



# 2011-12

**SECOND QUARTER MANAGEMENT REPORT**  
**October through December**



**Metro** | *Making a great place*

# FY 2011-12 Second quarter management report

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

### **2nd Quarter FY 2011-12**

Metro continues to invest in public assets and improve services; some projects face increasing challenges with local partners. This summary report lists Metro project and program highlights for the second quarter of this fiscal year.

Goals and objectives were established for the Southwest Corridor study, along with a public involvement plan, focus areas and an adopted steering committee charter; a single strategy must now be crafted from six separate plans. The East Metro Connections Plan steering committee approved evaluation criteria and candidate projects, but historic conflict around the proposed 242<sup>nd</sup> Avenue extension threatens partner cooperation. Funding for the Portland to Milwaukie project may come into question.

Regional transportation funds were allocated for projects focusing on active transportation and a green economy. Staff completed the first phase of the Climate Smart Communities project, submitting findings to the Oregon State Legislature and Land Conservation and Development Commission.

Staff acquisitions under the 2006 Natural Areas bond measure now total 3,600 acres, 100 more than the minimum promised to voters. The Graham Oaks Nature Park project was finished under budget. Work continues on the Pier Park to Chimney Park bike and pedestrian bridge and numerous trail projects, including the Westside Trail Master Plan. The Metro Council received a portfolio of parks and natural areas in Metro's jurisdiction and will consider scenarios for further analysis in February.

Sustainability education staff will pilot a waste reduction evaluation toolkit to measure program outcomes this winter. The Recycling Information Center began accepting statewide calls for Oregon's electronics recycling program. The Metro Council adopted a green building policy and public electric vehicle stations were installed at three facilities. The Clean Refuse Fleet project retrofitted 16 hauler trucks with emission filters, bringing the current total to 35 trucks with another 44 in process.

Metro signed a two-year extension of the PaintCare contract. Both transfer stations began accepting residential organics from Portland households; a contract award to transport and process commercial organics at Metro Central is due in January. A decrease in hazardous waste customers is likely due to an increase in paint drop-off stations.

Metro regional parks attendance decreased slightly at Oxbow Park and the Chinook and Gleason boat ramps but increased sizably at Blue Lake Park; the Metro Council approved funding for the new disc golf course at Blue Lake. The pioneer cemetery program saw sales growth with its new fee structure and made progress towards design and engineering for the Heritage Garden and Memorial at Block 14.

The Metro Council adopted the Zoo bond program's 20-year Comprehensive Capital Master Plan; the Conditional Use Master Plan permit application for remaining bond projects and overall master plan improvements is nearly complete. The Veterinary Medical Center was finished on time and under budget. The Penguin Life Support System Upgrade project was completed on budget but behind schedule.

Oregon Zoo attendance dropped slightly in November but set a record for December, thanks to ZooLights and good weather. The Oregon Convention Center saw completion of its new plaza with the Portland Auto Show as its first booking; other client bookings are on a temporary decline. The Expo Center launched its new website and finalized negotiations with new client Cirque du Soleil. The Portland Center for the Performing Arts began negotiations with a new ticketing vendor and debuted two new theater companies; a drop in transient lodging tax has created significant revenue challenges.

## **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**

- Southwest Corridor study made significant progress on early tasks including developing existing conditions report, establishing goals and objectives and finalizing public involvement plan.
- Project partners agreed on Southwest Corridor study focus areas.
- Southwest Corridor Steering Committee met and adopted a charter.
- East Metro Connections Plan Steering Committee approved the project evaluation criteria and candidate projects for detailed study; historic tensions around the proposed 242nd Avenue extension are continuing to hamper efforts to bring subregional cooperation in the East Metro Connections Plan.
- Final economic development strategy recommendations, which called for greater subregional collaboration, were presented to, and positively received by, East Metro Economic Alliance Board of Directors.
- The Lake Oswego Transit Project has developed a streamlined concept design and lower costs estimate, which is being shared with elected officials; a public survey in Lake Oswego this fall, which indicated a lack of public support for the Lake Oswego Transit Project in Lake Oswego, raises questions about the reception that the streamlined project will receive at City Council this winter.
- The Portland to Milwaukie Project construction is proceeding well, however, the project is not anticipated to receive a full funding grant agreement until the end of April at least. In addition, there is an initiative being proposed to require a Countywide vote on funding despite the fact that the Commission has already committed to provide \$25 million in local funding.

### **Land use planning and development**

- Development Center staff continued downtown revitalization education and outreach programs in Hillsboro, Gresham, Oregon City and Tigard.
- Monitored six transit-oriented development (TOD) projects during construction: Couch Apartments, a market rate mixed-used housing and retail at NE 6th & Couch; 85 Causey, an affordable mixed-use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; College Station, a mixed-use student housing development in the heart of the PSU campus; the Globe Building, a mixed-use adaptive reuse and expansion for Oregon College of Oriental Medicine; and the recently completed Killingsworth Station, an affordable mixed-use condominium project on the Interstate MAX light rail line.
- Continued to collaborate closely with the City of Hillsboro in working with Tokola Properties as competitively selected developer of the 4th and Main TOD site in downtown Hillsboro; recent activities include development approval processes, land partition, environmental studies, and negotiation of the disposition and development agreement.
- Completed development feasibility study for the future Clinton light rail station in partnership with Trimet.
- Began two new projects which were included in the FY 2011-12 budget (brownfields and parcelization assessments).

- Submitted a proposal for a HUD Sustainable Communities Regional Planning grant, involving 31 different Consortium members

### **Parks planning and development**

- Portfolio project report was shared with Council at a work session on Nov. 22.
- Graham Oaks Nature Park final close out and evaluation complete. Final project budget was 15% under budget
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed. Public open house held (hosted by City). Consultant at work on 60% refinement set of plans.
- Tualatin River Water Trail Access Study: consultants are under contract and public involvement process has begun.
- Westside Trail Master Plan: Notice to Proceed was received, the steering committee met for the first time.
- Tonquin Trail preferred alignment was selected unanimously by the project partner jurisdictions. Final public open houses scheduled for next quarter.
- Sellwood Gap rail crossing improvements at four locations are complete.
- Mt. Scott/Scouter Mountain Trail Loop IGA with ODOT has been signed, as has consultant agreement. Waiting for Notice to Proceed from ODOT.

### **Transportation system planning**

- Completed the formal allocation phase of the Regional Flex Funds Allocation (RFFA) process, with JPACT and the Metro Council approving final allocations of regional transportation funds for 2012-15 for 23 projects and programs in the focus areas of active transportation and green economy.
- Completed Phase I of the Climate Smart Communities project, including publication of the findings report for transmittal to the Oregon Legislature, and presentation to the Land Conservation and Development Commission (LCDC) in December.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Completed contract negotiations with ODOT for the Active Transportation Plan TGM grant, with project work set to begin in the third quarter.

