



2012-13

THIRD QUARTER MANAGEMENT REPORT
January through March



Metro | *Making a great place*

FY 2012-13 Third quarter management report

Table of contents

Management report item		Page
Metro management report executive summary		2
Metro management report at-a-glance		3
Metro management report in detail		10
Office of the COO	1.1 Equity Strategy Program	10
Finance and Regulatory Services	2.1 Solid waste compliance and cleanup	11
Parks and Environmental Services	3.1 Parks and natural areas management	12
	3.2 Solid waste operations	15
Planning and Development	4.1 Land use planning	16
	4.2 Project development	18
	4.3 Transportation system planning	19
Sustainability Center	5.1 Natural areas	20
	5.2 Parks planning and development	23
	5.3 Resource conservation and recycling	24
Visitor Venues	6.1 Convention, trade and consumer shows	25
	6.2 Performing arts, arts and culture	27
	6.3 Zoo conservation and research	29
	6.4 Zoo education	30
	6.5 Zoo infrastructure bond (A Better Zoo)	31
	5.6 Zoo visitor experience	32

Metro Management Report At-a-Glance

3rd Quarter FY 2012-13

During the third quarter, Metro services and facilities experienced increased visitors and revenues while staff advanced sustainability and equity work internally.

The Equity Strategy Program prepared to launch an advisory committee with the first meeting anticipated in May and began developing a Diversity and Equity Leadership Training Series for staff.

The Southwest Corridor Steering Committee approved evaluating five project bundles and the East Metro Connection Plan moved forward with two key projects: widening an I-84 connection and making safety improvements in the southern gateway area. Work progressed on three transit-oriented development projects. Staff readied the draft Unified Planning Work Program for adoption, developed Climate Smart Communities scenarios and models for testing, and secured nominal funding for Transportation System Management and Operations and Metropolitan Planning Organization programs.

The solid waste compliance program cleaned up 529 illegal dumpsites and nine transient camps; trained property managers in cleaning up dumpsites and camps and partnered with local homeless advocates.

Acquisition of 196 acres of natural areas brought total bond property purchases to 4,572 acres; restoration and maintenance occurred on approximately 500 acres with plantings installed in 22 natural areas. Staff prepared to release a draft Westside Trail Master Plan; the Tonquin Trail master plan was adopted by the Metro Council and local jurisdictions; bidding for the Blue Lake Trail project is imminent.

Glendoveer Golf Course, Blue Lake and Oxbow regional parks and the Chinook Boat Ramp saw visitor increases from the same period last year; preparations are underway to celebrate the 50th anniversaries of Blue Lake and Oxbow. The cemetery program awarded contracts for interment services and the Lone Fir Cemetery cremation garden and met or exceeded monthly sales benchmarks.

Washington County's decision to prohibit commercial organics processing prompted plans for alternate site transport by summer. Stakeholder interviews and on-site traffic analysis at Metro South transfer station moved forward as part of the Solid Waste Roadmap project. Plans to transition the St. Johns Landfill to part of the Smith-Bybee Natural Area progressed.

Staff incorporated Metro's Green Building Policy into the new Construction Project Management Guide for staff and awarded contracts for green building assessments of Metro facilities. Four internal sustainability projects that were completed will save electricity and reduce stormwater runoff. The Recycling Information Center answered 15,016 calls and the Find-A-Recycler web site had 17,557 visits.

The new conditional use master plan was approved; staff began preparing for groundbreaking on the Elephant Lands project. In May, construction for the new Condor Habitat will begin and pay stations under the Washington Park parking management agreement will be installed.

Oregon Zoo revenues are now tracking to budget and visitor numbers were strong, breaking records in March. The OCC continued hotel negotiations and working towards LEED certification at the Gold Level. The Expo Center had a strong quarter with its first-ever million dollar month in gross revenues. Work began on the Portland Center for the Performing Arts' new website.

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

Metro Management Report At-a-Glance

3rd Quarter FY 2012-13

Office of the COO

Equity Strategy Program

- Convened an external work group to guide and inform the development of an Equity Baseline.
- Prepared to launch an Equity Strategy Advisory Committee; the formal application effort for the Advisory Committee was released in mid-April with the committee anticipated to first convene in late May.
- In partnership with Metro's Diversity Program, began developing a Diversity and Equity Leadership Training series; training modules will eventually be used to provide diversity and equity training to all Metro staff. The Senior Leadership Team reviewed the proposed training program in late April.
- Developing a governance structure and engaging external stakeholders for the program delayed the Equity Baseline work by a couple of months; the delay will not impact overall resource needs estimated for next steps in the program.

Finance and Regulatory Services

Solid waste compliance and cleanup highlights

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP).
- Cleaned up 529 illegal dumpsites and completed nine transient camp cleanups in cooperation with local jurisdictions.
- Initiated an internal Metro workgroup to review the applicability of community enhancement fees at solid waste facilities; Metro Council liaisons Harrington and Stacey will consider options and recommendations prior to engaging stakeholders and the full Council.
- Initiated discussions with Oregon Department of Environmental Quality to improve inspection, compliance and complaint response responsibilities at solid waste facilities within the region.
- Amended non-system licenses for Garbarino Sanitary, Troutdale Transfer Station and Recology Portland to remove Recology Nature's Needs as an option for delivery of commercial food waste.
- Successfully trained property managers on how to manage Metro properties where illegal camping or dumping takes place; became a sponsor for the Street Roots Rose City Resource Guide -- a valuable guide for homeless and transient persons.
- Republic Waste requested designated facility status for its Pacific Region Compost operation in Benton County; Metro Council will consider whether to list the operation within the Code once an agreement is ready to move forward.
- Moved forward to extend transfer station franchises for two years assuring minimal disruption to the solid waste system while major Solid Waste Roadmap projects conclude.

Parks and Environmental Services

Parks and natural areas management highlights

- The cemetery program set a monthly sales target of \$35,000 to address revenue challenges; sales in January and March resulted in an \$8,000 and \$10,000 increases from the three-year average, respectively.
- The Lone Fir Cemetery cremation garden "Chestnut Grove" has been awarded to Milne Construction; the garden is slated to open in June 2013.
- Cemetery staff awarded a multi-year contract for interment services to Vancouver Granite Works.
- Cemetery program and Communications staff developed a marketing plan including a creative brief, "tagline" and marketing concepts with an action plan for implementation; the plan received the Metro Cemetery Advisory Committee's full endorsement on Feb. 28.
- Cemetery staff presented a draft Inadvertent Discovery Plan to the State Historic Preservation Office (SHPO) in February 2013 and received feedback; staff will address SHPO concerns and finalize the Memorandum of Agreement in the last quarter of this fiscal year.
- A Metro Code change effective Jan. 4 set standards for grave upkeep by customers; staff is communicating with customers and doing outreach with local funeral homes to implement the new policy.
- The Lone Fir Cemetery Foundation has assumed autonomous status, formed a fund development committee and is working on a strategic plan for 2013.
- Blue Lake Park, Oxbow Park and the Chinook Boat Ramp all had an increase in visitors from the same period last year.
- Design and permitting has begun on new campground facilities to replace some of what was lost during last year's erosion at Oxbow Park; construction is expected to be completed this summer.
- Construction continues on the \$1.7M Gleason Boat Ramp Phase 4 construction project; work should be completed in summer 2013.
- Oxbow Park received upwards of 150 reservations through its new online system.
- Blue Lake Park Disc Golf Course hosted the Stumptown Slosh Disc Golf Tournament with several hundred players participating.
- CourseCo, the newly selected operator for Glendoveer, began operations on Jan. 1, 2013; the course saw an increase in play compared to last year's numbers and received positive user comments regarding the facilities and operations.
- Preparations are underway to help celebrate the 50th anniversaries of both Blue Lake and Oxbow Parks over the course of the summer; the events will recognize the rich history both places.

Solid waste operations highlights

- Completed the extension of the canopy on the Metro South Household Hazardous Waste Facility to increase the facility's work area that is protected from rainfall.
- On Jan. 22, 2013, the Washington County Commission voted to prohibit processing of commercial organics at Recology's Nature's Needs compost facility; material will now be hauled to four sites around the northwest; alternate plans to reduce transport distance should be in place by the end of the summer.
- Recology notified Metro that it intends to process mattresses for recycling at Metro Central transfer station.

- Conducted stakeholder interviews and a technical analysis of on-site traffic at the Metro South Transfer station as part of the Solid Waste Roadmap Project.
- The Smith-Bybee Comprehensive Natural Resource Plan, which calls for development of upland prairie habitat on the St. Johns Landfill, has entered the final approval process at the City of Portland.
- Landfill staff began preparing a detailed operational plan for the St. Johns Landfill to address operational changes needed to transition to part of the Smith-Bybee Natural Area.

