

July to September

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

FIRST QUARTER

FY 2013-14

# FY 2013-14 First quarter management report

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

### **1st Quarter FY 2013-14**

During the first quarter, Metro improved customer service, launched parks and natural area levy implementation and continued efforts to increase revenues and reach sustainability and diversity goals.

The Diversity Program focused managers on workforce diversity goals and developed materials to advance diversity in procurement. Equity Strategy Program staff moved forward with Equity Baseline work, formed an advisory committee and developed a pilot community partnership project.

The Southwest Corridor project received unanimous support from jurisdictions for its recommended two alternatives. The Metro Council awarded \$4.2 million in Community Planning and Development grants, including to the cities of Portland and Gresham for the Powell/Division Corridor High Capacity Transit Project. Staff kicked off the 2014 Regional Transportation Plan update, completed the draft Regional Active Transportation Plan, completed the Regional Travel Options funding cycle and received 33 applications from local partners for the 2016-18 regional flexible funds.

Parks and natural area levy work began with planning, design and project work at numerous sites; levy program staff began analyzing barriers to parks and natural areas access for underserved communities. Acquisition of 55 acres of natural areas brought total bond property purchases to 4,641 acres; restoration and maintenance occurred on approximately 500 acres. Staff completed Blue Lake Regional park trail construction and master plans for the Westside Trail and Oregon Wood Nature Park.

Blue Lake and Oxbow regional parks and the Chinook Boat Ramp saw small visitor decreases from the same period last year; Oxbow's new online camping reservation system showed a 1,200 camping night increase from last year; and a new park season pass system launched Oct. 1. The cemetery program saw strong revenues; began public notice for unclaimed burial spaces; and saw \$19,000 in sales for the Chestnut Grove Cremation Garden at Lone Fir Cemetery.

The solid waste compliance program celebrated 20 years of cleaning up illegal dump sites, marking 33,000 cleanups and 3,800 tons of trash. The program cleaned up 486 dump sites this quarter.

MetroPaint achieved records in paint sales and paint volumes processed. Both transfer stations saw higher volumes than in the prior three years; Recology Oregon Recovery began transporting commercial organics to JC-Biomethane, an anaerobic digestion facility near Junction City.

The Recycling Information Center answered 20,409 calls and the Find-A-Recycler web site had 17,200 visits. Natural gardening outreach efforts reached a record 42,000 residents in FY 12-13. The Energy Trust of Oregon sponsored 22 energy efficiency projects at Metro facilities in FY 12-13 and the Portland's Centers for the Arts launched its first green team.

Zoo bond staff began Condors of the Columbia construction in June and prepared for Elephant Lands construction in October. Staff amended the option agreement for offsite elephant habitat.

Oregon Zoo first quarter revenues were strong, with successful summer concerts and a new temporary picnic facility. The OCC broke July revenue records, had a successful concert series and gained partner approval for a visitor facility agreement regarding the OCC hotel. The Portland Expo Center saw increases in most revenue categories with flat attendance. Portland's launched its new brand and website.

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

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

## **1st Quarter FY 2013-14**

### **Office of the COO**

#### **Diversity Program highlights**

- Awarded RFP for Metro's Cultural Compass 2013 Diversity Survey.
- Held Metro all-manager meeting focused on diversity in employee recruitment, selection and retention.
- Developed and hosted Hispanic Heritage Month learning events.
- Advanced MWESB diversity goals through development of informational program materials and brochures.

#### **Equity Strategy Program highlights**

- Began implementation of the Equity Strategy Program work plan and the Equity Baseline Report.
- Developed a pilot approach for implementing Technical Assistance Contracts for community partners to engage in the development of the Equity Baseline.
- Convened Equity Baseline workgroup to pilot an approach to organize existing equity indicators, identify measurement and data gaps, complete equity the baseline analysis and build capacity for community engagement.
- COO appointed Equity Strategy Advisory Committee which first met on July 31; the committee's first recommendation regarding a draft agency definition of equity will go to Metro Council in late 2013.
- Developed a pilot Community Partnership project with the Center for Intercultural Organizing that advances both levy and Equity Program goals; the project was approved by Metro Council on September 19 through a sole source contract.
- Entered into a contract with Coalition for a Livable Future to provide a series of hands-on technical trainings on the newly released Equity Atlas tool.
- Equity program staff will continue to work with Council Liaisons and Metro Council in the second quarter of FY 13-14 to develop and implement an engagement strategy.

### **Finance and Regulatory Services**

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

- Program is on track for the quarter with facility inspections, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program.
- RID (Regional Illegal Dumping) Patrol celebrates 20 years of cleaning up illegal dump sites in September. Nearly 33,000 sites have been cleaned up amounting to 3,800 tons of trash. Metro has issued 1,600 enforcement citations in last 20 years.
- During the fiscal quarter RID cleaned up 486 illegal dump sites, 30 of which were large dump sites, and completed five transient camp cleanups in cooperation with local jurisdictions.
- Extended private transfer station franchises for two years through 2015 to Pride Recycling in Sherwood, Willamette Resources in Wilsonville, Troutdale Transfer Station in Troutdale, and Forest Grove Transfer Station in Forest Grove.

## **Parks and Environmental Services**

### **Cemetery operations highlights**

- Program revenues remain strong as the staff served approximately 40 families; 15 contracts were written for burial rights of those wishing to plan for their future needs.
- Public notice posting in the Oregonian for unclaimed burial spaces has been completed for the first 550 names in the unclaimed space inventory; the final posting will occur on Nov. 6 and the project is expected to conclude by June 30, 2014.
- Chestnut Grove Cremation Garden at Lone Fir Cemetery has generated \$19,000 in sales since opening at the end of June 2013.
- Excess soil from grave openings that was previously stored at Multnomah Park Cemetery has been removed with approval of the Oregon Mortuary and Cemetery Board.
- Cemetery staff has started initial data entry and user testing with Stone Orchard software to track customers, sales, service and inventory; full implementation is expected by the end of the calendar year.

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

- Blue Lake Park greeted 192,520 visitors during the FY 2013-14 first quarter, a decrease from the same period last year; Chinook Boat Ramp received 97,090 patrons an increase from the same period last year, and Oxbow received 85,517 patrons, a decrease from the same period last year.
- A number of year-one parks and natural areas levy projects are underway, including design for the Blue Lake Native Landscaping Project; new pay stations for the Chinook Landing Boat Ramp; design of the overflow parking lot at Cooper Mountain Nature Park; a study on communication improvements, new trail maintenance equipment and design for two renovated play areas at Oxbow Park.
- Several year-two parks and natural areas levy projects are also underway, including design work for renovated entrance to Blue Lake Park and Curry Maintenance Building remodel at Blue Lake Park and remodel of the office/maintenance area at Oxbow Park.
- The Blue Lake Disc Golf Course hosted the Women's World Championships in September with participants from all over the US and foreign countries in attendance.
- Oxbow Park's new online camping reservation system completed its first full "season" of operation with more than 1,200 camping nights from January through September in 2013 as compared to the same period last year.
- Implemented a new park season pass system on Oct. 1 in response to public input.

### **Solid waste operations highlights**

- Produced a new video to promote MetroPaint, highlighting the production process and the high quality of the paint; the video is posted on the Metro website [here](#).
- MetroPaint achieved new records in both paint volumes processed and paint sales this quarter; more than 100,000 gallons of incoming paint were processed, producing 75,126 gallons of recycled paint; 13,002 one-gallon cans were sold with record revenue of \$176,284.
- Staff is pursuing permits required for the sediment remediation project at St. Johns Landfill which was recommended by Metro in the DEQ-approved Feasibility Study.

- Activity at Metro's two transfer stations picked up this quarter, with more than 1,000 34-ton loads being hauled to Columbia Ridge Landfill each month.
- Recology Oregon Recovery began transporting commercial organics received at Metro Central Station to JC-Biomethane, an anaerobic digestion facility recently constructed near Junction City.

## **Planning and Development**

### **Land use planning highlights**

- The Metro Council awarded \$4.2 million in Community Planning and Development grants to 20 projects from across the region on Aug. 15. Staff has begun work on an assessment of the program to provide recommendations in time for consideration of an extension of the Construction Excise Tax, which expires in September 2014.
- 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.
- Managed the 2014 Urban Growth Report/2015 Growth Management Decision work program, including technical work on forecasts, buildable land inventory and residential housing preference.
- Council engagement and support will be needed for strategies to address site readiness, corridors and climate smart communities, including potential extension of the Construction Excise Tax in 2014; and for Functional Plan implementation, including work with Lake Oswego on natural resource protection regulations.

### **Project development highlights**

- Evaluated five high capacity transit alternatives for the Southwest Corridor; the Steering Committee reviewed evaluation results in May and recommended two alternatives for further study; partner jurisdictions gave unanimous support to the recommendation with Metro Council action expected on Oct. 31.
- Coordination work continues on next High Capacity Transit project for Powell/Division Corridor; the cities of Portland and Gresham were awarded a community planning and development grant to coordinate planning for transit supportive community investments in the corridor.
- Implementation work continues on two key East Metro Connection Plan projects; executed a contract with the Transportation Research Board for a grant that will help fund this work.
- Construction progresses on two transit-oriented development projects: 4th Main, a mixed use development in downtown Hillsboro; and the Prescott, a mixed-use development North Portland.