## **Goal 2: Healthy Environment**

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

### **Education**

- A consultant has created the first elements of a toolkit for waste reduction education evaluation; the toolkit will give Metro program staff greatly improved capacity to evaluate for education program outcomes, especially regarding attitude and behavior change and adoption. The consultant will pilot the toolkit this winter.
- Approximately 500 visitors participated in the Salmon Homecoming at Oxbow Regional Park over two weekends in October.
- 140 people participated in Metro's annual Thanksgiving walk and campfire at Oxbow Regional Park the Sunday before Thanksgiving. This was the largest participation in the 10+ year history of the program.

- 5,015 students participated in Metro-supported Outdoor School programs this fall. Overall, students showed a 10% increase in their knowledge of waste reduction concepts after their participation in Metro-sponsored waste reduction curriculum at Outdoor School.
- Outdoor School participation numbers for this school year showed an increase from last school year. However, the majority of school districts in the region are participating in shorter programs than in the past.

### **Natural areas**

- Acquired over 506 acres of natural areas and one trail easement.
- With the most recent acquisition, 2006 bond now totals more than 3,600 acres acquired. 3,500 acres was the minimum promised to voters, so the Natural Areas bond is on track to deliver on regional acquisition goals.
- Nineteen natural areas within 13 target areas had restoration and maintenance activities on approximately 550 acres. Stabilization of new acquisitions involved 17 properties, including the Chehalem Ridge Natural Area.
- About 65 percent of the \$44 million in the local share fund has been spent to date. Six jurisdictions have completed all their projects including Hillsboro, Milwaukie, Forest Grove, Lake Oswego, Sherwood, and the North Clackamas Park and Recreation District.
- Native Plant Center seed collection resulted in over 260 pounds of native seed; four natural areas have already received seed. Over 12,500 bulbs and tubers were collected, including 975 of the state-endangered species *Delphinium leucophaeum*.
- The fifth round of Nature in Neighborhood Capital Grants review begins Jan. 9, 2012. Seven projects were invited to submit full applications for a total of \$2.25 million in available funding. The Grant Review Committee will review the projects and make a recommendation to the Metro Council in the spring.
- Registration began for the May 2, 2012 Government Confluence, a day-long summit designed to inspire peer-to-peer conversation about sustainable building and landscaping practices for those serving in the government sector.
- Completed a partnership agreement with Columbia Land Trust and Audubon Society of Portland to continue the Backyard Habitat Certification program including support for a strategic plan to take the program regional and sustain its funding over time..

### **Resource conservation and recycling**

- The Recycling Information Center (RIC) answered 18,153 calls and the Find-A-Recycler web site received 14,547 hits. Find-A-Recycler was revamped to be mobile device-friendly and even easier to use, with newly-added reuse options, easier keyword search and interactive maps.
- In December, the Recycling Information Center began accepting statewide calls regarding Oregon's electronics recycling program, Oregon E-cycles, which provides for recycling of computers, monitors and TVs.
- The Clean Refuse Fleet project retrofitted 16 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 35 trucks. 44 additional trucks are at various stages in the retrofit process. Fewer haulers than expected have participated in the program, primarily due to Waste Management's decision to transition its entire fleet to compressed natural gas. RCR staff expects the program to retrofit a total of 90-100 trucks, rather than the 160 as originally projected. As a result, program expenditures will likely be below budget in the current fiscal year.
- The Resource Conservation & Recycling and Nature in Neighborhoods programs jointly completed a literature review, three external stakeholder focus groups and one internal staff

focus group for their Sustainable Building + Landscaping project. This project is part of a strategic planning effort to refine Metro's role in driving greater use of sustainable building and landscaping practices in the region.

- The Metro Council adopted a green building policy for new construction, major renovations and operations and maintenance of existing buildings.
- Public electric vehicle charging stations were installed at the Oregon Convention Center, Metro Regional Center and Expo Center.
- Implementation of the Utility Manager database was completed, enabling facility directors and operations managers to review and produce reports of utility consumption and cost information for electricity, natural gas and water.
- The draft final progress report on the Enhanced Dry Waste Recovery Program (EDWRP) was completed and will be sent to Council immediately in mid-January.

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

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP).
- Provided assistance to the city of Hillsboro in cleaning up a large transient encampment near the Hillsboro Airport. Metro crews spent four days at the site in late November and early December filling four 40-yard drop boxes with solid waste.
- Issued a license amendment to Recology's Suttle Road operation, located in north Portland, to allow reloading of residential food waste inside a building. Based on Portland's land use approval and completion of Metro's public outreach process, the amendment was issued in October. Metro also met internally with Expo Center staff, and scientists and naturalists from Smith and Bybee Lake and established license conditions to better protect nearby wildlife and habitat. Operations will not start before March and not until facility construction is completed. Recology has applied to Metro for approval to send the organics material collected at Suttle Road to Nature's Needs and three other smaller facilities.
- Met with officials from the Oregon Department of Transportation (ODOT) to begin coordinating new procedures for illegal camp cleanups under state highway bridges and on other ODOT property.
- Began a pilot program of "tagging" bulky items to provide notification that these items are illegally dumped and should be properly managed. In the first three months of the program, only half of nearly 200 tagged items have had to be picked up later by Metro cleanup crews.

### **Solid waste operations**

- Metro signed a two year extension of our contract with PaintCare, which will bring in an estimated \$2.4 million in revenue over two years for recycling of latex paint collected statewide.
- Effective Oct. 31, residential organics collected from Portland households as a result of the City's new service were accepted at both Metro transfer stations. Contracts with Recology Oregon Recovery and Allied Waste Transfer Services, the operations contractors at Metro Central and Metro South respectively, were amended with rates established for the contractors to receive, transport and process this stream of materials new to Metro's transfer stations.
- The roof replacement project for Metro Central HHW has been awarded and a significant portion of the replacement will be a green roof. Permit approval process lasted into winter, so work will not start until spring 2012. Completion and planting is expected to be done before the end of this fiscal year.

- Proposals to transport and process commercial organics accepted at Metro Central were received and evaluated in October. A vendor has been selected for contract negotiations and the awarding of a contract will be announced in January 2012.
- A significant increase in pest birds at Metro Central began in October. The birds were gathering to feed on food waste in the organics bay. Recology Oregon Recovery has contracted with Airstrike Bird Control to use live raptors for bird abatement purposes.
- For the first time in the program's history, the number of customers using Metro's hazardous waste facilities dropped noticeably from the previous year. From the 2010 all time high of 56,583 facility customers, 2011 saw a 9% decrease to 51,644 customers. This trend started a few months after the startup of the PaintCare program, which established a number of paint-only drop-off options around the Metro region.
- The final draft of a feasibility study for converting landfill gas collected at the St. Johns Landfill to energy (fuels or electricity) has been completed and is under review. The final report is due in January 2012.

### **Zoo conservation education**

- Released 156 Oregon Spotted frogs in Washington
- Planted over 10,000 viola plants at the coast.
- Began first partnership with "traditional" public school – David Douglas – at Family Farm for work experience for students.
- Eight Project Polar Bear youth volunteer teams - a record number - worked on climate change projects.