Planning and Development

Land use planning highlights

- Continued work on the next cycle of Community Planning and Development Grant awards; final applications are due in April.
- Completed the 2012 compliance report, which shows that most jurisdictions are in compliance with almost every element of Metro's Urban Growth Management and Regional Transportation Functional Plans.
- Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps to help assess equity in a variety of planning efforts and presented them to the project steering committee.
- Continued implementation of the recommendations from Phase II of the collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites.
- Finalized two case study projects demonstrating the application of eco-efficient tools in industrial areas to stakeholders and prepared for presentations to Council and MPAC on this topic.

Project development highlights

- Southwest Corridor Steering Committee approved evaluating five project bundles based on high capacity transit alternatives; after an on-line open house gathers input from the community, the committee will review evaluation results in May and recommend a shared investment strategy this summer.
- Coordination work continues on next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County; project partners are working together to submit a community planning and development grant.
- Began implementation of two key projects identified in the East Metro Connection Plan-- widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area; a contract has been executed with the Transportation Research Board for a grant that will help fund this work.
- A partnership has been developed with the Lloyd EcoDistrict to provide storefront design and merchandising technical assistance for businesses in the NE Broadway commercial district.
- Construction is progressing on three TOD projects: 4th Main, a mixed use workforce apartment and retail development located in downtown Hillsboro; the Hollywood Apartments, a mixed-use workforce housing development located in Northeast Portland; and the Prescott, a mixed-use workforce housing development located in North Portland.

Transportation system planning highlights

- Completed the draft 2013-15 Unified Planning Work Program for the metropolitan region; scheduled for adoption in May 2013.
- Developed alternative scenarios, eight community case studies and models for the Climate Smart Scenarios project, in anticipation of scenario testing scheduled for July 2013.
- Completed system development and modeling phase on the Regional Active Transportation Plan.
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds, and received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options funding cycle for awarding grants to our local partners for demand management programs.
- Completed negotiations with ODOT and the Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning activities; this amount will not cover all transportation planning program needs.
- Secured scaled-back funding from Regional Flex Funds to cover basic staffing for the Transportation System Management Operations program.

Sustainability Center

Natural areas highlights

- Regional acquisitions totaled 196 acres in three separate transactions including an acquisition that closed a gap in the Canemah Bluff Natural Area; total acquisitions are now at 4,572 acres.
- 25 natural areas within 17 target areas had restoration or maintenance activities implemented on approximately 500 acres; stabilization of new acquisitions involved 25 properties.
- Installed plantings in 22 natural areas ranging from Chehalem Ridge to Canemah Bluffs to Coffee Lake to the Sandy River, totaling 195,000 trees, shrubs and willow stakes and native plant stock.
- Native Plant Center provided more than 6,300 plant starts to restoration projects at seven sites.
- Received 41 applications for 2013 Nature in Neighborhoods Restoration and Enhancement grants; 16 were invited to submit full applications and Metro will award approximately \$200,000 with \$30,000 earmarked for planning grants; final applications were due to Metro in March.
- Metro reimbursed \$1,351,974 in local share expenses bringing the program to 76.5 percent complete, with Tualatin and Gresham completing two new acquisitions, Troutdale and Fairview completing restoration projects and progress made on three trail projects in Troutdale, Gresham and Clackamas County.
- Four Capital Grants applications were recommended for funding; one for land acquisition in West Linn and three for restoration in Portland and Clackamas County.

Parks planning and development highlights

- Finalized the Design Framework and Concept Restoration Report for Westside Trail Master Plan and prepared a Draft Implementation Strategy; third and final round of public open houses is scheduled for May and review draft of Master Plan will be available by June.
- Tonquin Trail master plan reviewed and adopted at several councils, including Washington County, Tualatin, Sherwood and Metro; project closed out behind schedule but under budget.
- Sixty-five citizens attended the second public open house for the Mt. Scott/Scouter Mountain trail loop on January 31; the Project Advisory Committee reviewed potential trail alignments and the final proposed alignment map will be completed by May 1.

- Construction documents for Blue Lake Trail fully complete and all necessary permits secured; bidding is scheduled for May 14.
- Accepted bid for Pier Park to Chimney Park bike/pedestrian bridge at \$460,450 below engineer's estimate of \$1,412,613; tree removal completed by City of Portland and job site is ready for contractor start-up.

Resource conservation and recycling highlights

- The Recycling Information Center answered 15,016 calls and the Find-A-Recycler web site received 17,557 visits.
- The transition of the Fork it Over! food donation program from Metro to Portland State University is nearing completion, with the new website set to launch in April.
- Supported legislative work in Salem on bills related to paint, batteries, disclosure of toxics in children's products, Integrated Pest Management, low carbon fuels and compost facility siting.
- Staff is chairing a Natural Gas Vehicle Coalition work group launched by the Clean Cities Coalition to study and foster development of infrastructure for refueling natural gas vehicles.
- Staff received regional media coverage for sustainable living information, including waste reduction, reducing toxics, natural gardening and reducing cell phone waste.
- Incorporated Metro's Green Building Policy into Metro's new Construction Project Management Guide; provided training on the policy to all construction project managers.
- Awarded contracts for green building assessments of Metro facilities in the areas of Leadership in Energy and Environmental Design (LEED); facility and operations managers may use these consultants to implement the Metro Green Building Policy adopted in 2010.
- Metro Council approved four sustainability projects at Metro facilities, including an ecoroof at the Metro Regional Center, two lighting retrofits at the Expo Center that could reduce electricity costs by approximately \$88,000 per year and a stormwater bioswale at the Expo Center.

Visitor Venues

Convention, trade and consumer shows highlights

- The OCC hotel development team continued negotiations with Hyatt/Mortenson Development on a Convention Center Hotel; jurisdictional partner outreach has also taken place.
- OCC was recertified as a Salmon Safe Facility.
- OCC continues to work on LEED-EB recertification and is in the performance monitoring period; OCC is striving to recertify at the Gold level.
- Hosted Classic Wine Auction for five charities benefitting local children, raising \$2.92 million.
- OCC and Aramark began a jobs program with Roosevelt High School assisting in the career development of teenage African American students.
- The Expo Center had a very strong third quarter that included the first-ever million dollar month for gross revenues in February. Food and beverage and parking realized strong numbers.
- Installed the new Expo sign.
- Improved Expo culinary operations, including new menu items and a targeted concessions increase resulted in positive returns; catering for corporate events was also on the rise.

Performing arts, arts and culture highlights

- Developed new logos for PCPA and each performance space; began work on website site map and wireframe.
- Hosted musical theatre collaborative meeting with Stumptown Stages, Coeur d'Alene Summer Theatre Company and The Village Theatre Company to discuss shared producing of musicals.
- Established relationship with Roosevelt High School in North Portland to seek opportunities for PCPA staff and students to interact in regard to the performing and literary arts.
- In celebration of PCPA's 25th anniversary, the Neill Foundation selected the PCPA Foundation as its recipient for proceeds from its annual golf tournament. The tournament is held in honor of Jim Neill, who was the first president of the PCPA Foundation.

Zoo conservation and research highlights

- Assisted with translocation of Pygmy Rabbits from Southern Oregon to the Eastern Washington release site and with the annual Oregon Spotted Frog egg mass surveys at Conboy Lake, WA.
- The Zoo's breeding and recovery program on Taylor Checkerspot Butterflies resulted in a record release this year: A total of 6,634 caterpillars were placed back into the wild.
- Conservation staff partnered with the Honolulu Zoo and Stirling University (Scotland, UK) on a AZA CEF Conservation Endowment grant proposal entitled: "Developing methods to study the factors promoting good Keeper-Animal Relationships in zoos."
- Conservation staff partnered with the Audubon Society on the submission of a proposal on a lead free ammunition initiative for the future of condors and other bird species in Oregon to USFWS.
- Conservation staff partnered with the Northern California Yurok Tribe on an EPA proposal to host outreach workshops on the wildlife health impacts of and alternatives to lead ammunition.

Zoo education highlights

- Developed education goals under the new zoo-wide strategic plan and an operational plan for each goal.
- The first *It's Our Nature* nature immersion course for adults generated more than \$11,000 in registration fees in the first two years.
- Completed data gathering to evaluate waste reduction education programs; interviews and focus groups will be conducted this spring with an analysis and report scheduled for the summer.
- Launched Enrichment School and trained 45 zoo volunteers about the role enrichment plays in animal welfare.
- Made improvements to self-guided fieldtrips, including webpage usability, evaluation form to solicit feedback and a new pricing structure to go into effect on July 1, 2013.
- Hired a part-time Behind-the-Scenes Tour Specialist, who is working to develop and start offering a series of fee-based behind-the-scenes tours later this spring.
- Implementation of a teacher needs assessment is currently underway to gather important data regarding the needs of teachers in the classroom and inform development of new programs and materials. Survey will commence in late April with results shared in early summer.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- The new conditional use master plan was approved and became effective on Jan. 28, 2013.
- The new parking management agreement covering all parking in Washington Park has been executed and is in effect; transition of parking management from the zoo to Portland Parks & Recreation is underway and pay stations are anticipated to be installed by mid-May 2013.
- Staff is performing due diligence for purchase of the Roslyn Lake property for a Remote Elephant Center; land use planning options and strategies are being discussed.
- Elephant Lands project construction documents were completed and the scope is within budget; site preparation for service road construction and Wildlife Live building renovations has begun and staff is finalizing dates for ground breaking celebrations.
- Bids for Condor Habitat construction services were due in April; construction work will start in May.
- Four artist finalists have been selected for interviews for the first Percent-for-Art commission aligned with the construction of Elephant Lands/East Hub; interviews and final selection recommendations will be done on April 24.