### **Transportation system planning highlights**

- Kicked off the 2014 Regional Transportation Plan update; adopted a consensus work plan for the update; conducted a technical workshop with local partners to initiate project solicitation phase.
- Continued work on the Climate Smart Scenarios project, completing the modeling and technical analysis for the three investment scenarios using the Metroscope and GreenSTEP tools.
- Completed the draft Regional Active Transportation Plan and initiated an expanded review and comment period in tandem with the 2014 RTP update.

- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds, received 33 project applications from our local government partners.
- Completed the 2013-15 Regional Travel Options (RTO) funding cycle for awarding grants to our local partners for demand management programs.
- Completed participation in Oregon Freight Capacity rulemaking advisory group, with a draft rule released for public comment in June 2013.

## **Sustainability Center**

### **Natural areas highlights**

- Regional acquisitions totaled 55 acres, bringing total acquisitions to 4,641 acres since 2007 when the first bonds were sold.
- Thirty-seven natural areas within 13 target areas had restoration or maintenance activities implemented on approximately 1,245 acres. Stabilization of new acquisitions involved 19 properties.
- Staff led eight volunteer restoration events with approximately 115 individuals at seven sites.
- Local share project celebrations included completion of the Rosemont Trail in Lake Oswego and a groundbreaking ceremony for Trillium Park in Damascus.
- Three public events informed or celebrated capital grants projects: I-205 Multi-Use Path celebration, Cully Park tribal gathering garden video and the Intertwine celebration of the Mt. Scott Creek restoration project.
- Three capital projects have been completed and financial retainage released for Hawthorne Park, Klein Point and Mt. Scott Creek restoration and four new grant agreements/IGAs were completed for Nadaka Phase II, Stone Bridge over Nettle Creek, Rock Creek confluence restoration and the Wildside boardwalk.

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

- Began an analysis of barriers to access of Metro's parks and natural areas for communities of color and underserved communities.
- Began development of a Regional Connectivity Analysis to identify barriers to wildlife and potential connectivity corridors.
- Completed initial treatments of invasive plants and/or native plantings at 12 sites.
- Began hydrologic restoration at Oxbow Park and River Island.
- Completed planning and initial site preparation for 75 acres of wetland restoration at Smith and Bybee Lakes.
- Scouters Mountain Nature Park shelter and site improvements moved from design and permitting to construction.
- Completed design for Canemah Trail and overlook.
- Began design work for Blue Lake Native Landscaping Project; installation is anticipated in late winter/spring.
- Purchased new pay stations for the Chinook Landing Boat Ramp; installation will be completed in October.
- Completed design of overflow parking lot at Cooper Mountain Nature Park; construction will begin this winter.
- Identified new trail maintenance equipment for Oxbow Park; purchase will occur in October.



- Completed preliminary designs for two renovated play areas at Oxbow Park ; final design work and preparation of construction documents will commence in late fall.
- Began two levy year-two projects at Blue Lake Park: A preliminary design the renovation of the park entrance and preliminary design work on the remodel of the Curry Maintenance Building.
- Created an “accountability team” to improve volunteer program focus and management capacity over time; the first action item is to catalog current volunteer opportunities.
- Convened a team to begin developing a new Community Partnerships program; Council approved a sole-source contract with the Center for Intercultural Organizing (CIO) to initiate a pilot community partnership.
- Conducted outreach to stakeholders in the community with a focus on development of the Nature in Neighborhoods Conservation Grant program application and review process.

### **Parks planning and development highlights**

- Blue Lake Regional Park trail construction is substantially complete, filling a key gap in the Marine Drive Trail and the 40-Mile Loop Trail.
- Completed Intertwine regional trail counts in September; more than 100 volunteers participated.
- Westside Trail Master Plan is substantially complete.
- Pier Park-Chimney Park Bridge is under construction; completion is anticipated early next year.
- Orenco Wood Nature Park master plan is complete and ready for Metro Council review and adoption.
- Mt. Scott/Scouter Mountain Trail Loop master plan joins NCPRD, Happy Valley, Clackamas County and Portland together in the development of a plan; draft trail map is completed and approved by the Advisory Committee.

### **Resource conservation and recycling highlights**

- Metro Recycling Information staff answered 20,409 calls and the Find A Recycler website received 17,200 unique visits.
- Initiated a project to research, develop and evaluate options for a public sector role in ensuring effectiveness of the region’s material recovery facilities.
- Through an intergovernmental agreement with Metro, Oregon State University developed and piloted a new integrated pest management training for schools in the region.
- Natural gardening outreach efforts conducted in partnership with the OSU Extension Service’s Master Gardener program reached a record 42,000 residents in FY 12-13 (compared to 14,000 in FY 11-12) and motivated about 1,600 people to reduce or stop using pesticides in their gardens.
- Staff concluded the evaluation of the regional Business Recycling Requirement, finding improvements in recycling rates.
- Energy Trust of Oregon sponsored 22 separate energy efficiency projects during FY 12-13, providing incentives to Metro totaling more than \$379,000.
- Portland’s 5 Centers for the Arts new green team kicked off in July, starting with an audit of waste generated during a large show.

### **Visitor Venues**

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

- The Oregon Convention Center broke previous monthly revenue records for July.



- The OCC concluded the Plaza Palooza summer concert series; the series was successfully funded through corporate sponsorship dollars totaling \$35,000.
- The OCC hotel development team in conjunction with City of Portland and Multnomah County staff prepared an amended Visitor Facility Intergovernmental Agreement and gained approval from all three government entities.
- Phase I of the original roof replacement will be completed in mid-October.
- The OCC completed LEED-EB recertification application and submitted to the US Green Building Council, striving to recertify at the Gold level with a chance of achieving Platinum.
- The Expo Center kicked off the 1st quarter with a strong event line-up that resulted in substantial increases in most categories including rent, parking, food and beverage and utilities, with flat numbers in attendance and equipment.
- Capital project efforts included various roof work completed on top of Hall C as well as the Hall D storage, kitchen and loading dock, along with progress on lighting projects for Halls A B D and E.
- Completed WIFI infrastructure installation for all halls with testing in October.

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

- Launched Portland's Centers for the Arts name and rebrand; launched new website which has been very well received.
- Music on Main Street grossed more than \$35,000 in food and beverage revenue. Attendance for the eight shows totaled 3,482.
- Launched a New Green team with an approved charter.
- PCPA Foundation was the recipient of the Neill Foundation's memorial golf tournament, which netted approximately \$25,000 for the Foundation.

### **Zoo conservation and research highlights**

- Received the following prestigious conservation awards: Top Honors 2013 American Zoo and Aquarium Association, North American Conservation Award for Oregon Zoo, and Northwest Trek Wildlife Park for Columbia Basin Pygmy Rabbit Species recovery program.
- As part of the Elephant IMLS Welfare Study Research Team, helped to complete initial data analysis and presented some outcomes at the AZA conference in September.
- Released 37 Western Pond Turtles at a public release event in August.
- Released 851 Oregon Silverspot Butterfly Pupae in July and August.
- Prepared 2500 Taylor's Checkerspot Butterflies for overwintering.
- Began a pilot project to test the use of iPads to monitor behavior and welfare in animals.
- WelfareTrak, a welfare monitoring tool for zoo animals originally invented and designed by Nadja Wielebnowski and her postdoctoral student Jessica Whitham, has gone "live" online and is already being used by several zoos.

### **Zoo education highlights**

- The Environmental Literacy planning team kicked off September; the team will produce an environmental literacy framework for Metro and the Zoo.
- The ZooAmbassador program worked with the Waste Reduction Educators to launch Conservation Stations at the zoo for the summer season.
- 278 children from underserved communities went camping with Urban Nature Overnights.

- Zoo Animal Presenters went on 80 outreach trips with live animals this summer, reaching an audience of 6,900 children and adults who might not be able to come to the zoo.
- Summer Zoo Camp finished with 3,349 participants, 300 more than last year.
- Waste reduction education program evaluation: Analysis and reporting of 2012-13 results is nearly complete; staff will present results and lessons learned at the North American Association for Environmental Education conference in October.
- Finalized interpretive text for the new Condors of the Columbia exhibit and collected zoo visitor responses to prototype interpretive materials for the new ElephantLands exhibit.

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

- To address environmental and engineering concerns regarding the Roslyn Lake Property for the offsite elephant habitat, staff is amending the option agreement to complete all due diligence.
- Construction on Elephant Lands is scheduled to start in mid-October 2013, with an estimated completion date of August 2015; the new service road grading is complete and utilities have been installed; the zoo train is out of operation until the fall of 2014 as the tracks are rerouted.
- Construction firm 2KG was selected for the Condors of the Columbia exhibit; construction started in June 2013, with completion scheduled for February 2014 and the exhibit opening in April 2014.
- Minority business R&R General Contractors was hired by Lease Crutcher Lewis to demolish Tiger Plaza, resulting in a 77 percent award of total contract dollars to a minority firm for this sub-project.
- In June 2013, the Metro Council adopted resolution 13-4437 to approve the Oregon Zoo Public Art Advisory Committee's recommendations for art at the Concert Lawn/Elephant Lands edge, as well on the facade of Forest Hall; final design will be approved in the fall of 2013.
- The terms of more than half of the Oversight Committee members expire in December 2013; the Metro Council president will appoint a minimum of seven new members; recruitment is under way.