## **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**

#### *OCC*

- pacificwild/Aramark had a record breaking November with sales at \$1.4 million.
- Portland Roasting Store #1 grand opening event took place Nov. 28, 2011, with Store #2 to open in the 3rd quarter.
- Overall OCC Customer Service rating was 3.8 out of a 4.0; Exhibitor Service Survey Ratings were 4.48 out of 5.0.
- OCC Diversion Rate was 71.7 percent.
- Electric vehicle charging stations added to OCC garage location.
- Completed construction of Oregon Convention Center Plaza; first booking of the OCC Plaza confirmed with the Portland Auto Show, with the fence coming down Jan 20.
- Successfully supported a major technology-based client, "Grace Hopper," whose Wi-Fi needs had crashed a previous venue's capacity. The event grossed over \$700,000.
- Audio Visual sales for the Festival of Trees event has grown in sales from \$20 thousand four years ago to \$70 thousand .

#### *Expo*

- Hall E micro piling project further reviewed by geotechnical engineers. Minimal response to the first RFP. Rebid the project with updates from this analysis and due back for review by Jan. 30, 2012.



- Completed new website launch ([www.expocenter.org](http://www.expocenter.org)) with Oaktree Digital and internal teams from both MERC and Metro. Developed new Drupal based website with features including: video, brand new photo galleries, event sharing (social media), advertising and targeted audience development. Initial analytic data show very positive web traffic and commentary that is well received by audiences.
- Finalized negotiations with Cirque du Soleil and formed planning team from across MERC and Metro to fully advantage this opportunity.
- Completed negotiation with the Port of Portland for easement related to Expo Road realignment.
- Diversion rate increased to 52 percent; an 8.6 percent increase over second quarter of last fiscal year.
- Expo brand identity planning and execution are on-going per the Marketing and Communications plan. Expected roll-out of approved signage and other improvements in late Q3 or early Q4.

## **Parks and Property Management**

### *Cemetery operations*

- Cemetery staff began implementing the Cemetery Business and Operations plan with the new fee structure as of Nov. 1, 2011, and have seen the following growth in November and December as compared to the same months in 2010: Interment right sales revenue increase of 73.8 percent, cemetery service fee revenue increase of 51.4 percent, and Perpetual Care Fund contribution increase of 128.8 percent.
- Staff have been aligning the program to industry best management practices and are creating plans to increase sales of other cemetery products such as the sales of memorial markers and additional outer burial container offerings.
- Soil management plan will go into effect February 1, 2012.
- The Cemetery Manager met with an internal focus group to identify the mission, vision, form and structure of an external Cemetery Advisory Committee that will guide Metro in operation of our pioneer cemeteries and report to the Chief Operating Officer.
- Drafted a memorandum of understanding (MOA) with the Oregon State Historic Preservation Office for the Lone Fir master plan. Once issues around the Inadvertent Discovery Plan are resolved and the MOA is executed, 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 assist the foundation in forming their board and infrastructure and conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery. This project is on time and moving forward with no issues.

### *Park operations*

- Oxbow Park received 24,095 visitors. This is slightly lower than the same period in 2010, which showed 26,897 visitors. Chinook and Gleason boat ramps also saw a slight decline, reporting just over 22,000 visitors for second quarter, compared to just over 24,000 of the same quarter in the previous year. A primary reason for this is likely strong November rains. However, State Marine Board informs us of another trend that could be affecting these numbers is an ongoing decrease in statewide boat registrations. Staff will continue to monitor use closely in the coming year.
- Blue Lake Park received 12,159 visitors. This was a sizable increase from the same quarter in 2010 which showed just over 7,000 visitors. While weather may have negatively affected attendance at other sites, Blue Lake was likely helped by new special events that increased visitorship. An example of one such event was the Portland Road Runners event in October which attracted over 250 vehicle visits.

- Staff has begun discussions with Multnomah County Sheriff's Office (MCSO) regarding their use of the Portage Building at Gleason Boat Ramp. While their current office and other areas at the ramp were covered for use under a previous IGA which transferred County properties to Metro in the 1990s, the Portage Building was not. MCSO is currently housing a portion of their Marine Patrol Division equipment with no lease or other arrangement in place. Staff is working to rectify this situation in a fair and equitable manner.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in review and construction of the new website portal will be completed this FY.
- Council approved funding for the new disc golf course at Blue Lake Park. The course is expected to increase park attendance and revenue. The project budget was aided by over \$16,000 in sponsorships, coming primarily from the sporting goods supplier Next Adventure. The course is scheduled to open in early summer 2012.
- Multiple renovation and replacement projects were completed in various park sites during the last quarter. Projects include roof replacements, signage upgrades, lighting in the Howell Barn, and trail improvements at the Glendoveer Golf Course.

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

- Ticketing RFP process was completed, presentations made by the four finalists, and negotiations begun with New Era Tickets/TicketsWest.
- PCPA held its most successful art show ever with Shannon Wheeler's cartoons for the New Yorker. Twenty seven pieces sold.
- After re-piping Keller Auditorium, PCPA donated pipe to local non-profit dance company Body Vox, who used the much needed pipe for hanging back drops and lighting instruments in their small performance space.
- Hosted the first field taping of ArtclecticPDX which aired on community radio KZME in November.
- Began collaboration with PSU Ambassador program to provide in-house polling of audiences.
- Keller boiler project was completed with new controls and circulating pumps. It is estimated gas consumption will drop by 8400 therms-approximately \$10,000 in annual savings.
- Danny Cook-the flyman for the Newmark Theatre-earned his certified rigger status through PLASA's Entertainment Technician Certification Program (ETCP). PCPA is one of only a handful of venues nationwide designated as an ETCP recognized employer.
- The fall season debuted two new theater companies who have brought their seasons to PCPA this year-Third Rail Repertory and Stumptown Stages.
- Incandescent strip lighting at Schnitzer Concert Hall was replaced by LED equivalents. Total project cost was \$50,000 and was covered 50/50 by Energy Trust of Oregon and Metro Sustainability Dept. funds.

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

- Metro Council adopted the 20-year Comprehensive Capital Master Plan on Nov. 3.
- Provided clarification to the City of Portland regarding the Conditional Use Master Plan permit amendment application for elephant and condor habitats that was submitted to the city on Sept. 23. The application hearing is scheduled for Jan. 18.
- Application work for a new Conditional Use Master Plan permit for remaining bond projects and overall master plan improvements is nearing completion. Staff has held productive conversations with the city bureaus that will review, process and approve the application, with a focus on access and parking. Metro is discussing parking lot management strategies with Portland Parks and Recreation (the property owner) and the Washington Park Alliance (WPA) Parking Lot

Operating Committee. 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, expenses and management models for future maintenance and operation. The zoo held a third workshop with adjacent neighborhood association boards at which zoo and larger Washington Park operating impacts were discussed. The zoo is clarifying with neighbors issues over which the zoo and Metro have decision making authority or jurisdiction. For others, the zoo is helping neighbors make connections with the appropriate authority.