Zoo visitor experience highlights

- Zoo revenue is now tracking to budget and has eliminated the shortfall from the first two quarters of the fiscal year; Guest Services-related revenue is four percent above year-to-date budget and zoo expenditures are within budget. Food service concessions had a strong quarter and retail experienced increased sales; catering revenues are improving but remain weak compared to historical levels.
- Implemented increases to general admission rates on Feb. 1, in conjunction with Oregon Zoo Foundation's membership restructuring and rate changes.
- The zoo saw strong attendance in January and February and shattered the March attendance-record by welcoming 160,000 guests, including more than 84,000 guests during spring break.
- In honor of Martin Luther King, Jr. Day, the Zoo offered free tickets to existing partner agencies that provide programs to underserved children and families; altogether, 1,525 youth tickets and 745 adult tickets were distributed and nearly 1,000 were used.
- On Feb. 10, the Zoo offered a free admissions day to the community at-large and welcomed 13,568 guests.
- With the beginning of construction for Elephant Lands, the zoo railroad began its transition to Washington Park only operations; ridership is up 15 percent year-to-date compared to last year.

Metro Management Report in Detail

3rd Quarter FY 2012-13

1.1 Equity Strategy Program

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. An Equity Inventory Report, completed in 2012, highlighted an overarching finding that Metro lacks an agency strategy for advancing equity. In response to the Equity Inventory Report, Metro will shape an agency-specific strategy to advance equity, with an Equity Baseline for the region's outcomes, evaluation of Metro's role in addressing disparities and development of an Equity Action Plan. The Equity Action Plan will guide implementation and ongoing evaluation of Metro's Equity Strategy.

Program highlights

- Convened an external work group to guide and inform the development of the Equity Baseline, including:
 - Organizing the governance structure so it is effective and transparent
 - Identifying opportunities to build on existing community efforts
 - Ensuring that the Equity Baseline is reflective of community needs
 - Options on how to develop a shared approach for capacity building between Metro staff and community stakeholders
- Prepared to launch an Equity Strategy Advisory Committee, which will develop program recommendations to support Metro's equity strategy; these recommendations will be developed in collaboration with Metro staff and delivered to the Metro Council by the Chief Operating Officer. The formal application effort for the Advisory Committee was released in mid-April with the Committee anticipated to first convene in late May.
- Began implementation of internal capacity building in partnership with Metro's Diversity Program with a Diversity and Equity Leadership Training series. This one-year training series is intended to provide Metro leadership with the skills needed to implement Metro's Diversity Action Plan and the capacity to engage in Metro's Equity Strategy development process. Training modules developed through this effort will be used to provide Diversity and Equity training to all Metro staff across the agency.

Program issues

- Initiation of Metro's Equity Strategy Program has taken longer than anticipated due to the complex nature of the work and the importance of developing an intentional approach to this effort, including developing a governance structure and engaging external stakeholders. While the Equity Baseline work has been delayed by a couple of months; the delay will not impact overall resource needs estimated for next steps in the program

Items for Leadership Attention

- Equity and Diversity program staff brought the proposed Equity and Diversity Leadership Training program to Senior Leadership Team in late April.

2.1 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from 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 for the quarter with facility inspections (75), regulatory authorizations (6) and private facilities complying with Enhanced Dry Waste Recovery Program (100 percent). During the quarter, the program undertook 6 enforcement actions as well as cleaned up 529 illegal dumpsites (76 were large dump sites) and completed nine transient camp cleanups in cooperation with local jurisdictions.
- Initiated an internal Metro workgroup to review the current and future applicability of community enhancement fees at solid waste facilities. The workgroup will prepare options and recommendation for Metro Council liaisons Harrington and Stacey to consider prior to engaging stakeholders and the full Council.
- Initiated discussions with Oregon Department of Environmental Quality to better enhance, improve and support inspection, compliance and complaint response responsibilities at solid waste facilities within the region between the two agencies. The two agencies are evaluating opportunities to most efficiently guide the work at solid waste operations.



Facility authorizations and public engagement

- Amended non-system licenses (NSLs) for Garbarino Sanitary, Troutdale Transfer Station and Recology Portland to remove Recology Nature's Needs as an option for delivery of commercial food waste based on Washington County decision to prohibit commercial food waste on April 1.
- Initiated public notification for the following solid waste facilities:
 - Fuel Processors License Renewal to process and thermally treat petroleum contaminated soil (Portland, Metro District 5).
 - Aloha Garbage License Renewal to recover dry waste from its collection routes and process/reload yard debris (Aloha, Metro District 4).

- Allwood Recycling License Renewal to compost yard debris (Troutdale, Metro District 1).
- Conducted a pre-application conference with S&H Logging for a new yard debris composting license and material recovery facility in Hillsboro. No application received for either operation. (West Linn, Metro District 2 and Hillsboro, Metro District 4).
- Successfully trained property managers on how to manage Metro properties where illegal camping or dumping takesplace. The training covered implementation of Metro's new policy for providing legal notice and posting, collecting evidence, and managing personal property collected in the course of an illegal camp cleanup. Metro also became a sponsor for the **Street Roots Rose City Resource Guide** -- a valuable guide for homeless and transient persons.

Program highlights

- Republic Waste requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County in 2012. PRC accepts commercial food scraps, yard debris and manures for composting. PRC has not yet provided comments on the draft agreement with Metro. Metro Council will consider whether to list PRC within the Code once the agreement is ready to move forward.

Items for Leadership Attention

- Metro is moving forward with extending transfer station franchises for two years assuring minimal disruption to the solid waste system while major Solid Waste Roadmap projects conclude, including the Transfer Configuration Project.

3.1 | Parks and Natural Areas Management

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

Program highlights

Cemetery operations

- Set a monthly sales target of \$35,000 to address revenue challenges. A discount sale resulted in an \$8,000 increase from the three-year average; February revenue was on par with the three-year average and March brought in nearly \$10,000 above the three year average in sales. Customers purchased graves in all three price points: high, medium and low.
- Hosted a well-attended open house event of funeral home representatives regarding improvements being made to Metro's cemetery operations. Much of Metro's business is referral from these organizations. Customer service feedback showed that attendees consider Metro's prices to be reasonable, staff to be professional and customer service to be very good. Feedback supported implementing the business plan and cemetery improvements.
- The Lone Fir Cemetery cremation garden "Chestnut Grove" has been awarded to Milne Construction, a cemetery specific construction company. The garden will provide a variety of

choices for Metro to test customer preferences for cremation and remembrance products. The garden is slated to open in June 2013.

- Metro awarded a multi-year contract for Interment Services which includes grave opening and closing, soil management, and providing service amenities for Metro's customers. The contract was awarded to Vancouver Granite Works, a local monument and cemetery service provider. The provider follows the same soil management protocols as established in February 2012 and reviewed by cemetery expert Paul Elvig. Staff is pleased with the service provided by Vancouver Granite Works, with the level of professionalism presented by their staff and the care that they take on Metro's grounds and serving Metro's customers.
- Cemetery staff and communications department worked together on a marketing plan, which includes a creative brief, "tagline" and marketing concepts with an action plan for implementation. The plan was created by EnviroMedia and presented to the Metro Cemetery Advisory Committee who gave their full endorsement of the plan on Feb. 28.
- The Cemetery Advisory Committee received an update on the cemetery cleanup of gravesites and grounds, implementation of cemetery specific records software and financial state of the cemeteries, and resolving twice-sold interment rights. The committee recommended future investments in cremation merchandise such as scatter gardens, ossuaries and niche walls and suggested that Metro open a portion of one of the cemeteries to cater specifically to Eastern European customers. Industry professionals on the committee encouraged Metro to become licensed as "Pre-Need" providers so that Metro may sell services and products to customers who are pre-planning.
- Staff presented a draft Inadvertent Discovery Plan to the State Historic Preservation Office (SHPO) in February 2013. This plan will be used should human remains or funerary objects be discovered during construction of the garden memorial at Lone Fir Cemetery. Received feedback from SHPO and will address their concerns and finalize the Memorandum of Agreement in the last quarter of this fiscal year. This plan is the last piece needed to complete an MOA with the State of Oregon SHPO for the Lone Fir master plan.
- A Metro Code change effective Jan. 4 set standards for grave upkeep by customers. Communications to customers resulted in many removing items on their own accord; staff will do outreach to local funeral homes to help get the word out regarding further cleanup efforts.
- The Lone Fir Cemetery Foundation has become autonomous from the support of Metro's contractor retained for fundraising development services; it is working on a strategic plan for 2013 and has formed a fund development committee led by Gov. Barbara Roberts.