### **Zoo visitor experience highlights**

- The 1st quarter resulted in strong revenue numbers across many budget lines, but also ended with lower than forecast attendance.
- Summer Concerts were well received by guests and financially successful with overall net revenue exceeding \$680,000 and ticket sales for the season averaging 85 percent of capacity; the revamped AfriCafe concert menu resulted in excellent sales; the zoo's new concert ticketing system vendor proved successful both financially and in guest convenience.
- The new Tiger Plaza picnic facility has been well received by guests and client, generating nearly \$210,000 in gross revenue.
- Catering hosted an Intel event on August 13, featuring the band Pink Martini and specialty food stations; this event was the largest, most complicated and highest grossing in Zoo history.
- The Oregon Zoo Railroad provided final guest rides on September 22 as Elephant Lands construction progressed; the train is expected to re-open in November 2014.
- The zoo is mitigating the loss of the train for ZooLights by expanding the ZooLights pathway and light displays into new areas of the zoo.
- The Zoo is preparing a Request for Proposal for retail store management. The contract with the zoo's current retail partner, Aramark, is expiring after a 10-year period.

# **Metro Management Report in Detail**

## **1st Quarter FY 2013-14**

### **1.1 Diversity Program**

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

#### **Program highlights**

- Awarded RFP for Metro's Cultural Compass 2013 Diversity Survey to MBL Group
- Held Metro all-manager meeting focused on diversity in employee recruitment, selection and retention.
- Developed and hosted Hispanic Heritage Month learning events at Zoo and the Metro Regional Center with Council President Hughes opened the MRC event.
- Worked to develop a revised outline and approach to SLT diversity training.
- Worked with MWESB analyst to develop informational program materials to be used at procurement related events.
- Procurement core area team produced a first-time informational brochure for MWESB operators wishing to tap into contracting opportunities.
- Created content and facilitated workshop focused on "Recruiting and Retaining a Diverse Workforce" to local International Public Management Association branch.

#### **Program issues**

- Planning and scheduling a Senior Leadership Team training focused on obtaining Diversity Action Plan outcomes has delayed planning and implementation of subsequent trainings for managers and staff.

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

- Approval and attendance at the diversity training for SLT members. Subsequent training for Metro Council and MERC Commissioners will be developed.

### **1.2 Equity Strategy Program**

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. The strategy will build on understanding community needs to define how the agency will work to advance equity. This will be accomplished by first understanding how communities experience the region's outcomes today through the development of an Equity Baseline. After better understanding how different communities and populations experience these outcomes, Metro will work to evaluate the agency's role in addressing disparities. Metro may identify inequities or disparities that are outside of the agency's authority. In some cases, these issues may fall outside the scope of this strategy. In others, Metro may look for new opportunities for the agency to advance equity within the agency's role as a service provider, convener, and investor. The Equity Strategy will be implemented through an Equity Action Plan.

*Metro management report for 1st quarter, FY 2013-14*

This effort will also focus on the development of new partnerships with underserved communities. These partnerships are critical to ensuring that Metro's strategy addresses the needs of underserved communities across the region.

### **Program highlights**

- Began implementation of the Equity Strategy Program work plan and the Equity Baseline Report.
  - Staff developed a pilot approach for implementing Technical Assistance Contracts for community partners to engage in the development of the Equity Baseline. Staff solicited applications through a competitive RFQ process for community organizations to serve on a technical workgroup. The grants will support community organizations to work in partnership with Metro staff on the development of the Equity Baseline Report.
  - Convened Equity Baseline workgroup to pilot an approach towards the following outcomes:
    - Identify and organize existing equity indicators that (1) meaningfully highlight systemic barriers to opportunity and (2) that measure the state of how communities and populations currently experience the region's desired outcomes (identify inequities of outcomes).
    - Identify measurement and data gaps with existing indicators and development of a feasibility assessment report that outlines the scale of effort needed to maintain the Equity Baseline over time (identify long-term resource needs for sustainable data collection and analysis).
    - Completion of the equity baseline analysis, ensuring the quantitative assessment reflects and supports community experience through supporting qualitative evidence.
    - Design and implementation of a culturally responsive engagement approaches to "ground-truthing" the findings of the Equity Baseline.
    - Build Metro staff capacity to develop and implement equity measurement and evaluation methods around issues related to the region's desired outcomes.
    - Build community partner capacity for long-term engagement in Metro's Equity Strategy Program.
  - Began collaborating with Communications staff to design a formal evaluation process to track how a pilot approach to building community capacity. Staff will explore the Public Engagement Review Committee (PERC) role in developing recommendations on the structures, funding and other institutional support needed to manage and sustain an long-term model for community participation in Metro's ongoing technical and policy work. PERC engagement set for November, 2013.
- The Equity Strategy Advisory Committee was appointed by the COO and has been meeting since July 31, 2013. The Advisory Committee will support the development of Metro's equity strategy through the development of program recommendations. The Advisory Committee's first recommendation will be around an agency definition of Equity, a draft will be brought to Metro Council in late 2013 (tentatively December 2013).
- In partnership with levy program staff (Sustainability Center and Conservation Education), developed a pilot Community Partnership project with the Center for Intercultural Organizing that advances both levy and Equity Program goals. This pilot project was approved by Metro Council on September 19 through a sole source contract. The Community Partnership pilot outcomes include:

- Help immigrants and refugees to connect with the region's parks and natural areas, as well as the regional government that works to protect and enhance the region's natural environment.
- Build understanding of parks and natural areas for participants in CIO's Multnomah and Washington County leadership development programs.
- Train emerging immigrant and refugee leaders on the public policy, legal structures, government agencies, and volunteer community actions that protect the region's environment.
- Develop recommendations on culturally specific community engagement practices for Metro regional government.
- Develop working and ongoing collaboration between Metro, CIO and other community partners.
- Explore opportunities to create conservation education partnerships with organizations representing historically under-served communities.
- In partnership with Planning and Development staff, entered into a contract with Coalition for a Livable Future to provide a series of hands-on technical trainings, for Metro staff and local jurisdictional partners across the region, on the newly released Equity Atlas tool.
- At the direction of Metro Council, program staff continues to coordinate with other Metro programs and look for early implementation opportunities, including Climate Smart Communities, Regional Transportation Plan, Powell/Division Corridor project, Urban Growth Report, Levy Community Partnerships Program and Diversity Program.

#### **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 program staff will continue to work with Council Liaisons and Metro Council in the second quarter of FY 13-14 to develop and implement an engagement strategy.
- Program staffing changes may cause delays in the Equity Program timeline.

### **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 (76), regulatory authorizations (10) and private facilities complying with Enhanced Dry Waste Recovery Program (100 percent). During the quarter, the program undertook two enforcement actions as well as cleaned up 486 illegal dumpsites (30 were large dump sites) and completed five transient camp cleanups in cooperation with local jurisdictions.



## Facility authorizations and public engagement

- Solid Waste Licenses or Franchises Issued, Renewed, Amended or Terminated:
  - Private transfer station franchises extended for two years through 2015 (Pride Recycling in Sherwood, Willamette Resources in Wilsonville, Troutdale Transfer Station in Troutdale, and Forest Grove Transfer Station in Forest Grove), issued September 2013.
  - Pride was issued a small increase in its transfer station tonnage cap (2,300 tons) in order to address transfer and routing issues.
  - Recology Foster Road Recovery Facility license renewal to recover dry waste and reload yard debris and wood (Portland, Metro District 6), July 2013. (Facility currently not operating.)
  - Environmentally Conscious Recycling (ECR) license renewal to recover dry waste (Portland, Metro District 1), July 2013.
  - McFarlane's Bark short-term license renewal to compost yard debris (Milwaukie, Metro District 2), July 2013.
  - Northwest Shingle Recyclers new license to sort and reload roofing waste (Portland, Metro District 6), September 2013.
  - Best Buy in Town license renewal to reload yard debris (Hillsboro, Metro District 4), July 2013.
- Solid Waste Authorizations under consideration, including public notices issued for the following solid waste facilities:
  - Landscape Products & Supplies, owned by S&H Logging, license amendment to recover dry waste (Hillsboro, Metro District 4). Review extended to accommodate completion of DEQ's public review process.
  - Seven landfills have applied to renew their designated facility agreement with Metro.
  - S&H Cornelius (formerly NW Environmental) renewal of yard debris composting license (Cornelius, Metro District 4), September 2013.
  - Grimm's Fuel is currently pursuing a renewal of its DEQ solid waste permit. DEQ is holding a public meeting/hearing on the facility on October 30.
  - Release 2013 "reserve" tonnage and allocation of 2014 tonnage for solid waste going to landfills not owned by Waste Management

## Items for Leadership Attention

- RID (Regional Illegal Dumping) Patrol celebrates 20 years of cleaning up illegal dump sites in September. Nearly 33,000 sites have been cleaned up amounting to 3,800 tons of trash. Metro has issued 1,600 enforcement citations in last 20 years.
- Cully neighborhood in Portland has been experiencing increased illegal dumping. Staff plans to provide a targeted mailing to residences and businesses in the area to make sure they know about Metro's program services and how to report illegal dumping.
- Solid waste community enhancement fee proposal will be entering the stakeholder engagement phase. Staff will be meeting with local governments, industry and community groups to obtain feedback.
- There will be several food waste non-system licenses up for Council consideration this year to food waste composting operations e.g. PRC in Benton County, Dirt Hugger in The Dalles, and New Earth Farms in Washington County. There is potential that operational concerns may be raised.