- The Veterinary Medical Center building is substantially complete and the city has approved temporary occupancy. The project remains on schedule and budget. Project close-out procedures are underway. Grand opening is scheduled for January 19 with public and donor festivities.
- The Penguin Life Support System Upgrade Project is substantially complete. Project close-out procedures are underway. The project remains on budget and finished substantially behind schedule. The exhibit heating, ventilation and air conditioning (HVAC) system is not properly managing exhibit humidity. Modifications to the HVAC system were not part of the filtration project and the moisture level of the exhibit air was not modified by the filtration project. Zoo Facilities Maintenance is managing repairs and the zoo is funding the HVAC system repair, not the Bond Program.
- Negotiated a property purchase option for the Remote Elephant Center and are continuing to investigate other properties that meet our criteria. While the option is a positive step, there remains significant work prior to seeking feasibility approval from the Metro Council.
- Metro received three responses to the Elephant Habitat and Related Infrastructure design services request for proposals. The team of SRG and CLR Design was awarded the contract. During the last quarter, the program also issued requests for proposals for a construction manager/general contractor with responses due Dec. 22. A review team is assessing the ten proposals received.
- On Nov. 1, the program issued requests for proposals for interpretive design and installation services for all remaining bond projects. The strategy is to use a single team to plan, design and install all interpretive packages for the upcoming bond projects to ensure consistency of theme and style.
- On Dec. 15, the Metro Council reappointed and appointed members to the Oregon Zoo Bond Citizens' Oversight Committee. The Committee is preparing their annual report to the region's citizens and the council and expects to deliver the report by March 2012.

### **Zoo visitor experience**

- At the end of November, zoo attendance was down 3 percent from last year (752,000 vs. 758,000). Successful marketing, creative promotions and exceptional weather during the month of December yielded attendance numbers of 209,633, making it the biggest December ever. Zoo attendance is now more than 40,000 over year-to-date projections.
- ZooLights greatly contributed to attendance numbers, with a record breaking total of more than 197,700. The old record of 141,400 was beat by approximately 39 percent. In fact, on one single night we shared our holiday experience to more than 10,000 guests with more than 5,000 riding the train.
- The zoo is already in the process of planning next summer's concert series. Last season was one of the best ever and the team has continued to explore ways to improve. We anticipate more exciting music, faster service times at concession locations and additional food options.

## **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**

- Southwest Corridor study made significant progress on early tasks including developing existing conditions report, establishing goals and objectives and finalizing public involvement plan.
- Project partners agreed on Southwest Corridor study focus areas.
- Southwest Corridor Steering Committee met and adopted a charter.
- East Metro Connections Plan Steering Committee approved the project evaluation criteria and candidate projects for detailed study.
- Final economic development strategy recommendations, which called for greater subregional collaboration, were presented to, and positively received by, East Metro Economic Alliance Board of Directors.
- Coordinated streetcar and trail issues with Sellwood Bridge and Portland Parks Master plan efforts.
- Worked with Clackamas County to complete OR 43 bike lanes study.
- The Lake Oswego Transit Project has developed a streamlined concept design and lower costs estimate, which is being shared with elected officials.
- Funding to prepare a Regional Passenger and Freight Rail strategy is proposed in the draft Metropolitan Transportation Improvement Program.
- Explored commencement of Powell/Division bus rapid transit study in 2012/13 work program with TriMet and other project partners.

### **Program Issues**

- The Southwest Corridor project faces the challenge of coordinating six separate plans into a single strategy.
- The historic tensions around the proposed 242nd Avenue extension are continuing to hamper efforts to bring subregional cooperation in the East Metro Connections Plan.
- A public survey in Lake Oswego this fall, which indicated a lack of public support for the Lake Oswego Transit Project in Lake Oswego, raises questions about the reception that the streamlined project will receive at City Council this winter.
- The Portland to Milwaukie Project construction is proceeding well, however, the project is not anticipated to receive a full funding grant agreement until the end of April at least. In addition, there is an initiative being proposed to require a Countywide vote on funding despite the fact that the Commission has already committed to provide \$25 million in local funding.

### **Items for leadership attention**

- The lack of trust among jurisdictions participating in the East Metro Connections Plan has resurfaced around the proposal to study 242nd Avenue. This has required extensive additional coordination and, together with previous delays associated with the new regional population and employment forecast, has strained the project budget. Unless partners operate more cooperatively, the project may need additional resources to reach a successful conclusion.

- Continued support and engagement across Metro is critical to both the Southwest and East Metro plans in order for them to serve as models of leveraging resources and achieving multiple related outcomes.

## **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**

- Development Center staff continued downtown revitalization education and outreach programs in Hillsboro, Gresham, Oregon City and Tigard.
- Monitored six TOD projects during construction: Couch Apartments, a market rate mixed-used housing and retail at NE 6th & Couch; 85 Causey, an affordable mixed-use project in Clackamas Town Center Center; Pettygrove, a mixed-use workforce housing development in NW Portland; College Station, a mixed-use student housing development in the heart of the PSU campus; the Globe Building, a mixed-use adaptive reuse and expansion for Oregon College of Oriental Medicine; and the recently completed Killingsworth Station, an affordable mixed-use condominium project on the Interstate MAX light rail line.
- Continued to collaborate closely with the City of Hillsboro in working with Tokola Properties as competitively selected developer of the 4th and Main TOD site in downtown Hillsboro; recent activities include development approval processes, land partition, environmental studies, and negotiation of the disposition and development agreement.
- Completed development feasibility study for the future Clinton light rail station in partnership with Trimet.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
  - Reviewing local land use actions for consistency with Metro policies
  - Participating in technical committees for development of new plans and policies.
  - Entering into one more community development and planning grants (funded by CET) to support local implementation efforts, bringing the total to nine current intergovernmental agreements for these grants.
- Supported Council growth management decision-making, which resulted in a unanimous Council vote.
- Completed the update the regional buildable land inventory for use in allocating forecasted growth to local jurisdictions, incorporating extensive local review and comments.
- 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
- Continued collaborative efforts:
  - Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps that will help to assess equity in a variety of planning efforts
  - Worked with city, county and state housing agencies to update the 2007 subsidized housing inventory

- Completed Phase I of collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites. Began Phase II of project.
- Began two new projects which were included in the FY 2011-2012 budget (brownfields and parcelization assessments).
- Submitted a proposal for a HUD Sustainable Communities Regional Planning grant, involving 31 different Consortium members

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

- Council engagement in and support for major departmental projects including corridors and climate smart communities.

### **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**

- Portfolio project report was shared with Council at a work session on November 22.
- Graham Oaks Nature Park final close out and evaluation complete. Final project budget was 15% under budget
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed. Public open house held (hosted by City). Consultant at work on 60% refinement set of plans.
- Tualatin River Water Trail Access Study: consultants are under contract and public involvement process has begun.
- Westside Trail Master Plan: Notice to Proceed was received, the steering committee met for the first time.
- Tonquin Trail preferred alignment was selected unanimously by the project partner jurisdictions. Final public open houses scheduled for next quarter.
- Intertwine Trail and Active Transportation Sign Plan work can possibly be leveraged by an ODOT Flex Fund grant. Project is on a short list for funding consideration.
- Smith and Bybee Natural Resources Management Plan: City of Portland retired the original NRMP. Consultant at work on land use application for new document to be submitted in February.
- Sellwood Gap rail crossing improvements at four locations are complete.
- Mt. Scott/Scouter Mountain Trail Loop IGA with ODOT has been signed, as has consultant agreement. Waiting for Notice to Proceed from ODOT.