Park Operations

- Blue Lake Park received 23,679 visitors during the FY 2012-13 third quarter, up from 11,176 for the same period last year. The Chinook Boat Ramp and Oxbow Park also saw a substantial increase in visits. The Chinook Boat Ramp received 21,923 patrons up from 18,872 for the same period last year, and Oxbow received 44,026 patrons in the third quarter, up from 32,272 from last year. Great weather and even better customer service have both played a role in our great upturn in visits.
- Design and permitting has begun on new campground facilities to replace some of what was lost during last year's erosion at Oxbow Park. Using Metro dollars in addition to funds from a State Parks Department grant, the project will construct a new campground road, providing access to 15 new campsites and 6 RV pull-through sites. Construction is expected to be completed this summer.

- Construction continues on the \$1.7M Gleason Boat Ramp Phase 4 construction project. The project is funded with Metro renovation and replacement dollars and more than \$800,000 in State and Federal grant monies. The project will renovate the existing parking lot and enhance circulation, install new stormwater features and add future connections for single car parking and a restroom building. The State Marine Board has also approved additional funding for the project which will help complete the restroom and single car parking in this phase of the project. The project will be completed in summer 2013. Patrons challenged by the closure largely understand and welcome the new improvements. Fortunately, the Chinook Boat Ramp has been a welcome alternative for boaters during the closure.
- Online Oxbow Park camping reservations have already been a huge success. The service is being provided through a cooperative agreement with the State of Oregon Parks and Recreation Department, and in the first quarter of operation the park received upwards of 150 reservations through the system. Our first online reservation arrived on March 9 in the form of Ted Askwith and his young son Ben (see photo below Oxbow Park Ranger Bill Doran).



- The Stumptown Sloss Disc Golf Tournament was held at the Blue Lake Park Disc Golf Course on March 9 and 10, 2013. This was the first "official" tournament hosted at Blue Lake since the construction of the course. The tournament was a resounding success with several hundred novice and amateur players from all over the country participating. The park will play host to the Professional Disc Golf Association Pro Disc Golf World Championships in 2014.



- CourseCo, the newly selected operator for Glendoveer, began operations on Jan. 1, 2013. The course saw an increase in play compared to last year's numbers and received positive user comments regarding the facilities and operations. Initiated work to repair the tennis center roof, and bids are out for construction of a new golf cart barn to house a new fleet of electric golf carts to replace the former gas operated fleet.
- Preparations are underway to help celebrate the 50th anniversaries of both Blue Lake and Oxbow Parks over the course of the summer; the events will recognize the rich history both places.

Program Issues

- Upon the closure or settlement of the Oregon Mortuary and Cemetery Board (OMCB) investigation, Metro will work on a plan to manage the soil mounds at NE 223rd in Fairview.

3.2 | Solid Waste Operations

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

Program highlights

Facility and Asset Management

- Completed the extension of the canopy on the Metro South Household Hazardous Waste Facility to increase the facility's work area that is protected from rainfall.

Hazardous Waste Operations

- On Jan. 22, 2013, the Washington County Commission voted to prohibit the processing of commercial organics at Recology's Nature's Needs compost facility. Recology developed a plan

involving hauling this material to four sites around the northwest. Alternate plans that reduce the distance this material is hauled are expected to be in place by the end of the summer.

- Recology has notified Metro that they intend to process mattresses for recycling at Metro Central. They have contracted with Exceed Enterprises, a firm that provides meaningful employment for developmentally-challenged adults, to perform this work.
- Conducted stakeholder interviews and the initial phase of an intercept survey of customers at the Metro South Transfer station. A technical analysis of on-site traffic was also conducted as a part of this Solid Waste Roadmap Project.
- Completed the third phase of sampling for the Metro Central Stormwater Assessment; the final sampling report will be finalized by the end of April. Staff has already reviewed the lab results with DEQ, which indicated that Metro can then begin the Source Control Evaluation that will complete the assessment.
- Five artists have been selected to participate in the GLEAN project, the art-from-waste program sponsored jointly by Metro and Recology. The artists completed their safety training and are now combing through the waste to find materials to incorporate into their art.

Landfill Stewardship

- The Smith-Bybee Comprehensive Natural Resource Plan has entered the final approval process at the City of Portland. This plan calls for development of upland prairie habitat on the St. Johns Landfill. Sustainability Center staff and landfill staff are working together to clear non-native species from a ten acre area in the northwest portion of the landfill. Native groundcover and shrub species will then be planted.
- Landfill staff has been preparing a detailed operational plan for the St Johns Landfill. This plan is addressing the operational changes that will be needed as the landfill transitions from a solid waste facility to an important recreational and environmental component of the Metro's Smith-Bybee Natural Area.

4.1 | Land Use Planning

The Land Use Planning section provides leadership in advancing and implementing the regional vision, the 2040 Growth Concept and local plans. Our work leads to tangible changes to the built and natural environment through the creation of conditions that stimulate desired development, through partnerships with citizens and businesses, stakeholder groups, local governments and other agencies.

Program highlights

- Continued work on the next cycle of Community Planning and Development Grant awards: finalized application materials, held a pre-application meeting with potential applicants, received 31 letters of intent from local jurisdictions, and coordinated comments from both Metro staff, staff of TriMet, DLCD and ODOT, and the Grants Screening Committee. Final applications are due in April.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing local land use actions for consistency with Metro policies, including efforts to bring cities into compliance with Title 13, Nature in Neighborhoods and Title 4, Industrial and Employment Areas. In the third quarter we completed the 2012 compliance report,

- which shows that most jurisdictions are in compliance with almost every element of Metro's Urban Growth Management and Regional Transportation Functional Plans.
 - Participating in technical committees for development of new plans and policies, including local comprehensive plan updates.
 - Monitoring progress on nine existing community development and planning grants (funded by Construction Excise Tax) that support local implementation efforts and continued negotiations on the remaining grant awards from Cycle 2.
 - Supporting development and implementation of concept plans for new urban areas
 - Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes.
- Provided planning support for major agency initiatives including:
 - SW Corridor planning, including initiation of an economic development element that will focus on investments for job creation
 - East Metro Connections Plan implementation
 - Climate Smart Communities scenarios project
 - Community Investment Initiative
 - Regional Economic Development, including the Metropolitan Export Initiative.
- Continued collaborative efforts to support regional desired outcomes for livable, prosperous and equitable communities:
 - Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps to help assess equity in a variety of planning efforts and presented them to the project steering committee.
 - Continued implementation of the recommendations from Phase II of the collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites, including tracking and supporting state legislation.
 - Finalized two case study projects demonstrating the application of eco-efficient tools in industrial areas to stakeholders and prepared for presentations to Council and MPAC on this topic.
 - Supported Council growth management decision and state review of the 2011 decision and the 2010 urban and rural reserves decision while, at the same time, initiating the process to prepare for the next urban growth report and growth management decision.
 - Convened regional stakeholders at MPAC and MTAC on various topics, including site readiness and climate smart communities, and worked with the new MPAC leadership to develop a 2013 workplan.

Items for leadership attention

- Council engagement in and support for major departmental projects including strategies to address site readiness, corridors and climate smart communities and for the awards of the next cycle of Community Planning and Development grants. Continued Council engagement, as needed, to respond to state review of previous growth management decisions and to plan for next cycle.

4.2 | Project Development

The Project Development Division includes the Corridor Planning Group and the Development Center. This recent reorganization of the Planning and Development Department allows Metro to more efficiently and strategically integrate efforts focused on improving transportation and transit with the opportunities to create and leverage community development and private investment in communities regionwide.

Program highlights

- Southwest Corridor Steering Committee approved evaluating five project bundles based on high capacity transit alternatives that include light rail to Tigard and bus rapid transit (BRT) to Tigard, Tualatin, or Sherwood, and a Hub and Spoke BRT alternative that would be closely coordinated with a system of improved local bus service, as well as roadway, active transportation, parks and natural resource projects. An on-line open house is currently underway to gather input from the community. Economic development and housing strategies, green investments and potential policy changes are on the agenda for an April 22 Steering Committee meeting. The Steering Committee is scheduled to review evaluation results in May and recommend a shared investment strategy this summer.
- Coordination work continues on next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County. Project partners are working together to apply for a Metro Community Planning and Development Grant.
- Work has commenced to implement two of the key projects identified in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area. A contract has been executed with the Transportation Research Board for a grant that will help fund this work.
- The Downtown and Main Streets Revitalization Program advanced work in three cities:
 - Concept designs for façade renovations to two properties in downtown Hillsboro have been completed.
 - Two storefront grants were approved for façade renovations to properties in downtown Oregon City. Concept design for one project is underway.
 - A partnership has been developed with the Lloyd EcoDistrict in Portland to provide storefront design and merchandising technical assistance for businesses in the NE Broadway commercial district, in conjunction with the energy efficiency retrofit assistance promoted by the EcoDistrict.
- Construction is progressing on three TOD projects: 4th Main, a mixed use workforce apartment and retail development located in downtown Hillsboro; the Hollywood Apartments, a mixed-use workforce housing development located adjacent to the Hollywood Theater; and the Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate.
- TOD staff provided technical development expertise by: taking a lead role in land use scenario modeling for the Southwest Corridor planning effort; advising on preparation of the Tacoma Station Area Plan; and helping to refine the scope of work for Milwaukie's community development planning grant.