## **3.1 | Cemetery operations**

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

### **Program highlights**

- Program revenues remain strong as the staff served approximately 40 families. Additionally, 15 contracts were written for burial rights of those wishing to plan for their future needs; this preneed business helps to ensure the future business of the cemetery program.
- Unclaimed burial space inventory representing approximately 1,000 purchasers has been presented and approved by Council. These spaces represent rights for burial that were purchased years ago without any contact from the purchaser or descendants of the purchaser within the last 75 years. Public notice posting in the Oregonian has been completed for the first 550 names. This project expected to conclude by June 30, 2014.
- Chestnut Grove Cremation Garden at Lone Fir Cemetery has generated \$19,000 in sales since opening at the end of June 2013. Inurnment space will continue to be offered at a discounted price through the end of the year in an effort to maximize the momentum being generated with current publicity around the opening of the options.
- Excess soil from grave openings that was previously stored at Multnomah Park Cemetery has been removed with approval of the Oregon Mortuary and Cemetery Board. Expense for this project is estimated at \$50,000 which covers eight working days of time spent at the property ensuring all soil was free of all human bone fragments and funerary objects.
- Cemetery staff has started initial data entry and user testing with Stone Orchard, software purchased to track cemetery customers, sales and service as well as property inventory controls. Full implementation is expected by the end of the calendar year.
- Conducted trail surveys at Lone Fir Cemetery; the majority of individuals counted use the space as a recreational area for its quiet, shady and serene atmosphere.
- Staff attended the Oregon Mortuary and Cemetery Board community strategic planning meeting in Bend. Attendance at this event helped to build relationships as well as gain understanding of the goals of this governing body for the cemetery industry in Oregon.

*Metro management report for 1st quarter, FY 2013-14*





#### **Program issues**

- Investigation by the Oregon Mortuary and Cemetery Board is ongoing. Settlement is expected within the next quarter.

#### **Items for Leadership Attention**

- Reclamation project final posting will be November 6, 2013.

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

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Mason Hill Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course 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**

- A number of year-one park and natural areas levy projects are underway. The Blue Lake Native Landscaping Project is in the design phase, new pay stations for the Chinook Landing Boat Ramp have been purchased and delivered, design of the overflow parking lot at Cooper Mountain Nature Park is complete, a study is underway to determine the best solution for outgoing cell phone/radio communication improvements at Oxbow Park, new trail maintenance equipment for Oxbow Park has been specified and will be purchased during October and preliminary designs for the two renovated play areas at Oxbow Park have been completed.
- Several year-two projects are also underway. A preliminary design has been completed for the renovation of the entrance to Blue Lake Park, preliminary design work has begun on the remodel

of the Curry Maintenance Building at Blue Lake Park and preliminary design work will begin on the remodel of the office/maintenance area at Oxbow Park during October.

- Park visitor numbers showed mixed results in the first quarter of FY 13-14 compared to last year. Blue Lake Park greeted 192,520 visitors during the FY 2013-14 first quarter, down from 230,081 for the same period last year. Chinook Boat Ramp received 97,090 patrons up from 93,834 for the same period last year, and Oxbow received 85,517 patrons, down from 102,672 last year. While weather was great, water quality challenges (algae blooms) in Blue Lake was a likely culprit for some visitor number downturns in this first quarter.
- The Blue Lake Disc Golf Course hosted the Women's World Championships in September; the event was a huge success with over 100 participants and feedback from event organizers, participants and guests was very positive. Participants from all over the US and foreign countries attended the event. The disc golf course at Blue Lake received 1,061 regular guests in the first quarter; because the facility first started recording visitor data midway through the same quarter last year, complete comparison data is not yet available.
- Oxbow Park's new online camping reservation system completed its first full "season" of operation at the end of September. While camping continues through the fall and winter, Oxbow saw more than 1,200 camping nights from January through September in 2013 as compared to the same period last year.
- Implemented a new park season pass system on Oct. 1 in response to public input. Previously, a parks season pass would be good from January 1 through December 31 each year. Such a system left patrons not getting a full value for a pass purchased later in the year as it would only be good for the remaining months left in the year. Now passes are good from date of purchase for a full 12 months and come as a tag that can be hung from a vehicle's rear view mirror.

### **3.3 | Solid Waste Operations**

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

#### **Program highlights**

##### *Facility and Asset Management*

- During this quarter PES Solid Waste Engineers moved to Metro's new construction project management office, where they will continue to provide engineering and construction management work for solid waste options and offer their experience on delivering construction projects to other groups in Metro.

##### *Hazardous Waste Operations*

- Produced a new video to promote MetroPaint, highlighting the production process and the high quality of the paint. The video was produced in collaboration with Portland Development Commission's video production team, and EnviroMedia, the firm currently under contract to assist with MetroPaint marketing. The new video is posted on the Metro website [here](#).
- Business continues to boom at the MetroPaint facility, with new records achieved in both paint volumes processed and paint sales. For the first time more than 100,000 gallons of incoming

*Metro management report for 1st quarter, FY 2013-14*

paint was processed during the quarter (104,226 gallons), producing a record 75,126 gallons of recycled paint. On the sales side, a record number of one-gallon cans were sold during the quarter (13,002), and record revenue was obtained from Miller and our other resellers, \$176,284

#### *Landfill Stewardship*

- The Department of Environmental Quality is drafting a staff report for public comment on the St. Johns Landfill remediation. The report will serve as the basis for a Record of Decision, representing DEQ's recommendation for a remedy addressing risks to aquatic organisms in Columbia Slough sediments. With the project consultant, staff is pursuing permits required for the sediment remediation project that was recommended by Metro in the DEQ-approved Feasibility Study.

#### *Solid Waste Operations*

- Activity at Metro's two transfer stations has picked up in the past few months. Walsh Trucking hauled over 1,000 34-ton loads monthly in July, August and September to Columbia Ridge Landfill, volumes not seen in the past three years.
- Recology Oregon Recovery began transporting commercial organics received at Metro Central Station to JC-Biomethane, an anaerobic digestion facility recently constructed near Junction City. This facility will produce biogas and combust it to generate 1.55 megawatts of electricity to be sold to Portland General Electric.
- A Source Control Evaluation of Metro Central transfer station will be submitted to DEQ on Oct. 8, 2013. The document will include a comprehensive assessment of data collected from the transfer station stormwater system, which will inform stormwater quality control measures at the site, as needed to achieve a DEQ Source Control Decision that will be supported by EPA under Portland Harbor Superfund project objectives.
- GLEAN, a project that gives artists access to Metro Central Station to recover discarded materials to create works of art that draw attention to the issue of wasted resources, hosted an opening exhibition at Disjecta Contemporary Art Center on August 16. Works from this year's five participating artists were on display and viewed by hundreds of people the first night.

### **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**

- Supported the Community Planning and Development Grant program, with the Metro Council awarding \$4.2 million to 20 projects from across the region on Aug. 15. Staff is working with local jurisdictions to finalize scopes of work reflecting the Council's conditions of approval, and to adopt Intergovernmental Agreements for each project's work to go forward. Staff has also begun assessing the program's effectiveness to provide recommendations in time for consideration of an extension of the Construction Excise Tax, which expires in September 2014. Staff continues to

partner with local jurisdictions on projects from the first two grant cycles. These grants are one of Metro's best sources of funding for local government planning and development efforts.

- 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.
  - Participating in technical committees for development of new plans and policies, including local comprehensive plan updates.
  - Supporting development and implementation of concept plans for new urban areas
  - Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes.
- Provided staff resources and/or financial 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
  - Metro Equity Strategy 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.
  - Convened regional stakeholders at MPAC and MTAC regarding site readiness and climate smart communities; worked with the new MPAC leadership to develop a 2013 workplan.
  - Managed the 2014 UGR/2015 Growth Management Decision work program, including technical work on forecasts, buildable land inventory and residential housing preference.

### **Program issues**

- Continuing issues on natural resource protection between Metro and the City of Lake Oswego.