#### **Caution - Items for Management Attention**

- Potential next steps for analysis of Metro portfolio; staff will begin work on scenarios for Council to consider in February 2012.

**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.

In 2010-2012 the program is responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

**Program Highlights**

- Completed the formal allocation phase of the Regional Flex Funds Allocation (RFFA) process, with JPACT and the Metro Council approving final allocations of regional transportation funds for 2012-15 for 23 projects and programs in the focus areas of active transportation and green economy.
- Completed Phase I of the Climate Smart Communities project, including publication of the findings report for transmittal to the Oregon Legislature, and presentation to the Land Conservation and Development Commission (LCDC) in December.
- Participated in Oregon MPO Consortium (OMPOC) activities.
- Participated in Oregon Transportation Planning Rule (TPR) Rulemaking Advisory Committee and completed a review and coordination of comments and testimony on behalf of the Metro region on the TPR and related Oregon Highway Plan amendments.
- Completed the data analysis phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant.
- Budget amendment to create a limited duration FTE to manage the Regional Active Transportation Plan grant approved by Council. The position is funded through the state TGM program through June 2013.
- Completed contract negotiations with ODOT for the Active Transportation Plan TGM grant, with project work set to begin in the third quarter.

**Program Issues**

- Ongoing funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro is exploring alternative funding options for this program.
- Recruitment for limited duration position to manage the Regional Active Transportation project scheduled for February 2012.

**Items for leadership attention**

- Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in 2013-14, when one-time Climate Smart Communities grant runs out.

## **2.1 | Education**

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

### **Program highlights**

- A consultant has created the first elements of a toolkit for waste reduction education evaluation; the toolkit will give Metro program staff greatly improved capacity to evaluate for education program outcomes, especially regarding attitude and behavior change and adoption. The consultant will pilot the toolkit this winter.
- Approximately 500 visitors participated in the Salmon Homecoming at Oxbow Regional Park over two weekends in October.
- 140 people participated in Metro's annual Thanksgiving walk and campfire at Oxbow Regional Park the Sunday before Thanksgiving. This was the largest participation in the 10+ year history of the program.
- 5,015 students participated in Metro-supported Outdoor School programs this fall. Overall, students showed a 10% increase in their knowledge of waste reduction concepts after their participation in Metro-sponsored waste reduction curriculum at Outdoor School.
- Outdoor School participation numbers for this school year showed an increase from last school year. However, the majority of school districts in the region are participating in shorter programs than in the past.

## **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*

- Nineteen natural areas within 13 target areas had restoration and maintenance activities on approximately 550 acres. Stabilization of new acquisitions involved 17 properties, including the Chehalem Ridge Natural Area.
- Native Plant Center seed collection resulted in over 260 pounds of native seed; four natural areas have already received seed. Over 12,500 bulbs and tubers were collected, including 975 of the state-endangered species *Delphinium leucophaeum*.
- Various student and community groups participated in restoration efforts within five natural areas; multiple groups assisted at the Native Plant Center.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely-efforts sponsored by the Intertwine Alliance, are on track and we expect to have drafts, including regional land cover data sets and regional conservation priorities completed during the third quarter

#### *Nature in Neighborhoods*

- Completed a literature review, three focus groups with government, non-profit and business partners and one with internal staff for the Sustainable Building + Landscaping project, a collaboration between the Resource Conservation and Recycling Division and Nature in Neighborhoods. The project is part of strategic planning efforts to refine Metro's role and leadership in driving greater use of sustainable building and landscaping practices in the region.



- Registration began for the May 2, 2012 Government Confluence, a day-long summit designed to inspire peer-to-peer conversation about sustainable building and landscaping practices for those serving in the government sector. This is a partnership of Metro Nature in Neighborhoods and Cascadia GBC. Workshops and speakers will address the challenges that local governments are facing today: financing, retrofitting and adaptive reuse, getting more from each project and integrating equity into green building and infrastructure projects and programs.
- An Operations and Maintenance Manual for Raingardens was previewed at the Oregon Landscape Contractors Association to a standing-room-only crowd. The manual is a joint project of a working group convened by Metro between East Multnomah Soil & Water Conservation District, Clean Water Services, Clackamas County WES, City of Portland and other government and private businesses. Feedback from presentation participants will be used to develop a final product for distribution.
- Completed a partnership agreement with Columbia Land Trust and Audubon Society of Portland to continue the Backyard Habitat Certification program including support for a strategic plan to take the program regional and sustain its funding over time. Partnerships with HBA and Earth Advantage were also finalized to support education and training about Low-Impact Development practices for residential builders, realtors, homebuyers and homeowners.

#### *Regional Acquisition*

- Acquired over 506 acres of natural areas and one trail easement.
- With the most recent acquisition, 2006 bond now totals more than 3,600 acres acquired. 3,500 acres was the minimum promised to voters, so the Natural Areas bond is on track to deliver on regional acquisition goals.

#### *Local Share*

- About 65 percent of the \$44 million in the local share fund has been spent to date. Six jurisdictions have completed all their projects including Hillsboro, Milwaukie, Forest Grove, Lake Oswego, Sherwood, and the North Clackamas Park and Recreation District.

#### *Nature in Neighborhood Capital Grants*

- The fifth round of Nature in Neighborhood Capital Grants review begins January 9, 2012. Seven projects were invited to submit full applications for a total of \$2.25 million in available funding. The Grant Review Committee will review the projects and make a recommendation to the Metro Council in the spring.

## **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 Recycling Information Center (RIC) answered 18,153 calls and the Find-A-Recycler web site received 14,547 hits. Find-A-Recycler was revamped to be mobile device-friendly and even easier to use, with newly-added reuse options, easier keyword search and interactive maps.
- In December, the Recycling Information Center began accepting statewide calls regarding Oregon's electronics recycling program, Oregon E-cycles. This program, established by statute and financed by manufacturers, provides for recycling of computers, monitors and TVs. It is the second statewide call service the RIC provides on behalf of the Oregon Department of Environmental Quality, along with household hazardous waste collection information.
- Recycling Information Specialist Betty Shelley did an eco-friendly gift-giving segment on KATU's AM Northwest show in November. In December, she did another AM Northwest segment on going green in the New Year, as well as a KGW story on green holiday practices. Betty and her colleague Patrick Morgan also did radio interviews on post-holiday recycling on KEX and KXL radio.
- The Clean Refuse Fleet project retrofitted 16 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 35 trucks. 44 additional trucks are at various stages in the retrofit process.
- The Resource Conservation & Recycling and Nature in Neighborhoods programs jointly completed a literature review, three external stakeholder focus groups and one internal staff focus group for their Sustainable Building + Landscaping project. This project is part of a strategic planning effort to refine Metro's role in driving greater use of sustainable building and landscaping practices in the region.
- The partnership with Oregon State University Extension Service through which Extension staff deliver Metro's natural gardening adult education continued to expand, with natural gardening information now incorporated into the curriculum used by Extension to train Master Gardeners.

### *Internal Sustainability*

- The Metro Council adopted a green building policy for new construction, major renovations and operations and maintenance of existing buildings.
- Public electric vehicle charging stations were installed at the Oregon Convention Center, Metro Regional Center and Expo Center.
- Implementation of the Utility Manager database was completed, enabling facility directors and operations managers to review and produce reports of utility consumption and cost information for electricity, natural gas and water.