4.3 | 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 2010-2014 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 negotiations with ODOT and the Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning, modeling, public outreach and research activities.
- Completed the draft 2013-15 Unified Planning Work Program for the metropolitan region (scheduled for adoption in May 2013).
- Continued work on the Climate Smart Scenarios project, including further development of the alternative scenarios, development of eight community case studies and model development in anticipation of scenario testing scheduled for July 2013.
- Completed system development and modeling phase on the Regional Active Transportation Plan (scheduled for completion in June 2013).
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds, and received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options (RTO) funding cycle for awarding grants to our local partners for demand management programs.
- Continued participation in Oregon Freight Capacity rulemaking advisory group, with scheduled completion in early 2013.

Program Issues

- Program administration funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro has since secured scaled-back funding from Regional Flex Funds to cover basic staffing for the program.
- Discussion has been tabled at JPACT on potential funding for a Regional Safety Program. Metro will continue to seek opportunities to implement this program such as alternate funding sources or integration with partner projects.

Items for leadership attention

- Expected 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 and Active Transportation grants run out. Staff recently secured \$2.5 million in federal funding for MPO programs; this amount will not cover all transportation planning program needs. Because implementing regional transportation policy is optional under

federal grants and not considered a priority for the Federal Highway Administration, staff has begun to scale back work through local partners. This will result in less relationship-building with local partners and prioritization of larger jurisdictions over smaller ones.

5.1 | Natural Areas

In Q3, the Natural Areas Program stayed on track with active projects and initiatives, including natural areas restoration and maintenance, the natural areas bond and Nature in Neighborhoods.

Program highlights

Natural Areas Science and Land Management

- 25 natural areas within 17 target areas had restoration or maintenance activities implemented on approximately 500 acres. Stabilization of new acquisitions involved 25 properties.
- 2013 planting season brief summary: 22 natural areas ranging from Chehalem Ridge to Canemah Bluffs to Coffee Lake to the Sandy River; 195,000 trees, shrubs and willow stakes, native plant stock from four local nurseries, four restoration contracting companies and over 40 planters.
- Native Plant Center provided over 3,375 plugs, 1,255 root fragments and 1,737 gallon pots of rare plants to restoration projects at seven sites.
- Led 13 volunteer events with approximately 500 individuals at 11 natural areas, including events at the Native Plant Center, Howell Territorial Park, Lone Fir Cemetery, and Blue Lake Regional Park.

Nature in Neighborhoods

- Pre-applications for 2013 Nature in Neighborhoods Restoration and Enhancement grants were due in January. In all, 41 applicants requested a total of \$862,700 in grant funding. Of these, 16 were invited to submit full applications totaling about 150% of the available funding. Metro will award approximately \$200,000 with \$30,000 earmarked for planning grants. Final applications were due to Metro on March 20.

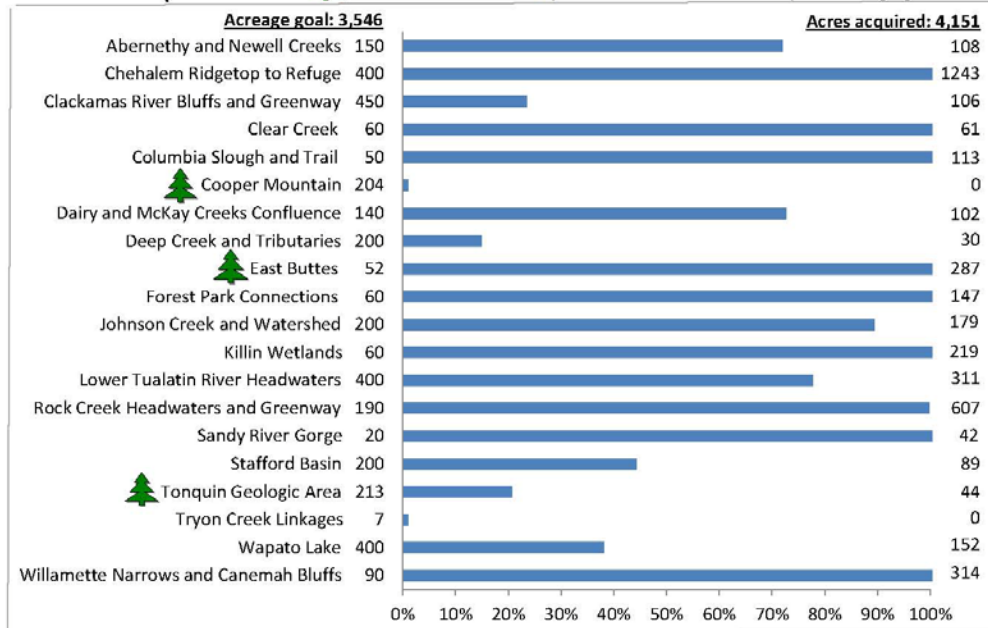
Natural Areas Bond Program

- **Local Share:** Metro reimbursed \$1,351,974 in local share expenses this quarter bringing the program to 76.5 percent complete (\$33.7 million total expended). Tualatin and Gresham completed two new acquisitions – a 2.8-acre parcel on Johnson Creek and a .77-acre property on the Tualatin River. Restoration projects in Troutdale and Fairview were also completed this quarter and progress was made on three trail projects – the Sandy River Trail in Troutdale, a trail through Main City Park in Gresham and the Rosemont Trail in Clackamas County.
- **Capital Grants:** Applications were received in January totaling \$1,074,112 in requests. Of the 12 letters of interest received this fall, ten were invited to submit full applications but only five of these projects submitted a full application.
- **Regional Acquisition:** In the 3rd quarter, regional acquisitions totaled 196 acres in three separate transactions including an acquisition that closed the gap in Metro ownership at the Canemah Bluff Natural Area. This brings acquisition totals to 4,572 acres since 2007 when the first bonds were sold. See dashboard on the following page.

Natural Areas Program

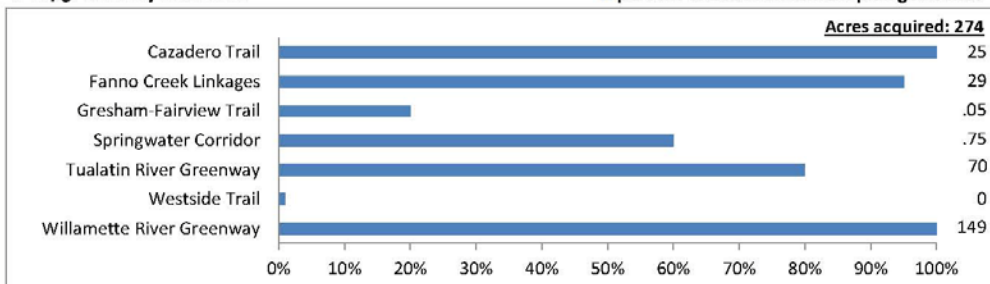
March 8, 2013

Natural area acquisition  **park built** ■ **percent of 2006 refinement plan acreage goals met**