### **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 the potential extension of the Construction Excise Tax in 2014. Management and Council support working with local jurisdictions on Functional Plan implementation, including with Lake Oswego on natural resource protection regulations. 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**

- Metro staff, working closely with Southwest Corridor partner jurisdictions, evaluated five 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. The Steering Committee reviewed evaluation results in May and recommended that BRT and Light Rail from Portland to Tualatin via Tigard move forward for further study. The partner jurisdictions have been approving or supporting the recommendation over this summer and the Metro Council is expected to act on Oct. 31.
- 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. The cities of Portland and Gresham were awarded a community planning and development grant to fund coordinated planning for transit supportive community investments in the corridor.
- Implementation work continues on 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 (TRB) for a grant that will help fund this work.
- Construction progresses on two transit-oriented development projects: 4th Main, a mixed use workforce apartment and retail development in downtown Hillsboro; and the Prescott, a mixed-use workforce housing development adjacent to the Prescott MAX station on N. Interstate.
- The City of Oregon City's Urban Renewal Commission awarded Storefront Improvement Program grant funding to two property owners that are partnering with Metro on storefront improvement projects.
- Feasibility consultations have been completed for Amelia's Restaurant in downtown Hillsboro and for its landlord, who are considering jointly coordinating on façade improvements and other renovations to the premises.
- Storefront improvements to the Medearis property at 7th and Main Street in Oregon City are under construction.
- Mayer/Reed is providing concept design process for improvements to street furniture and way-finding in downtown Gresham, as part of the revitalization technical assistance provided by Metro in collaboration with the City of Gresham.

### **Items for leadership attention**

- Monitor and evaluate the impact of the Tigard citizens' transit initiative on Southwest Corridor planning.

### **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**

- Kicked off the 2014 Regional Transportation Plan (RTP) update with a series of work plan scoping meetings with Council and local partners. Adopted a consensus work plan with JPACT and the Metro Council to address concerns about scope and time constraints. Conducted a technical modeling workshop with local partners to initiate the project solicitation phase of the update.
- Continued work on the Climate Smart Scenarios project, completing the modeling and technical analysis for the three investment scenarios using the MetroScope and GreenStep tools.
- Completed the draft Regional Active Transportation Plan and initiated an expanded review and comment period in tandem with the 2014 RTP update.
- 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.
- Completed the 2013-15 Regional Travel Options (RTO) funding cycle for awarding grants to our local partners for demand management programs.
- Completed participation in Oregon Freight Capacity rulemaking advisory group, with a draft rule released for public comment in June 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. Council and management support for discussions with local governments on Functional Plan implementation.

## **5.1 | Natural Areas**

In Q1, the Natural Areas Program stayed on track with active projects and initiatives, including natural areas restoration and maintenance, the natural areas bond, parks and natural areas levy implementation, and Nature in Neighborhoods. See [Parks and Natural Areas Levy report](#) for additional information.

### **Program highlights**

#### *Natural Areas Science and Land Management*

- Thirty-seven natural areas within 13 target areas had restoration or maintenance activities implemented on approximately 1,245 acres. Stabilization of new acquisitions involved 19 properties.
- Native Plant Center provided plant material services for restoration planning and projects at multiple sites.
- Staff led eight volunteer restoration events with approximately 115 individuals at seven sites.

#### *Natural Areas Bond Program*

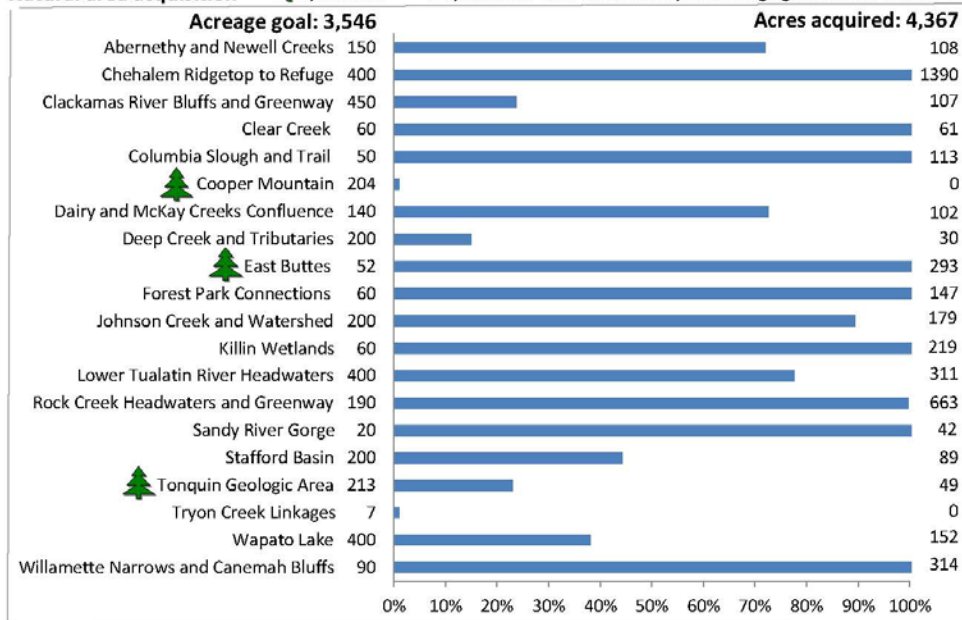
- Local Share: Two events celebrated projects in local communities:
  - Lake Oswego celebrated the completion of the Rosemont Trail. The trail was constructed with local share funding support from West Linn, Clackamas County and Lake Oswego (Sept. 7).
  - Damascus and NCPRD held a groundbreaking ceremony for the new Trillium Park that will include nature-base play, picnic facilities and native plantings (Sept. 18).
- Capital Grants: Three public events inform or celebrated capital grants projects: I-205 Multi-Use Path celebration on July 24; Cully Park tribal gathering garden video at Metro on Sept. 18; and the Intertwine celebration of the Mt. Scott Creek restoration project on Sept. 18.
- Three projects have been completed and financial retainage released for Hawthorne Park, Klein Point and Mt. Scott Creek restoration and four new grant agreements/IGAs were completed for Nadaka Phase II, Stone Bridge over Nettle Creek, Rock Creek confluence restoration, and the Wildside boardwalk.
- Outreach by program staff between spring and summer has been significant, resulting in a list of 19 incipient projects.
- Regional Acquisition: In the 1st quarter, regional acquisitions totaled 55 acres, bringing total acquisitions to 4,641 acres since 2007 when the first bonds were sold.



## Natural Areas Program

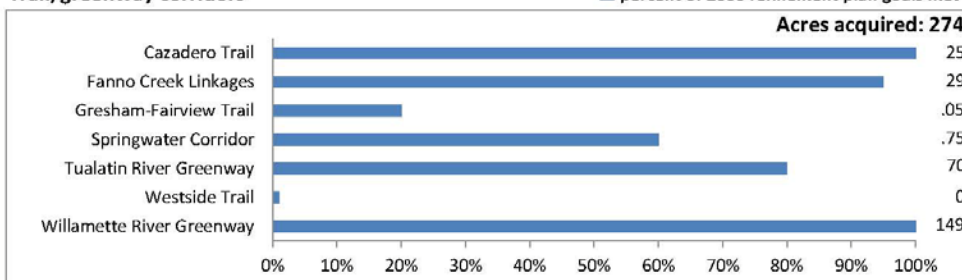
September 30, 2013

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



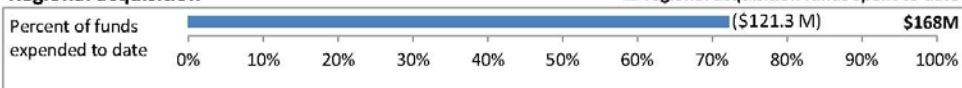
### Trail/greenway corridors

 percent of 2006 refinement plan goals met



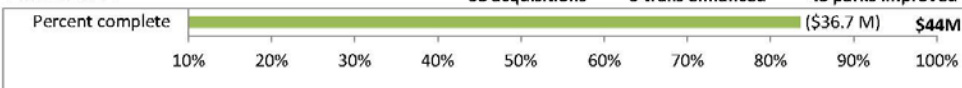
### Regional acquisition

 regional acquisition funds spent to date



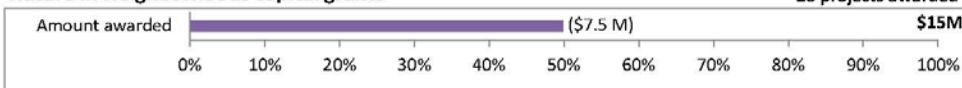
### Local share

93 acquisitions 9 trails enhanced 45 parks improved



### Nature in Neighborhoods capital grants

28 projects awarded



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

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

### **Program highlights**

#### *Natural Area Restoration and Maintenance Projects*

- During the first quarter work funded by the Parks and Natural Areas Levy launched, continued or expanded current restoration efforts at high priority sites and project teams engaged in planning and project development to lay the foundation for future projects. Most of the levy restoration projects fit within three areas of emphasis: hydrologic restoration focused on water quality and salmon, wetland restoration focused on water quality and wildlife habitat, and prairie and oak restoration addressing priority habitats and species. In addition, land management staff continued developing the year-one work plan for the "Core Stewardship Project" (natural area maintenance), including refining the field data recording approach to ensure that on-the-ground projects are meeting levy goals.
- Initial treatments of invasive plants and/or native plantings were completed at 12 sites in the following target areas: Canemah Bluff, Clackamas River Greenway, Clear Creek, East Buttes, Sandy River, Tonquin Geologic Area, Willamette River Greenway and Cooper Mountain Nature Park.
- Natural Areas Program staff began development of a Regional Connectivity Analysis that will develop tools for identifying barriers to wildlife and potential connectivity corridors for focal species and guilds (groups of species that share resources). The general framework of a project was developed. Next steps include developing an Intertwine Alliance stakeholder group and drafting a Request for Proposals for the analysis.
- Hydrologic restoration began at two sites: At Oxbow Park large wood and rock was purchased for placement for a project slated to be completed largely with external grant funding via a partnership with a non-profit partner in FY15; At River Island early project development including a draft project plan, contract scopes of work for analysis and design, archaeological research and stakeholder outreach was completed. Initial invasive plant treatments were conducted on over 100 acres of the site that allow contractors to assess site conditions.
- Oak and Prairie: At Quamash Prairie the project began earlier than anticipated with work primarily focused on wet prairie restoration (haymaking, mowing, spot treatment of weeds and additional preparation for fall treatments). Additional work included native seed collection and project scoping for future actions. At the Willamette Narrows staff continued solidifying gains made from a FY13 Oak release project by treating invasive species and collecting native seeds in anticipation of future planting projects.
- Wetlands: Planning and initial site preparation for 75 acres of wetland restoration at Smith and Bybee was completed.
- Core Stewardship Project: The detailed program workplan continues to be developed. Early objectives include competing a "to be treated" species list, treatment calendar and best management practices guide. We expect that work to be co-led by the City of Portland's Invasive Species Program under Intergovernmental Agreement with Metro.