### *Climate Smart Communities Coordination*

- Councilors Harrington and Burkholder, John Williams and Ronda Chapman-Duer attended the 2011 Willamette Valley Resilience Summit, with Councilor Burkholder serving as moderator for a session focused on potential focal points for regional collaboration.

## **Items for leadership attention**

- This summary report lists Metro project and program highlights for the second quarter of this fiscal year.
- Nuin-Tara Key was hired to fill a vacant position in RCR. She, Matt Korot, Kim Ellis and Mike Hoglund developed a transition plan to allow her to begin assuming her new responsibilities while also minimizing impacts on the Climate Smart Communities program for which she currently works.
- Fewer haulers than expected have participated in the diesel retrofit program, primarily due to Waste Management's decision to transition its entire fleet to compressed natural gas. RCR staff

expects the program to retrofit a total of 90-100 trucks, rather than the 160 as originally projected. As a result, program expenditures will likely be below budget in the current fiscal year.

## **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**

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP).
- Provided assistance to the city of Hillsboro in cleaning up a large transient encampment near the Hillsboro Airport. Metro crews spent four days at the site in late November and early December filling four 40-yard drop boxes with solid waste. Pictures taken prior to the cleanup:



- Issued a license amendment to Recology's Suttle Road operation, located in north Portland, to allow reloading of residential food waste inside a building. Based on Portland's land use approval and completion of Metro's public outreach process, the amendment was issued in October. Metro also met internally with Expo Center staff, and scientists and naturalists from Smith and Bybee Lake and established license conditions to better protect nearby wildlife and habitat. Operations will not start before March and not until facility construction is completed. Recology has applied to Metro for approval to send the organics material collected at Suttle Road to Nature's Needs and three other smaller facilities.

### ***Facility Authorizations.***

- Metro Council issued the annual allocation of solid waste tonnage destined for non-Waste Management landfills in December.
- Metro Council issued several Non-System Licenses (NSLs) that allow haulers/facilities to deliver commercial food waste to Nature's Needs in North Plains or PRC near Corvallis in December.
- Metro renewed an NSL for Tire Disposal & Recycling and Cintas (Portland) and an agreement with Weyerhaeuser to accept special waste, residual and soil at its landfill near Castle Rock, Washington.

- Metro met with officials from the Oregon Department of Transportation (ODOT) to begin coordinating new procedures for illegal camp cleanups under state highway bridges and on other ODOT property. SB 447, passed in 2011 by the Oregon Legislature, established more stringent requirements for posting and managing personal property from illegal camps.

**Program Issues (FYI only):**

- Began a pilot program of “tagging” bulky items, such as furniture, appliances and mattresses with a brightly colored orange label rather than picking up these items up as inmate work crews come across them. These tags 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. In the first three months of the project, nearly 200 items have been tagged; only about half have had to be picked up later by Metro cleanup crews.

**Items for leadership attention:**

- Portland’s land use decision to allow Recology to reload food waste at its facility near 101st and Foster Road in the Freeway Land Industrial area was appealed to the Land Use Board of Appeals (LUBA). Metro’s evaluation of the application will not be undertaken until a final decision has been made by LUBA and Recology has submitted a complete license application.
- Nature’s Needs serves as one of the primary food waste and yard debris compost facilities for the Metro region. In addition to composting commercial and residential food waste from Metro Central, Recology’s Suttle Road facility, once constructed, proposes to begin sending organics to Nature’s Needs. Given the recent weather inversion, off-site odor issues, and local concerns, Nature’s Needs is under more scrutiny by DEQ and Washington County staff. This has implications for future authorization decisions, contracts and the need to consider practical contingencies should the activities or operations of the facility be curtailed.
- Pacific Region Compost (PRC), owned by Republic/Allied, has submitted an application to become a Metro designated facility for composting food waste. This will be the first compost facility that will be taking organics from a potentially wider variety of sources, including Metro South and WRI. It is important to establish operational standards and conditions that are appropriate for this facility and other potential future facilities. Metro Council will have an opportunity to consider listing this facility as a designated facility and authorize the COO to negotiate an agreement. Consideration of this action is likely to raise local concerns about PRC accepting and composting organics emanating from the Portland area.

## **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**

- Metro signed a two year extension of our contract with PaintCare, which will bring in an estimated \$2.4 million in revenue over two years for recycling of latex paint collected statewide.
- Effective Oct. 31, residential organics collected from Portland households as a result of the City’s new service were accepted at both Metro transfer stations. Contracts with Recology Oregon Recovery and Allied Waste Transfer Services, the operations contractors at Metro Central and Metro South respectively, were amended with rates established for the contractors to receive, transport and process this stream of materials new to Metro’s transfer stations.

- The roof replacement project for Metro Central HHW has been awarded and a significant portion of the replacement will be a green roof. Permit approval process lasted into winter, so work will not start until spring 2012. Completion and planting is expected to be done before the end of this fiscal year.
- Proposals to transport and process commercial organics accepted at Metro Central were received and evaluated in October. A vendor has been selected for contract negotiations and the awarding of a contract will be announced in January.
- A significant increase in pest birds at Metro Central began in October. The birds were gathering to feed on food waste in the organics bay. Recology Oregon Recovery has contracted with Airstrike Bird Control to use live raptors for bird abatement purposes.
- For the first time in the program's history, the number of customers using Metro's hazardous waste facilities dropped noticeably from the previous year. From the 2010 all time high of 56,583 facility customers, 2011 saw a 9% decrease to 51,644 customers. This trend started a few months after the startup of the PaintCare program, which established a number of paint-only drop-off options around the Metro region.
- The final draft of a feasibility study for converting landfill gas collected at the St. Johns Landfill to energy (fuels or electricity) has been completed and is under review. The final report is due in January 2012.

## **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**

- Worked with USFWS and WDFW to capture pygmy rabbits in S. Oregon and Nevada for translocation to Washington to join captive reared rabbits
- Released 156 Oregon Spotted frogs in Washington
- Planted over 10,000 viola plants at the coast (in partnership with Horticulture and Zoo Animal Presenters)
- Developed and implemented new hiring process for Educator seasonal positions.
- Debuted new "ART-ic Blast" winter camp, focusing on art and the cultural importance animals have all around the globe. Increased daily capacity.
- Began first partnership with "traditional" public school – David Douglas – at Family Farm for work experience for students
- Youth volunteer program: eight Project Polar Bear teams worked on climate change projects, a record number

### **Program Issues**

- Space for summer ZooCamp – old hospital and modular unit being considered

## Upcoming

- Biology and Management of Zoo Animals Associate Degree coordination ongoing, Joyce Kaplan working in areas and meeting with staff
- Pika Watch, pika monitoring citizen Science program, and second year of FrogWatch
- New environmental education manager arrival
- Planning new “Nature Ranger” Spring break camp, that will focus on getting participants outside and engaging in inquiry-focused investigations (possible collaboration with Sustainability educators)
- Wild Minds arrival at the zoo; collaboration with OMSI on volunteer staffing and programming

## **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*

- pacificwild/Aramark had a record breaking November with sales at \$1.4 million.
- Portland Roasting (Store #1) grand opening event took place Nov. 28, 2011, Store #2 to open in the 3rd quarter.
- New Executive Chef Allan Wambaa has been receiving “rave” reviews from clients.
- Overall OCC Customer Service rating was 3.8 out of a 4.0.
- OCC Diversion Rate was 71.7 percent.
- Exhibitor Service Survey Ratings were 4.48 out of 5.0.
- Electric vehicle charging stations added to OCC garage location.
- Capital projects completed: Digital directional signage at all main entry points, the OCC Plaza, Portland Roasting Store #1, kitchen upgrades.
- Successfully supported a major technology-based client, “Grace Hopper,” whose Wi-Fi needs had crashed a previous venue’s capacity. The event grossed over \$700,000.
- First booking of the OCC Plaza confirmed with the Portland Auto Show – fence comes down Jan 20.
- Audio Visual sales for the Festival of Trees event has grown in sales from \$20 thousand four years ago to \$70 thousand .