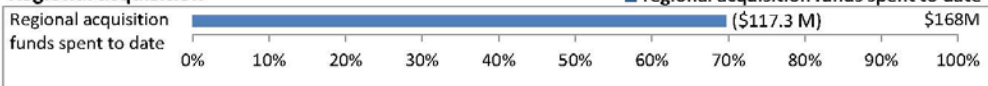
Trail/greenway corridors

■ **percent of 2006 refinement plan goals met**



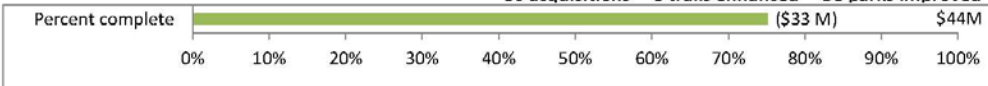
Regional acquisition

■ **regional acquisition funds spent to date**



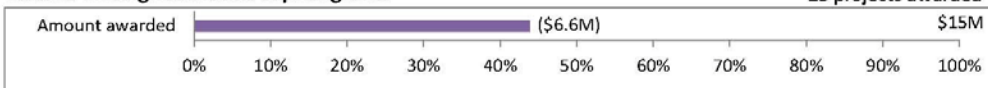
Local share

86 acquisitions 8 trails enhanced 38 parks improved



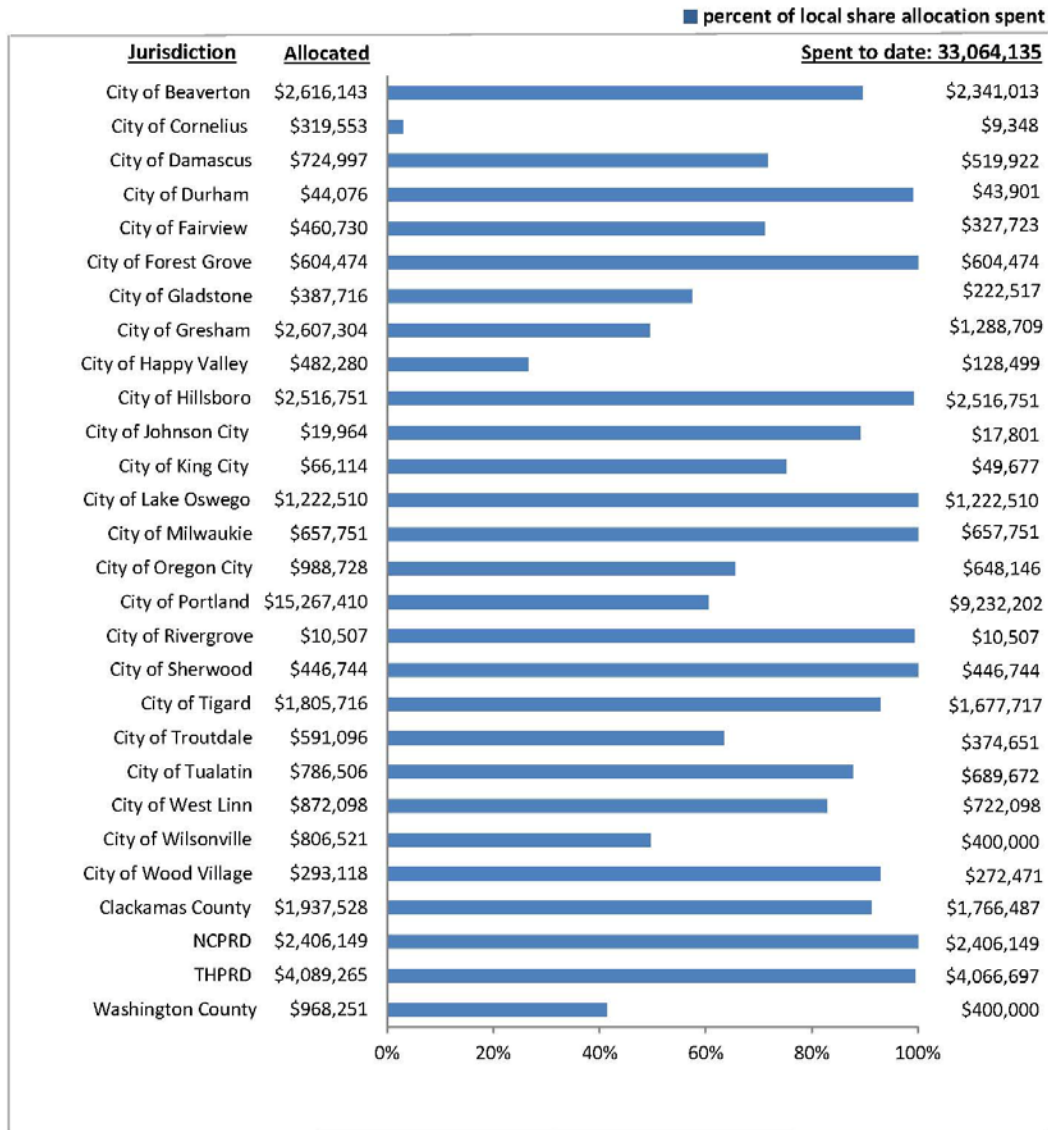
Nature in Neighborhoods capital grants

23 projects awarded



Local Share program

March 8, 2013



5.2 | 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 12,000 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 a Great Place.

Program highlights

- Westside Trail Master Plan: Finalized the Design Framework and Concept Restoration Report, and prepared a Draft Implementation Strategy. Third and final round of public open houses scheduled for May; review draft of Master Plan to be available by June.
- Tonquin Trail: Master plan reviewed and adopted at several councils, including Washington County, Tualatin, Sherwood and Metro. Project closed out behind schedule but under budget.
- Intertwine regional trail signage: Discussions with ODOT are continuing to ascertain whether the new signage format meets federal standards. Metro staff and consultants believe that it does.
- Smith and Bybee Natural Resources Management Plan: The hearing was delayed until April 15. The decision should be available within 60 days after that date.
- Mt. Scott/Scouter Mountain trail loop: Sixty-five citizens attended the second public open house on January 31. The Project Advisory Committee reviewed potential trail alignments and the final proposed alignment map will be completed by May 1.
- Blue Lake Trail (also funded by ODOT): 100% construction documents completed. All necessary permits secured. Metro Council approved an additional \$280,000 for the project to address construction issues. Bidding is scheduled for May 14.
- Regional Trails Map: Update started and will be completed by June 30. Metro staff conducted 11 meetings with local trail partners to review the Regional Trails Map with updated local trail plans. Follow-up meetings are scheduled for April 2013.
- Pier Park to Chimney Park bike/pedestrian bridge: The accepted bid of \$952,163 was \$460,450 below engineer's estimate of \$1,412,613. Tree removal was completed by City of Portland and job site is ready for contractor start-up. Deferred submittals by selected general contractor submitted to City of Portland for final permit.
- Tualatin River Water Trail Access Study: Local government grant application will be submitted to Oregon State Parks by April 12 in order to leverage funding available. Due to acquisition timing and continued due diligence, a land use application will not be submitted until mid-May. The required additional acquisition is still being evaluated.
- Scouter Mountain shelter and site improvements: Design review package completed and submitted for review. Local government grant application will be submitted to Oregon State Parks by April 12 in order to leverage funding available and meet all required facility and utility standards.

Items for Leadership Attention

- Preparations for levy implementation are proceeding well but will continue to need careful monitoring and attention to prepare readiness plans.

5.3 | Resource Conservation and Recycling

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

- Waste Reduction
- Metro Internal Sustainability

Program highlights

Waste Reduction

- The transition of the Fork it Over! food donation program from Metro to Portland State University is nearing completion, with the new website set to launch in April.
- Staff updated Natural Gardening outreach materials and trained Master Gardener volunteers for the 2013 gardening season. Metro has an intergovernmental agreement with the Oregon State University Extension Service to educate the public about natural gardening principles and practices via Master Gardeners.
- Staff supported legislative work in Salem on bills related to paint, batteries, disclosure of toxics in children's products, Integrated Pest Management, low carbon fuels and compost facility siting.
- Staff is chairing a Natural Gas Vehicle Coalition work group launched by the Clean Cities Coalition to study and foster development of infrastructure for refueling natural gas vehicles. The group consists of stakeholders from state and local government, energy utilities, fueling station developers and operators, the trucking and solid waste hauling industries, renewable natural gas producers, and environmental interests.
- Staff worked with Portland State University's Survey Research Lab to select demographic variables to include in a baseline survey of who is reached through RCR programs. Survey tools are under development and expected to be in use during the fourth quarter. This work is being coordinated with the agency-wide equity project.
- RCR staff had a number of media engagements to provide sustainable living information to the region's residents, including:
 - Betty Shelley was featured in an article in The Oregonian as a recycling guru whose family only filled one garbage can every 16 months.
 - Patrick Morgan was interviewed by The Oregonian about cell phones and the acceleration of technology and rapid obsolescence of phones. They discussed recycling options, reuse and extending use of good phones.
 - Carl Grimm delivered three monthly AM Northwest TV segments on natural gardening topics, including native plants, protecting certain vegetables from common pests without using pesticides, and protecting kids from pesticides. He also shot a segment on native plants set to air on KATU's prime time Earth Day special, and was interviewed for the Oregonian's Living section article on protecting kids from pesticides, expected to run April 17.
 - Oregon Public Broadcasting featured Lisa Heigh on Ecotrope for her work building an inventory of toxic products used at Metro facilities and advocating for less toxic alternatives.
- In the 3rd quarter of FY 12-13, the Recycling Information Center answered 15,016 calls and the Find-A-Recycler web site received 17,557 visits.