*Metro management report for 1st quarter, FY 2013-14*

### *Natural Area Improvements for Visitors*

- Scouters Mountain Nature Park shelter and site improvements have moved from design and permitting into construction. The construction bid was within estimates and work will start next week on picnic shelter, parking and a new 1-mile trail loop.
- Canemah Trail and overlook were the topics of public conversation this quarter. A beautiful overlook design has resulted and is in land use permitting at this time.
- Parks and Natural Area Site Furnishings Standards is a new levy project that will identify the best furnishings to be used consistently in parks and natural areas. A cross-departmental team has begun working through options with an eye to sustainability, maintainability and Metro's signature.
- Borland modular office and site improvements are underway to accommodate additional natural resource technicians and staff required to implement the levy.
- An analysis of barriers to access of Metro's parks and natural areas for communities of color and underserved communities began this quarter. Initial scoping discussions are underway.

### *Park Maintenance and Improvements*

- The Blue Lake Native Landscaping Project is underway and in the design phase. Installation is anticipated in late winter/spring.
- New pay stations for the Chinook Landing Boat Ramp have been purchased and delivered. Installation will be complete during October.
- The design of the overflow parking lot at Cooper Mountain Nature Park is complete and will go to construction this winter.
- Several furnishing and sign projects at Howell Territorial Park, Graham Oaks Nature Park, Mason Hill Park and Oxbow Park will be completed once the Parks Furnishings Design Manual Project is completed. It is anticipated that these projects will be completed in early spring.
- A study is underway to determine the best solution for communication improvements at Oxbow Park.
- New trail maintenance equipment for Oxbow Park has been specified and will be purchased during October.
- Preliminary designs for the two renovated play areas at Oxbow Park have been completed. Final design work and preparation of construction documents will commence in late fall.
- Two levy year-two projects were started this quarter: A preliminary design was completed for the renovation of the entrance to Blue Lake Park, and preliminary design work has begun on the remodel of the Curry Maintenance Building at Blue Lake Park.

### *Volunteer Services*

- An "accountability team" was created to improve volunteer program focus and management capacity over time. The team includes staff from Cemeteries, Natural Areas and Parks departments. The first action item is to catalog current volunteer opportunities.
- Recruitment is in process for a program performance analyst to improve volunteer opportunities and program coordination.

### *Conservation Education*

- Public and School Programming: A new schools and field trip naturalist was hired, as well as a new group and public programming naturalist. Planning for program diversification and expansion is underway.
- Youth Ecology Corps: Research on existing youth corps programs in the region/statewide is complete and is being incorporated into a program refinement process. An updated program plan will be presented to the Steering Committee on Oct. 9, 2013.
- Community Partnerships: A team has been convened to begin developing a new Community Partnerships program. As an "early action" item, Council approved a sole-source contract with the Center for Intercultural Organizing (CIO); this contract will initiate a pilot community partnership that will enhance CIO's leadership training program and will also provide valuable information for developing the community partnership program. Also, the conservation education team began dialogues with the Portland Parks and Recreation's Native American Communities Advisory Committee staff and members regarding providing Native American groups access to Metro lands.

### *Nature in Neighborhoods Community Grants*

- The Nature in Neighborhoods team conducted outreach to stakeholders in the community with a focus on development of the Nature in Neighborhoods Conservation Grant program application and review process. Meetings and discussions were held with representatives of Intertwine Alliance Conservation Education Council, Gray Family Foundation, Coalition for a Livable Future, Center for Diversity and the Environment, Coalition of Communities of Color, consultants on best practices in environmental education to the North American Association of Environmental Education, Metro's Conservation Education program staff, and others with expertise in grantmaking and conservation education programming.

## 2013 Parks and Natural Areas Levy

### PROGRAM UPDATE (YEAR 1, Q1)

OCTOBER 2013

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

Year 1 levy budget: **\$2,852,200**

Expended as of September 30, 2013: **\$148,653** (5.2% of year 1 budget)

#### PROJECTS UNDERWAY...

- 27 natural areas restoration and maintenance projects
- 12 regional parks operations projects
- 4 parks and natural areas access projects

#### PROGRAMS IN DEVELOPMENT...

- Volunteer program
- Community partnerships program
- Conservation education program
- Nature in Neighborhood restoration and education grants program

#### EXPENDITURES BY PROJECT TYPE

Project type	Year 1 Amount allocated	Expended to date*
NA Restoration/Maintenance	\$1,220,200	\$116,115
Regional Parks Operations	\$465,000	\$32,538
Access to Natural Areas	\$419,000	\$0
Volunteer Program	\$500	\$0
Conservation Education	\$3,000	\$0
Youth Ecology Corps	\$31,000	\$0
Community Partnerships	\$13,500	\$0
Nature in Neighborhoods	\$700,000	\$0
<b>TOTAL</b>	<b>\$2,852,200</b>	<b>\$148,653</b>

\*Does not include personnel costs

#### NATURAL AREAS RESTORATION AND MAINTENANCE

The largest share of the levy proceeds is allocated to restoration and maintenance projects at Metro's natural areas, which will improve habitat conditions and protect water quality around the region. In selecting levy-funded projects, the land management team focused on sites with the highest priority habitats and projects that provide significant leverage in funding and partner support.

During the first quarter of the levy spending period, work commenced that continued or expanded current restoration efforts at high-priority sites, and project teams engaged in planning and project development to lay the foundation for future projects. Most of the levy projects fit within three areas of emphasis: hydrologic

restoration focused on water quality and salmon, wetland restoration focused on water quality and wildlife habitat, and prairie and oak restoration addressing priority habitats and species. In addition, land management staff further defined the Year One work plan, and refined the field data recording approach to ensure that the on-the-ground projects are meeting the levy goals.

Accomplishments during the first quarter include:

- Initial treatments of invasive plants and/or native plantings were completed at 12 sites in the following target areas: Canemah Bluff, Clackamas River Greenway, Clear Creek, East Buttes, Sandy River, Tonquin Geologic Area, Willamette River Greenway and at Cooper Mountain Nature Park.
- Land management staff began development of a Regional Connectivity Analysis that will identify barriers to wildlife and potential connectivity corridors for focal species and guilds (groups of species that share resources). Working with an Intertwine Alliance stakeholder group, a Request for Proposals for the analysis is in process.
- Hydrologic restoration began at Oxbow Park (purchase of large wood and rock for placement).
- At River Island in the Clackamas River Greenway target area, a draft project plan, contract scopes of work and archeological research were completed, as well as stakeholder outreach. Initial invasive plant treatments were conducted on over 100 acres of the site, which allowed contractors to assess site conditions.

#### REGIONAL PARKS OPERATIONS

Levy proceeds are being used to make capital improvements to all of Metro's developed parks with the primary goal of improving the quality of visitors' experience and safety. First quarter highlights include:

- Project designs are underway for native landscaping and renovation of the entrance at Blue Lake Park, overflow parking at Cooper Mountain Nature Park, two renovated play areas at Oxbow Park, and remodels of Metro's office/maintenance buildings at Blue Lake and Oxbow Parks.
- New pay stations for the Chinook Landing Boat Ramp were acquired, with installation scheduled for October.
- A cross-departmental team began development of Site Furnishings Standards that will identify the best furnishings to be used consistently in parks and natural areas, with an eye towards sustainability, maintainability and use of Metro's signature. When the standards are completed, projects will begin at Howell Territorial Park, Graham Oaks Nature Park and Mason Hill Park.
- A study is underway for communication improvements at Oxbow Park to ensure rangers have cell or radio access throughout use areas of the park.

#### ACCESS TO NATURAL AREAS

Levy funds will provide an opportunity to develop low-impact, low-cost access to Metro's natural areas, with a focus on hiking and walking opportunities for visitors. In the first quarter of the levy spending period:

- Planning and designs were completed for a picnic shelter, parking expansion and a new one-mile loop trail at Scouter Mountain Nature Park.
- A beautiful overlook design was completed for the Canemah Natural Area trail, with public input.
- Staff began conducting an analysis of opportunities to engage communities of color and underserved communities to increase access to Metro's parks and natural areas. This information will inform the Community Partnerships program (see below) and other equity-related efforts of the agency.