#### *Expo*

- Completed the first successful Expo retreat for all staff that including training, food tasting in West Delta Restaurant as well as strong team building.
- Hall E micro piling project further reviewed by geotechnical engineers. Minimal response to the first RFP. Rebid the project with updates from this analysis and due back for review by Jan. 30, 2012.
- Hired professional designer for review of Hall E interior lobby space carpeting. Project now to include a lobby feature area for exhibits and food service potential. Designer working with new colors that match Expo’s updated brand identity.
- Unexpected Hall A and B floor settling repairs involved geotechnical core samples. Final letter from geotechnical engineer on how to proceed – expected to overlay fill area with asphalt as initial reports were positive.

- Completed new website launch (www.expocenter.org ) with Oaktree Digital and internal teams from both MERC and Metro. Developed new Drupal based website with features including: video, brand new photo galleries, event sharing (social media), advertising and targeted audience development. Initial analytic data show very positive web traffic and commentary that is well received by audiences.
- Finalized negotiations with Cirque du Soleil and formed planning team from across MERC and Metro to fully advantage this opportunity. Visitor Venues, capital projects, Finance, Communications staff and many others are mobilizing effort towards success.
- Completed negotiation with the Port of Portland for easement related to Expo Road realignment.
- Ongoing maintenance projects completed by operations staff included roof maintenance and repair, preparation of the gravel lots, full hall cleaning and grounds maintenance including the trimming of trees on Expo Road.
- Diversion rate increased to 52 percent; an 8.6% increase over second quarter of last fiscal year.
- Expo brand identity planning and execution are on-going per the Marketing and Communications plan. Expected roll-out of approved signage and other improvements in late Q3 or early Q4.

#### **Program Issues**

- Calendar year 2012 signals the beginning of the temporary decline in national conventions at OCC. Because conventions are booked several years in advance the conventions that should have booked back in 2008 at the time the recession hit did not materialize. OCC averages 40 conventions a year but in 2012/2013, 31 are anticipated and in 2013/2014 there will be 28. The OCC sales team along with the Travel Portland team are working hard to get those numbers back up. In the interim the sales team will be filling in with short term business where possible and taking on more non-convention type programs to help generate more revenue.

### **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**

##### *Cemetery operations*

- Cemetery staff began implementing the Cemetery Business and Operations plan with the new fee structure as of Nov. 1, 2011, and have seen the following growth in November and December as compared to the same months in 2010: Interment right sales revenue increase of 73.8 percent, cemetery service fee revenue increase of 51.4 percent, and Perpetual Care Fund contribution increase of 128.8 percent.

- Staff have been aligning the program to industry best management practices and are creating plans to increase sales of other cemetery products such as the sales of memorial markers and additional outer burial container offerings.
- Soil management plan will go into effect February 1, 2012.
- The Cemetery Manager met with an internal focus group to identify the mission, vision, form and structure of an external Cemetery Advisory Committee that will guide Metro in operation of our pioneer cemeteries and report to the Chief Operating Officer.
- Drafted a memorandum of understanding (MOA) with the Oregon State Historic Preservation Office for the Lone Fir master plan. Once issues around the Inadvertent Discovery Plan are resolved and the MOA is executed, 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 assist the foundation in forming their board and infrastructure and conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery. This project is on time and moving forward with no issues.

#### *Park operations*

- Oxbow Park received 24,095 visitors. This is slightly lower than the same period in 2010, which showed 26,897 visitors. Chinook and Gleason boat ramps also saw a slight decline, reporting just over 22,000 visitors for second quarter, compared to just over 24,000 of the same quarter in the previous year. A primary reason for this is likely strong November rains. However, State Marine Board informs us of another trend that could be affecting these numbers is an ongoing decrease in statewide boat registrations. Staff will continue to monitor use closely in the coming year.
- Blue Lake Park received 12,159 visitors. This was a sizable increase from the same quarter in 2010 which showed just over 7,000 visitors. While weather may have negatively affected attendance at other sites, Blue Lake was likely helped by new special events that increased visitorship. An example of one such event was the Portland Road Runners event in October which attracted over 250 vehicle visits.
- Staff has begun discussions with Multnomah County Sheriff's Office (MCSO) regarding their use of the Portage Building at Gleason Boat Ramp. While their current office and other areas at the ramp were covered for use under a previous IGA which transferred County properties to Metro in the 1990s, the Portage Building was not. MCSO is currently housing a portion of their Marine Patrol Division equipment with no lease or other arrangement in place. Staff is working to rectify this situation in a fair and equitable manner.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in review and construction of the new website portal will be completed this FY.
- Council approved funding for the new disc golf course at Blue Lake Park. The course is expected to increase park attendance and revenue, while providing the public with a new recreational opportunity. The project budget was aided by over \$16,000 in sponsorships, coming primarily from the sporting goods supplier Next Adventure. The course is scheduled to open in early summer 2012.
- Multiple renovation and replacement projects were completed in various park sites during the last quarter. Projects include roof replacements, signage upgrades, lighting in the Howell Barn, and trail improvements at the Glendoveer Golf Course.

#### **Program Issues**

- The Cemetery Program has an update with regard to the City of Fairview Police and Oregon Mortuary and Cemetery Board (OMCB) investigation of Metro and the bone fragments found on Metro property off of NE 223rd in Fairview:



- Metro staff and the Office of Metro Attorney have met with the Oregon Mortuary and Cemetery Board to discuss the future of the 223rd site, however no resolution was reached and the site remains enclosed by temporary fencing and "No Trespassing Signs."
- Staff have outlined a new process for handling excess dirt in the cemeteries. The new process will be implemented in February 2012.
- Upon the closure or settlement of the OMCB investigation, Metro will work on a plan to manage the soil mounds at NE 223rd in Fairview, and decide on next steps for the site and any additional remains which may be discovered.