Internal Sustainability

- Metro's Green Building Policy was incorporated into Metro's Construction Project Management Guide and training on the policy was provided to all construction project managers.
- Through a competitive procurement process, consultants were selected and contracts awarded for green building assessments of Metro facilities in the areas of Leadership in Energy and Environmental Design (LEED) for Existing Buildings Operations and Maintenance, ecoroof feasibility, habitat and stormwater opportunities and solar energy system feasibility. Metro facility directors and operations managers may use these consultants to identify opportunities to implement the Metro Green Building Policy adopted in 2010.
- Through approval of the March 2013 supplemental budget amendment, the Metro Council approved four projects to receive contingency funds set aside for sustainability initiatives in FY 12-13. The projects are:
 - Installation of an ecoroof at the Metro Regional Center, which is contingent on findings from a forthcoming structural analysis and availability of grant funds from the City of Portland.
 - Two lighting retrofits at the Expo Center that could reduce electricity costs by approximately \$88,000 per year.
 - Installation of a stormwater bioswale at the Expo Center.

6.1 | Conventions, Trade and Consumer Shows

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

Program highlights

OCC

- Oregon Convention Center hosted several major clients including the Northwest Auto Show (\$687,000 in revenue), Yard Garden and Patio show (\$207,000 in revenue), Music Educators NW Division (\$386,000 in revenue), Bible Study Fellowship (\$392,000 in revenue). Several groups exceeded their attendee expectations including NW Food Processors, Partners for Public Lands, Oregon Governor's Safety and Health Conference, Bible Study Fellowship, Music Educators and NW Council for Computer Education.
- Hosted Classic Wine Auction benefitting 5 local children-oriented charities, which raised \$2.92 million.
- OCC staff joined Metro and MERC officials in "Travel Portland Client Advisory Board" sessions. This group continues to be an advocate for Portland's convention efforts and endorses efforts to develop a convention center hotel.
- OCC began working with Carlton Hart, a roofing architectural firm on design and cost estimates for the original facility roof replacement; reroofing should begin July 2013.
- OCC was recertified as a Salmon Safe Facility; this certification is awarded for excellence in management related to habitat and water quality protection.
- OCC continues to work on LEED-EB recertification and is in the performance monitoring period; OCC is striving to recertify at the Gold level.
- Completed replacement of the kitchen walk-in coolers and freezer.

- Continued work and near completion of the second phase of a large lighting retrofit in the meeting rooms and exhibit hall areas. These retrofits have reduced energy consumption by upwards of 70% in these areas by replacing high wattage fixtures with high efficiency LED and fluorescent fixtures.
- OCC and Aramark began a jobs program with Roosevelt High School assisting in the career development of teenage African American students.
- The hotel development team has continued negotiations with Hyatt/Mortenson Development on a Convention Center Hotel. Jurisdictional partner outreach has also taken place.

Expo Center

- The Expo Center had a very strong third quarter that included our first-ever million dollar month for gross revenues in February. Contributing to those successes were a number of very strong showings by the Pacific NW Sportsmen's Show, the Portland Home and Garden Show and new clients; Kaiser Permanente and the "Worst Day of the Year" Run. Food and beverage as well as parking realized strong numbers throughout the quarter with slight rental declines seen mostly from date changes outside the quarter.
- Installed the new Expo sign.



- Improved culinary operations, including new menu items and a targeted concessions increase resulted in positive returns. Catering for corporate events was also on the rise with the Kaiser event alone grossing over \$50,000.
- The Expo Center Advisory Committee met in late Feb. covering topics from long-term funding, the Columbia River Crossing, Community, History and Diversity. Numerous subgroups were formed and a positive outreach to the group provided numerous revenue ideas.
- Capital projects completed: Continued analysis and survey work for Halls ABC, 45' boom lift traded-in and purchase in process, paid for unexpected HVAC heat exchanger for Hall D (\$27K), progress on the AV upgrades in Hall D and E and completed WiFi installation in Hall D with expansion to come.
- Worked on a number of sustainability projects and successful funding applications for capital improvements in FY14 for lighting and stormwater.
- Continued to research increased expenses from City of Portland stormwater fees and potential levee certification impacts via the Peninsula one drainage district (PENN1). This issue has the potential to create significant increases in expense to yearly operating expenses.

Program Issues

- OCC 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 there are now 35 and in 2013/2014 there are 30. The OCC sales team along with the Travel Portland team is working hard to improve these numbers. 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.
- Expo – Q3 comparison from the year prior is slightly less than year prior in terms of total events (down by 3 meetings and 2 misc. concert/lot rentals), attendance decreased overall by 12,000 patrons - mostly in March. However, Expo experienced a net positive increase of gross revenue by \$23,000 mostly in concessions, catering and parking. A focused effort to increase rental sales as well as equipment and utility line items remains an emphasis. Unanticipated repair expenses created some challenges to overcome. Concerns mount over stormwater, levee and CRC cost implications.

MERC Visitor Venues Events-Performances-Attendance Total Third Quarter FY 12-13

OCC	Third Quarter FY 2012		Third Quarter FY 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	17	41,019	19	27,695	2	(13,324)
Consumer Public Shows	16	145,993	19	154,556	3	8,563
Miscellaneous	4	16,801	5	18,896	1	2,095
Miscellaneous -In-House	39	633	44	774	5	141
Meetings	44	11,665	26	6,134	(18)	(5,531)
Catering	15	8,748	12	8,359	(3)	(389)
Totals	135	224,859	125	216,414	(10)	(8,445)

Expo Center	Third Quarter FY 2012		Third Quarter FY 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	18	170,655	13	158,049	(5)	(12,606)
Miscellaneous	3	3,290	7	1,845	4	(1,445)
Meetings	6	167	6	255	-	88
Catering	-	-	1	939	1	939
Tradeshows/Conventions	1	4,010	2	4,086	1	76
Totals	28	178,122	29	165,174	1	(12,948)

6.2 | 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. PCPA is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, White Bird, and Tears of Joy Puppet Theatre.

Metro management report for 3rd quarter, FY 2012-13

Program highlights

- Developed new logos for PCPA and each performance space; began work on website site map and wireframe.
- Replaced cooling tower at Antoinette Hatfield Hall.
- Established new Green Team.
- Established relationship with Roosevelt High School in North Portland to seek opportunities for PCPA staff and students to interact in regard to the performing and literary arts.
- Met with state representative Julie Parrish to discuss legislation discouraging ticket scalping.
- In celebration of PCPA's 25th anniversary, the Neill Foundation selected the PCPA Foundation as its recipient for proceeds from its annual golf tournament. The tournament is held in honor of Jim Neill, who was the first president of the PCPA Foundation.
- Hosted musical theatre collaborative meeting with Stumptown Stages, Coeur d'Alene Summer Theatre Company and The Village Theatre Company to discuss shared producing of musicals.
- Staff participated in the following webinars presented by the International Association of Venue Managers: "Communicating in a Crisis", "Active Shooter Situation", "Hidden Gems of Sales and Service", "How to Make Everyone on Your Team a Salesperson".

Program Issues

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The City of Portland has agreed to let the PCPA Foundation use its grant of \$50,000 towards broader fundraising efforts. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to relaunch the project and gauge if new city leadership is supportive of this effort.

Items for leadership attention

- It has been generally agreed that when lodging tax drops 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. Plus, PCPA's renewal and replacement needs far outstrip current resources. PCPA has begun to look at a long term solution.

MERC Visitor Venues Events-Performances-Attendance Total Third Quarter FY 12-13

PCPA	Third Quarter FY 2012		Third Quarter FY 2013		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	16	20,133	11	20,073	(5)	(60)
Broadway	38	99,491	16	41,291	(22)	(58,200)
Resident Company	76	84,631	82	91,190	6	6,559
Student	59	36,634	70	45,945	11	9,311
Non-Profit	71	31,131	77	34,932	6	3,801
Miscellaneous	6	2,723	8	989	2	(1,734)
Totals	266	274,743	264	234,420	(2)	(40,323)