#### VOLUNTEER PROGRAM

The levy included recognition that demand for volunteer opportunities at Metro's parks and natural areas currently exceeds staff capacity to support volunteers' work. By putting in place better internal coordination



via an “accountability team,” Metro will improve program focus and management capacity over time, to support improved opportunities for meaningful community engagement across all programs funded by the levy. In the first quarter of the levy spending period, the team held its initial meeting to move toward the new program model incorporating additional cross-function conversations and resources. Recruitment is open for a volunteer program analyst (an administrative assistant may be hired to support the program, pending internal approvals).

#### **COMMUNITY PARTNERSHIPS**

Metro is currently developing a program to partner with organizations representing diverse, historically underserved communities, with the goals of fostering increased connection of their constituents to the land and increasing the capacity of the organizations to connect their constituents with parks and natural areas. Program development recently began with a newly-convened team that crosses several of Metro’s programs. As an “early action” community partnership, the Metro Council adopted a sole-source contract with the Center for Intercultural Organizing (CIO); this partnership will both enhance CIO’s leadership training program and inform the development of the Community Partnership program.

#### **CONSERVATION EDUCATION**

Levy proceeds will support Metro’s conservation education goals, primarily enhancement of interpretive opportunities in Metro’s parks and natural areas, and increased programming for youth. In the first quarter of levy spending, the conservation education team began planning for the expansion and diversification of conservation education programming. Two naturalists were recently hired and are working on program refinement plans for Metro’s school field trips and public programming. A primary focus of this work is reaching historically underserved audiences and increasing participants’ ability to deepen their connection with nature over time.

#### **YOUTH ECOLOGY CORPS**

The Youth Ecology Corps program is a new program that fosters partnerships between Metro and local organizations that coordinate youth work crews. The program will provide job readiness training, on-the-ground conservation work experience and environmental education to teens that are disconnected from school and/or the workforce – with the added benefit of getting restoration work done on Metro properties. This effort crosses multiple Metro programs and teams, and helps meet the goals contemplated by the levy’s equity lens. The first-year focus is on establishing and launching the Youth Ecology Corps program. The project team is actively refining the program based on research of existing youth corps programs across the region and state, as well as internal stakeholder input.

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

With levy support, Metro is continuing and expanding its Nature in Neighborhoods (NIN) community grants program. Two rounds of grants will be offered in 2014 – one supporting conservation education programming and another supporting habitat restoration. A new grant cycle will be added in 2015 focused on implementation of the Regional Trail Plan. Development of the newly expanded NIN grant program is underway, with both internal and external stakeholder input. The first grant cycle (conservation education) was recently announced, with applications due January 2014.



### **5.3 | 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 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**

- Blue Lake Regional Park trail construction is substantially complete. This new trail segment fills another key gap in the Marine Drive Trail and the 40-Mile Loop Trail.
- Intertwine regional trail counts were completed in September with 18 local jurisdictions and the State of Oregon joining Metro at more than 100 sites. This is the sixth year and over 100 volunteers participated.
- Westside Trail Master Plan is substantially complete. Additional work is in progress to address concerns of the Forest Park Neighborhood Association, including the trail's impact on wildlife habitat.
- Pier Park-Chimney Park Bridge is under construction with the on off-ramp fill complete. Construction completion is anticipated for early next year.
- Orenco Wood Nature Park master plan is complete and ready for Metro Council review and adoption.
- Mt. Scott/Scouter Mountain Trail Loop master plan joins NCPRD, Happy Valley, Clackamas County and Portland together in the development of a plan. The draft trail map is completed and approved by the Advisory Committee.

### **5.4 | 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*

- Several RCR managers and staff are serving on an Oregon Department of Environmental Quality workgroup and subgroups exploring possible changes to existing solid waste reduction statutes, goals, measures and financing to move Oregon towards the State's 2050 Vision for Materials Management. This process is intended to develop solutions that engender broad stakeholder and agency support, and translate them into legislative proposals as needed. The results are expected to align with and bolster Metro's own materials management efforts.
- RCR initiated a project to research, develop and evaluate options for a public sector role in ensuring that the region's material recovery facilities are: high performers in managing today's recycling material streams by meeting evolving market specifications and minimizing the loss of recyclables from improper sorting; well-positioned to manage new material streams and market

specifications in the future; profitable and able to invest in capital improvements; and operated with minimal impact on their surrounding communities. These facilities play an integral role in the region's solid waste system, sorting commingled recyclables collected from households and businesses into commodity grades for shipment to end-use markets.

- Through an intergovernmental agreement with Metro, Oregon State University (OSU) developed and piloted a new integrated pest management (IPM) training for school district groundskeepers in the region. This training leverages a new state law designed to increase IPM at schools as a means of reducing the use of pesticides, particularly in close proximity to children.
- Seasonal natural gardening outreach efforts conducted in partnership with the OSU Extension Service's Master Gardener program reached a record 42,000 residents in FY 12-13 (compared to 14,000 in FY 11-12) and motivated about 1,600 people to pledge to reduce or stop using pesticides in their gardens. Much of this increase was from expanded programming at the Oregon Zoo Backyard Makeover exhibit and Master Gardener tabling at community events throughout the Metro region.
- The Southeast Portland Natural Techniques Demonstration Garden was handed back to Portland Parks and Recreation after a 14-year stint of natural gardening education use by Metro. This will free up Metro resources for higher impact efforts.
- Staff concluded the evaluation of the regional Business Recycling Requirement (BRR). Key findings are:
  - The amount of BRR-required recyclables declined in the waste-stream from 20% in 2008 to 14% in 2012.
  - 94% of all businesses report they are recycling paper, up from 89% in 2008.
  - The Metro region is now capturing 83% of all BRR-required materials generated.
  - 11% of businesses reported starting recycling programs due to the requirement.
  - No businesses reported difficulty in implementing the requirement.
- RCR staff had a number of media engagements to provide sustainable living information to the region's residents, including:
  - Betty Shelley was part of a panel interviewed on KLX's Around the House with Handyman Bob show that discussed reuse, recycling and recovery options for a variety of household products.
  - Metro natural gardening specialist Carl Grimm made three monthly appearances on KATU's AMNorthwest show to discuss pet-safe gardening, non-toxic garden hoses and native plants. He was also quoted in an Oregonian article on non-toxic indoor pest control.
- For the first quarter of FY 13-14, Metro Recycling Information staff answered 20,409 calls and the Find A Recycler website received 17,200 unique visits.

### *Internal Sustainability*

- Lighting and other energy efficiency projects continued at several Metro facilities, including the Portland's facilities, Oregon Convention Center and Metro Regional Center. 22 separate energy efficiency projects were sponsored by the Energy Trust of Oregon during FY 12-13, providing incentives to Metro totaling more than \$379,000.
- Portland's Centers for the Arts new green team kicked off in July. The team is focused on sustainable practices at the facilities, starting with an audit of waste generated during a large show. The Portland's green team joins Metro's other green teams based at Metro Regional Center, Oregon Convention Center, Oregon Zoo and Parks and Environmental Services-managed facilities.

## Items for leadership attention

- End market demand for recovered wood waste has constricted in recent months and the longer-term market outlook is uncertain. The fate of wood waste generated in the Metro region is highly dependent on a small number of industrial facilities that use recovered wood as a fuel source for their operations. Efficiency gains at these facilities, along with changes in industrial fuel markets and other factors, may continue to drive down demand for Metro wood waste. RCR, Solid Waste Operations and Solid Waste Code & Compliance managers are working together to monitor, adjust to, and plan for continued changes.

## **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**

- OCC broke previous monthly revenue records for July.
- Hosted several high profile conferences including Carol Anderson by invitation (CABi), O'Reilly Convention (OSCON), Intel DTTC, Oregon Health Care Association, Rose City ComicCon and American Society of Mechanical Engineers.
- With Metro HR and other venue management, reached collective bargaining agreements with the AFSCME 3580-1 and IATSE B-20 work groups.
- Concluded the Plaza Palooza summer concert series; the series was successfully funded through corporate sponsorship dollars totaling \$35,000.
- The hotel development team in conjunction with City of Portland and Multnomah County staff prepared an amended Visitor Facility Intergovernmental Agreement and gained approval from all three government council/commissions. This agreement is critical to the convention center hotel project moving forward.
- Phase I, original roof replacement is nearly complete. The Oregon Ballroom roof was completed in mid September. Loading dock areas will complete phase I in mid October.
- Completed LEED-EB recertification application and submitted to the US Green Building Council; OCC is striving to recertify at the Gold level with a chance of achieving Platinum.
- Teri Dresler, Scott Cruickshank and Matt Pizzuti attended the ASAE (American Society of Association Executives) annual conference in Atlanta with Travel Portland. The newly constructed Portland trade show booth received the "Best of Show" Award.
- Chef Allan Wambaa was nominated to attend the Pro Chef III Certification at the Culinary Institute of America in New York in December, representing a high level of achievement.
- Chef Allan Wambaa received a "Silver Spoon" award from Venues Today Magazine for his Kuku Paka entree. Kuku Paka is a traditional dish served in his native Kenya. In this preparation, he added an Oregon influence;