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

- Approval of agreement between the State of Oregon and Metro for online camping reservations.
- Support for Glendoveer operator contract process, initiated in January of 2012.
- 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 RFP process was completed, presentations made by the four finalists, and negotiations begun with New Era Tickets/TicketsWest.
- PCPA held its most successful art show ever with Shannon Wheeler's cartoons for the New Yorker. Twenty seven pieces sold.
- After re-piping Keller Auditorium, PCPA donated pipe to local non-profit dance company Body Vox, who used the much needed pipe for hanging back drops and lighting instruments in their small performance space.
- Hosted the first field taping of ArtclecticPDX which aired on community radio KZME in November.
- Began collaboration with PSU Ambassador program to provide in-house polling of audiences.
- Keller boiler project was completed with new controls and circulating pumps. It is estimated gas consumption will drop by 8400 therms-approximately \$10,000 in annual savings.
- Danny Cook-the flyman for the Newmark Theatre-earned his certified rigger status through PLASA's Entertainment Technician Certification Program (ETCP). PCPA is one of only a handful of venues nationwide designated as an ETCP recognized employer.
- The fall season debuted two new theater companies who have brought their seasons to PCPA this year-Third Rail Repertory and Stumptown Stages.
- Incandescent strip lighting at Schnitzer Concert Hall was replaced by LED equivalents. Total project cost was \$50,000 and was covered 50/50 by Energy Trust of Oregon and Metro Sustainability Dept. funds.

#### **Program Issues**

- No funding is available for further design of the Schnitzer/Main Street project. Meetings of a small committee consisting of representatives from the PCPA Foundation, City of Portland Mayor's office, PCPA and the Schnitzer Foundation have stalled.

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

- Transient Lodging Tax - A drop in transient lodging tax has created a significant revenue challenge that needs to be addressed in FY 2011-12. There has been agreement that PCPA should be allowed to be quickly restored to the original base of \$1.2 million, 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 at PCPA. PCPA will need to look at what the long term answer is to this problem.

### **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**

- Work on the 20-year Comprehensive Capital Master Plan concluded on Nov. 3 with Metro Council adoption of the plan. The Bond Implementation Plan is the first phase of the Master Plan. The Master Plan outlines future renovations and improvements to animal habitats, guest service amenities, and sustainability improvements to reduce campus water and fossil fuel use and manage waste and stormwater. This work informed and supported the new Conditional Use Master Plan permit application.
- The program continues the two-part land use strategy to:
  - 1) Amend the zoo's existing Conditional Use Master Plan permit for the elephant and condor habitats. The amendment application was submitted to the city on Sept. 23. After reviewing for several weeks, city staff requested clarifying information, particularly for environmental zone impacts, that Metro provided on Nov. 18. The application hearing is scheduled for Jan. 18.
  - 2) Apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements. Work is nearing completion. There have been productive conversations with the city bureaus that will review and process/approve the application. Much attention is being given to access and parking. Metro is discussing parking lot management strategies with Portland Parks and Recreation (the property owner) and the Washington Park Alliance (WPA) Parking Lot Operating Committee. The proposed access and transportation implementation strategy is 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, expenses and management models for future maintenance and operation. The zoo held a third workshop with adjacent neighborhood association boards at which the zoo and larger Washington Park operating impacts were discussed. The zoo is clarifying with neighbors those issues over which the zoo/Metro have decision making authority or jurisdiction. For others, the zoo is helping neighbors make connections with the appropriate authority.

- The Veterinary Medical Center building is substantially complete and the city has approved temporary occupancy. The project remains on schedule and budget. Project close-out procedures are underway. Grand opening is scheduled for January 19 with public and donor festivities.
- The Penguin Life Support System Upgrade Project is substantially complete. Project close-out procedures are underway. The project remains on budget and finished substantially behind schedule. The exhibit heating, ventilation and air conditioning (HVAC) system is not properly managing exhibit humidity. Modifications to the HVAC system were not part of the filtration project and the moisture level of the exhibit air was not modified by the filtration project. Zoo Facilities Maintenance is managing repairs and the zoo is funding the HVAC system repair, not the Bond Program. The filtration project will likely be complete and closed before the exhibit HVAC issue is resolved and ready for relocation of the penguins.
- The program negotiated a property purchase option for the Remote Elephant Center and continues to investigate other properties that meet our criteria. The program continues refining plans including facility design, programming, funding, land use approvals and communications. While the option is a positive step, there remains significant work prior to seeking feasibility approval from the Metro Council.
- Metro received three responses to the Elephant Habitat and Related Infrastructure design services request for proposals. The team of SRG and CLR Design was awarded the contract. This is the same team, including multi-disciplinary sub consultants, which supported the zoo's 20-year Comprehensive Capital Master Plan. The team will provide design services for the elephant habitat project through construction documents and contract administration during construction. During the last quarter, the program also issued requests for proposals for a construction manager/general contractor with responses due Dec. 22. A review team is assessing the ten proposals received.
- On Nov. 1, the program issued requests for proposals for interpretive design and installation services for all remaining bond projects. Interpretive elements are the printed, graphical, and electronic activities, experiences, and signage in and around exhibits that provide mission-based communication to connect guests with our animals, our mission and our values. In addition to explaining information at exhibits, the interpretation will encompass campus orientation and navigation, branding, amenities, and the holistic guest experience. The strategy is to use a single team to plan, design and install all interpretive packages for the upcoming bond projects to ensure consistency of theme and style.
- On Dec. 15, the Metro Council reappointed and appointed members to the Oregon Zoo Bond Citizens' Oversight Committee. The Committee is preparing their annual report to the region's citizens and the council and expects to deliver the report by March 2012.

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

- The Veterinary Medical Center Grand Opening is scheduled for Jan. 19. Details and invitations for this exciting milestone, including building tours, are forthcoming.
- The Metro Auditor concluded her follow-up audit of the program's capital construction practices. The audit was delivered to the Metro Council on Nov. 10 and concluded the program has implemented six of seven recommendations. For the one recommendation identified as "in

process,” Metro management is committed to providing timely, relevant, and accurate information to the Oregon Zoo Bond Citizens’ Oversight Committee and the Metro Council. As the follow-up report states, A Better Zoo Program staff collects and documents detailed information for each active project. With the Metro Council adoption of the Bond Implementation Plan on Sept. 22, the scopes, schedules and budgets for all remaining bond projects are now known and can be used to provide information for the program as a whole

### **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**

- At the end of November, zoo attendance was down 3 percent from last year (752,000 vs. 758,000). However, due to successful marketing, creative promotions and exceptional weather, the month of December yielded attendance numbers of 209,633, making it the biggest December ever. Zoo attendance is now more than 40,000 over our year-to-date projections.
- ZooLights greatly contributed to attendance numbers, with a record breaking total of more than 197,700. The old record of 141,400 was beat by approximately 39 percent. In fact, on one single night we shared our holiday experience to more than 10,000 guests with more than 5,000 riding the train.
- Last quarter we reported on upgrades and enhancements to our food service point-of-sale systems, allowing us to take credit cards at all locations and the ability to pull real time reporting regarding sales and revenue. Like many large IT projects you can expect a few challenges from time to time, but we are happy to report this project was a huge success and much of the credit goes to the food and beverage team and Information Services staff.
- The zoo is already in the process of planning next summer’s concert series. Last season was one of the best ever and the team has continued to explore ways to improve. We anticipate more exciting music, faster service times at concession locations and additional food options.