6.3 | Conservation and Research

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

Program highlights

- Assisted with translocation of Pygmy Rabbits from S. Oregon to the E. Washington release site where they will join rabbits bred by the zoo, and with the annual Oregon Spotted Frog egg mass surveys at Conboy Lake, WA.
- The Zoo's breeding and recovery program on Taylor Checkerspot Butterflies resulted in a record release this year: A total of 6,634 caterpillars were placed back into the wild at two different release sites.
- David Shepherdson gave a presentation entitled: "Update on feasibility of releasing California Condors in Oregon" at The Oregon Chapter of the Wildlife Society, Skamania Lodge, WA, in February.
- Karen Lewis and Mary Jo Anderson gave a presentation entitled: "Lessons learned in rearing and breeding Taylor's checkerspot butterflies (*Euphydras editha taylori*) at Oregon Zoo" at the meeting of the Northwest Scientific Association, Portland, OR, in March.
- Conservation staff partnered with the Northern California Yurok Tribe on an EPA proposal to host outreach workshops on the wildlife health impacts of and alternatives to lead ammunition.
- Conservation staff partnered with the Honolulu Zoo and Stirling University (Scotland, UK) on a AZA CEF Conservation Endowment grant proposal entitled: "Developing methods to study the factors promoting good Keeper-Animal Relationships in zoos."
- Conservation staff partnered with the Audubon Society on the submission of a proposal on a lead free ammunition initiative for the future of condors and other bird species in Oregon to USFWS.
- The following scientific papers have either been submitted, are in press, or have been published respectively during this quarter: Whitham, J.C. and N. Wielebnowski. (In Press) New directions for zoo animal welfare science. *Applied Animal Behaviour* (Special Issue). DeCaluwe, H. Wielebnowski, N., Howard J., Pelican K. M., and M.A. Ottinger. (In Review). Behavioral Reactions Relate to Adrenal Activity and Temperament in Male Clouded Leopards (*Neofelis nebulosa*). *Applied Animal Behaviour*. Gundersen, D. T., D. Duffield, T. Randall, N. J. P. Wintle and D. Shepherdson (2013). "Organochlorine Contaminants in Blubber from Stranded Marine Mammals Collected from the Northern Oregon and Southern Washington Coasts; Implications for Reintroducing California Condors, *Gymnogyps californianus*, in Oregon." *Bulletin of Environmental Contamination and Toxicology* 90(3): 269-273 Reading, R. P., B. Miller, D. Shepherdson and E. Insalaco (2013). "The Value of Enrichment to Reintroduction Success." *Zoo Biology* (no page numbers yet but published on line at <http://onlinelibrary.wiley.com/doi/10.1002/zoo.21054/abstract>)

6.4 | Education

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

Program highlights

- Continued strategic planning; education goals under the new zoo-wide strategic plan include "Increasing Environmental Literacy", "Developing Conservation Leaders" and "Increasing Diversity of Program Participation". An operational plan is being developed around each of these goals.
- Metro naturalists successfully closed out the first year of the *It's Our Nature* nature immersion course for adults. Over the course of 12 monthly programs, participants learned about making cord from nettles, tracking, the birds of Smith & Bybee Wetlands, mushrooms, geology, and more. The class of 2013 is already underway and will continue through next March. The course is a revenue generator, bringing in over \$11,000 in registration fees in the first two years.
- Spring Break Camp was held March 25-29 with more than 530 grade school participants. The "Nature Rangers" curriculum focused around exploring nature and included several nature-based activities and lessons designed by Metro naturalists working in conjunction with Zoo educators.
- Enrichment School Debut. In this class series, Zoo Education and Living Collection staff trained 45 zoo volunteers about the role enrichment plays in animal welfare here at the Zoo. Our goal with this class series is to give the volunteers the best information possible to help our visitors understand the incredible work the zoo is doing to promote animal welfare.
- Self-guided fieldtrips at the Oregon Zoo have undergone many changes over the past several months. Chaperone activity guides are now available to teachers; the field trip webpage has been redesigned to improve usability; an evaluation form has been created to gather information about a teacher's field trip experience; and a new pricing structure will go into effect on July 1, 2013. These changes are designed to improve visitor experience and increase the efficiency in which school groups can be processed by Admissions staff.
- Hired a part-time Behind-the-Scenes Tour Specialist, who is working to develop and start offering a series of fee-based behind-the-scenes tours later this spring.
- 52 new ZooGuides graduated from the zoo's 4-week volunteer training course in February.
- 10 new Zoo Animal Presenters were selected for the zoo's 3-year program for low-income and diverse youth, in a very competitive process.
- The waste reduction education program has finished gathering data for evaluation of both the Waste Reduction at Outdoor School program and several of our school-based programs. Next steps are to enter large amounts of quantitative data from surveys and qualitative data from interviews and focus groups this spring, then analyze and report in early summer.

Program Issues

- Implementation of a teacher needs assessment is currently underway, which will gather important data regarding the needs of teachers in the classroom and inform development of new programs and materials. Survey will commence in late April with results shared in early summer.
- Upcoming construction projects will have heavy impacts on several areas used by the education division. Planning is proceeding to modify several spaces as classrooms for this summer's camp programs.

6.5 | Zoo Infrastructure Bond (A Better Zoo Program)

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

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

Program highlights

- Zoo New Conditional Use Master Plan (CUMS) Application - The new conditional use master plan was approved on Jan. 11, 2013, and no appeals were filed. On Jan. 28, 2013, the decision became effective.
- Related to the CUMS work, Metro is engaged in a number of activities with neighborhood associations, Portland Parks and Recreation and Washington Park Alliance:
 - The new parking management agreement covering all parking in Washington Park has been executed and is in effect. Transition of parking management from the zoo to Portland Parks & Recreation is underway. Pay Stations are anticipated to be installed in all of Washington Park approximately mid-May 2013.
 - Metro sent a final version of the Good Neighbor Agreement to the Arlington Heights Neighborhood Association in early January for their review and approval.
- The Roslyn Lake property in rural Clackamas County satisfies the **Remote Elephant Center** selection criteria. On Dec. 18 Metro Council directed staff to exercise the property purchase option for the Roslyn Lake property for a Remote Elephant Center. Staff is performing due diligence for purchase of the property. Land use planning options and strategies are being discussed.
- Rider Levett Bucknall (team cost estimator) and general contractor Lease Crutcher Lewis (LCL) have completed the 50 percent construction documents estimates for the **Elephant Lands** project and the scope is within budget. LCL has mobilized on site and begun site preparation for service road construction and Wildlife Live building renovations. Staff is finalizing dates for ground breaking celebrations.
- The existing group picnic area, near the elephant museum, will be closed during Elephant Lands construction. The Tiger Plaza building is located in the footprint of the forthcoming bond-funded Education Center and is slated for demolition as part of that project. The zoo will provide a temporary group picnic area to maintain catering revenue through the summer of 2013 and 2014 by demolishing the building now. This project also includes rerouting main communication conduits from the Commissary building to Cascade Crest. The cost of this project will be funded from the Education Center budget.
- Five general contractors qualified in the first step of the two-step Request for Bid process for **Condor Habitat** construction services. Step two bids are due on April 9. The lowest responsible, responsive bidder will be awarded the contract. Construction work will start in May.
- The team of Formations Inc. and Aldrich Pears and Associates continues to work with zoo staff to design **interpretive elements** for all bond-funded projects. In the past quarter, the team completed design development on the elephant and condor habitats interpretive concepts. Visitor survey research has been conducted online and on campus to assess attitudes concerning interpretive content and themes, as well as visitor navigation and trip planning concerns. Program staff is coordinating the interpretive consultants' efforts with habitat design teams.

Metro management report for 3rd quarter, FY 2012-13

- The Public Art Advisory Committee continues to work in support of the bond program's **Percent-for-Art requirements**. The Advisory Committee has evaluated 13 artist responses to a Request for Qualifications for the first Percent-for-Art commission aligned with the construction of Elephant Lands/East Hub. From the 13 responses, four artist finalists have been selected for interviews. Interviews and final selection recommendations will be done on April 24.

6.6 | Zoo Visitor Experience

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

Program highlights

- The zoo experienced strong attendance in January and February, and shattered the March attendance-record by welcoming 160,000 guests. Attendance drivers included a well-marketed and attended flamingo exhibit opening, Rabbit Romp and mild weather. The zoo welcomed more than 84,000 guests over the nine day period of Portland spring break.
- In honor of Martin Luther King, Jr. Day, the Zoo provided free tickets to existing partner agencies that provide programs for underserved children and families. Outreach included ZAP and UNO partners, as well as agencies that had applied for winter camp scholarships for their participants. All together, 1,525 youth tickets and 745 adult tickets were distributed and nearly 1,000 were used. On Feb. 10, the Zoo offered a free admissions day to the community at-large and welcomed 13,568 guests.
- Zoo revenue is now tracking to the adopted budget and has eliminated the deficit from the first two quarters of the fiscal year. Quarter ending Guest Services related revenue is four percent (approx. \$576,000) above year-to-date budget. Zoo expenditures are within budget. Food service concessions had a strong quarter taking advantage of great weather and promotions such as 'flamingo floss' and other specials. Retail opened a new location in the Predators of the Serengeti area and has experienced increased sales. Catering revenues are improving but remain weak compared to historical levels. The team is making progress and received several excellent customer comments and reviews in the past quarter.
- The zoo successfully implemented increases to general admission rates on Feb. 1. The Oregon Zoo Foundation also implemented membership restructuring and rate changes on that same date.
- With the beginning of construction for Elephant Lands, the zoo railroad began its transition to Washington Park only operations. Ridership is up 15 percent year-to-date compared to last year.

Items for Leadership Attention

- The zoo has been working closely with partner venues within Washington Park and the Portland Parks and Recreation department on the pending parking fee changes throughout Washington Park. Portland Parks and Recreation staff expects the pay stations will be installed and become operational in May or June. Zoo staff is communicating to impacted stakeholders to inform them of the pending changes.