote the Art Bar and Keller Café with their season ticket subscribers.
- A number of capital projects were begun or concluded and annual maintenance and cleaning of the venues was completed. Some of the projects included: refinishing stage floors, maintenance on theatrical sound, lighting and rigging equipment, re-lamping the Schnitz chandeliers, replacing wood paneling at the Keller and installing new dimmers and lighting console in the Winningstad Theatre.
- Hosted a site visit, career panel and tour for the Mayor's Summer Youth Connect program serving at-risk students.

Program Issues

- No funding is available for further design of the Schnitzer/Main Street project. A small committee consisting of representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation have had on-going meetings to assess funding opportunities in the public and private sector.

Items for leadership attention

- Transient lodging tax receipts were up 15.85 percent in FY 2010-11. The strong recovery allowed PCPA funding to be restored to the original allocation of \$1.2 million. While this is up from \$902 thousand in FY 2009-10, the loss of funding during the economic downturn created a significant revenue challenge that needs to be addressed for the future. There is a project team reviewing the language in the Multnomah County Tax code, however that may not be a permanent solution to PCPA's funding problems. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs.

3.4 | Zoo Infrastructure Bond (A Better Zoo Program)

The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo's existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.33 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Program highlights

- The Metro Council adopted the Bond Implementation Plan by resolution on Sept. 22. The plan outlines the scopes, budget allocations, and schedule for the remaining bond projects. This was an important milestone to complete the budget and timeline for the remaining bond projects.
- Metro staff and stakeholders are currently reviewing the draft 20-year Comprehensive Capital Master Plan. The Bond Implementation Plan is the first phase of this Master Plan. The Master Plan outlines future renovations and improvements to animal habitats, guest service amenities, and continued sustainability improvements to reduce campus water and fossil fuel use. The program will present the Master Plan to the Metro Council and seek adoption via resolution on Nov. 3.
- The program continues the two-part land use strategy to:

- Amend the zoo's existing Conditional Use Master Plan permit for the elephant habitat and related improvements. The amendment application was submitted to the city on Sept. 23. City staff will spend several weeks reviewing the application before it moves to a Hearings Officer for review and processing.
- Apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements. Work on the technical details for this applications is well-underway, with much attention being given to access and parking considerations. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- Staff continues to work with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy comprised of multiple phases. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members were engaged and fully supported the long-term concepts presented, recognizing that there are significant transportation challenges for the area that can only be resolved successfully with a coordinated effort. Additional technical work is underway to assess parking lot revenues and expenses, and management models for future maintenance and operation.
- The Veterinary Medical Center building exterior improvements are generally complete. Work has shifted over the past few months to internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging. The project remains on schedule and budget.
- The Penguin Life Support System Upgrade Project is approximately 95 percent complete. Water is running through the systems and control/monitoring components are being tested and interconnected. The project remains on budget, but behind schedule, see comment in the Program Issues section, below.
- The program continues negotiating a property purchase option with a property owner for Remote Elephant Center property.
- Two open houses were held for the general public to promote public outreach on August 6 and 8. The bond project details were shared with participants and both zoo staff and consultants were engaged in explaining the proposed features of the new habitats, the Conservation Discovery Zone and the sustainability initiatives.
- The Metro Council approved the bond program's Percent-for-Art strategy via resolution. This strategy will implement Metro's art requirements for capital construction activities at a program level, instead of project by project. This strategy is believed to be more efficient and effective for meeting the art requirements for the bond program improvements.

Program Issues

- Installation of the Penguin Life Support System Upgrade is progressing but the general contractor is significantly behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a substantial completion date of Oct. 3. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.

Items for leadership attention

- Metro issued a Request for Proposals for Elephant Habitat and Related Infrastructure design services on Sept. 20. This process will identify and contract with the multi-disciplinary consultant team to provide design services for the elephant habitat project through construction documents

and contract administration during construction. The program is working to contract with a team by mid-December.

3.5 | Zoo Visitor Experience

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission statement, the zoo provides guests the opportunity for observation, discovery, and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility maintenance, public events, marketing, and the zoo railway.

Program highlights

- Zoo attendance year to date is down approximately 5 percent from last year. The current state of the economy is a contributing factor and staff realizes that during times like these guests are looking for the best value. The zoo is currently looking at several aggressive marketing options designed to drive attendance during the off peak season.
- Visa and MasterCard are now accepted at all point of sale (POS) locations. The Oregon Zoo has expanded its POS system to all locations including several remote kiosks around zoo grounds. Prior to the system upgrade, the remote kiosk functioned independently of one another lacking the technology to accept credit cards or ability to report real time data. The new system uses several wireless access points spread throughout the zoo grounds connecting the new wireless point of sale terminals. We now have better reporting, in real time, and the ability to move our food services to unique locations to provide a better service to our guest.
- The summer concert season was a huge success. The zoo hosted a total of 19 concerts this year and each and every one of them were "rain" free. This season more than 50,000 people enjoyed family friendly entertainment while contributing more than \$2.2 million in gross revenue to help support our zoo.
- Zoo Lights installation well underway. The zoo attracts more than 130,000 people during the month of December with a spectacular holiday light display. Visiting zoo lights is a tradition for many families each year, however, this event is so popular the week before the Holiday it can be very difficult to find parking anywhere close the zoo. This year our marketing team will be working closely with our foundation and corporate sponsors to encourage holiday goers to visits during the first two weeks of December, when attendance is usually low. This will hopefully reduce traffic congestion later in the month allowing event more people to attend.