## *Expo Center*

- The Expo Center kicked off the 1st quarter with a strong event line-up that resulted in substantial increases in most categories including rent (up \$72K), parking (up \$24K), food and beverage (up \$35K) and utilities (up \$7K). Both attendance and equipment numbers were flat. Standout events included: America's Largest Antique and Collectible Show, the Military Vehicle Preservation Association Conference and Expo, the Fall RV and Van Show, the NW Quilting Expo and the NW Fire and Rescue Expo. The quarter was bolstered by two ride and drives (auto industry) and one rock concert.
- Capital project efforts included various roof work completed on top of Hall C as well as the Hall D storage, kitchen and loading docks. Crews also did maintenance and repair work on the Upper Parking lot asphalt as well as Expo Road. Staff handled the re-striping of the lots. Much effort was put forward on the other capital projects including the lighting projects for Halls AB, and D&E. Positive progress was made on the forklift and golf cart purchases as well as the AV tower replacement work. A fair bit of time spent as well on the Stormwater Greenwall.
- Hall Conditions Report for Halls A, B and C was presented at the August MERC Commission Meeting. Further information and study continue as we move towards next steps.
- WIFI infrastructure was successfully completed for all halls with testing undergoing now.
- Successful completion of a collective bargaining agreement took place with AFSCME 3580-1 with the assistance of Metro HR.
- Pacific**wild** recently hired Michael Murphy as supervisor of the West Delta Bar and Grill. Long-time manager Debbie Dow moved to new pursuits at the OCC. Jacobsen Valentine was also hired as a culinary lead. Plans are underway to bring in a sales manager with a catering focus to be shared with Portland'5.
- Tremendous effort was put forth in cleaning out areas that had become cluttered with old items such as concession wares and office equipment. Staff worked to capture and document important historical items. Ashley Bettega and the Expo team found homes for many items at a number of non-profits such as Habitat for Humanity ReStore, Sisters of the Road, the Hollywood Senior Center, the ReBuilding Center and more. Staff did an outstanding job making a positive story out of what would have otherwise been a 20-yard addition to a landfill.

## **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 – With a relatively flat attendance, the event mix for the first quarter still allowed for a \$138,000 net positive growth. The total number of events was down slightly for the quarter and continuing efforts to expand opportunities in Q1 are a focus for the Sales team - specifically larger event types or multiple meetings. Initial stormwater fees from the City of Portland BES began July 1, 2013 and included an unforeseen Superfund charge. Challenges with stormwater fees and the MCDD levee recertification, as well as the unknown direction of a revitalized CRC project have many unanswered questions remaining. Overall the first quarter for the Expo was a very positive one and included another helpful meeting with our Expo Advisory Committee.

**MERC Visitor Venues  
Events-Performances-Attendance  
FY 2013-14**

<b>OCC</b>	<b>First Quarter FY 2013</b>		<b>First Quarter FY 2014</b>		<b>Net Change from Prior Year</b>	
	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
Tradeshows/Conventions	15	33,544	16	23,195	1	(10,349)
Consumer Public Shows	17	25,108	13	29,138	(4)	4,030
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	36	772	25	504	(11)	(268)
Meetings	26	13,952	22	9,141	(4)	(4,811)
Catering	9	6,593	10	6,486	1	(107)
<b>Totals</b>	<b>103</b>	<b>79,969</b>	<b>86</b>	<b>68,464</b>	<b>(17)</b>	<b>(11,505)</b>

<b>Expo Center</b>	<b>First Quarter FY 2013</b>		<b>First Quarter FY 2014</b>		<b>Net Change from Prior Year</b>	
	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
Consumer Public Shows	9	42,213	11	40,127	2	(2,086)
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	14	3,756	6	2,260	(8)	(1,496)
Meetings	3	73	5	105	2	32
Catering	-	-	-	-	-	-
Tradeshows/Conventions	1	40	3	3,739	2	3,699
<b>Totals</b>	<b>27</b>	<b>46,082</b>	<b>25</b>	<b>46,231</b>	<b>(2)</b>	<b>149</b>
<b>Totals w/ Cirque du Soleil</b>	<b>27</b>	<b>46,082</b>	<b>25</b>	<b>46,231</b>	<b>(2)</b>	<b>149</b>

## **6.2 | Performing Arts, Arts and Culture**

Portland's Centers for the Arts (formerly Portland Center for the Performing Arts ) 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.

### **Program highlights**

- Launched Portland's Centers for the Arts name and rebrand and recognized the City of Portland by issuing a proclamation.
- Launched new website which has been very well received. New volunteer page averages about five volunteer applications a week.
- Launched a poetry series which provides free poetry readings in the Artbar and is fully funded by a RACC project grant.
- Provided training on "Be the Difference" customer service and "Power of One" on how one person can make a difference.
- PCPA Foundation was the recipient of the Neill Foundation's memorial golf tournament which netted approximately \$25,000 for the Foundation.
- Sponsored the Fall Arts Review for hotel concierges, which was held in Hatfield Hall and promoted the offerings of local arts non-profits.
- Event manager Joe Durr participated in the Leadership Exchange in Arts and Disabilities conference that included pre-conference session on training staff and volunteers on how to provide the best customer service possible to patrons with disabilities.

- Music on Main street grossed more than \$35,000 in food and beverage revenue. Attendance for the eight shows totaled 3,482.
- Launched a New Green team with an approved charter.
- Participated in Summer Youth Connect: Ninth Grade Counts College and Career Fair.

### Program Issues

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to 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 Portland's should be allowed to be quickly restored to the original base of \$1.2 million, however, that may not be a permanent solution to P5's funding problems. Transient lodging tax dollars allow P5 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 P5 venues. Plus, P5's renewal and replacement needs far outstrip current resources. P5 has begun to look at a long term solution. An intern was hired this summer who analyzed the true costs involved in opening the doors for each theatre. A project manager is being hired to work with P5 in developing a strategy to address this issue.

#### MERC Visitor Venues Events-Performances-Attendance FY 2013-14

Portland's	First Quater FY 2013		First Quater FY 2014		Net change from prior year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	41	41,917	30	26,249	(11)	(15,668)
Broadway	40	65,611	8	16,152	(32)	(49,459)
Resident Company	7	11,669	9	15,538	2	3,869
Student	29	3,429	28	4,050	(1)	621
Non-Profit	21	9,582	23	9,086	2	(496)
Miscellaneous	15	5,878	16	4,226	1	(1,652)
<b>Totals</b>	<b>153</b>	<b>138,086</b>	<b>114</b>	<b>75,301</b>	<b>(39)</b>	<b>(62,785)</b>

## 6.3 | Zoo Conservation and Research

The conservation and welfare research program aims to provide a better future for wildlife by enhancing animal welfare and conservation of the animals in 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

- Received the following prestigious conservation awards: Top Honors 2013 AZA (American Zoo and Aquarium Association) North American Conservation Award for Oregon Zoo & Northwest Trek Wildlife Park for Columbia Basin Pygmy Rabbit Species recovery program.
- Dr. Nadja Wielebnowski chaired the AZA Animal Welfare committee sessions at AZA meetings (Sept. 2013 in Kansas City) and staff gave several presentations.
- As part of the Elephant IMLS Welfare Study Research Team behind the Zoo Elephant Welfare Study recently featured in the Oregonian (article from Sept. 11, 2013), helped to complete initial data analysis and presented some of the outcomes at the AZA conference in Kansas City in September.
- Dr. David Shepherdson helped to conduct a Zoo Animal Welfare workshop in Harbin, China.
- Released 37 Western Pond Turtles at a public release event on August 1st.
- Released 851 Oregon Silverspot Butterfly Pupae in July and August.
- Prepared 2500 Taylor's Checkerspot Butterflies for overwintering.
- Our Future for Wildlife, FFW, Grant program awarded \$25,000 to 9 outstanding conservation projects located in the Pacific Northwest.
- Began a pilot project to test the use of iPads to monitor behavior and welfare in our animals
- WelfareTrak, a welfare monitoring tool for zoo animals originally invented and designed by Nadja Wielebnowski and her postdoctoral student Jessica Whitham, has now gone "live" online: [welfaretrak.org](http://welfaretrak.org) and is already being used by several AZA zoos and some zoos in the UK and in Australia.
- Published the following papers and proceedings:
  - Whitham, J.C. and N. Wielebnowski (2013). "New Directions for Zoo Animal Welfare Science". Applied Animal Behaviour Science 147: 247-260.
  - Shepherdson, D., K. Lewis, K. Carlstead, J. Bauman and N. Perrin (2013). "Individual and Environmental Factors Associated With Stereotypic Behavior and Fecal Glucocorticoid Metabolite Levels in Zoo Housed Polar Bears." Applied Animal Behaviour Science 147: 268-277.
  - Malo, A.F., Wielebnowski, N., Alaks, G., Bellem, A., Bryant, J. and R.C. Lacy. (2013). "Inbreeding and Adaptation To Captivity Depress the Response to Stress". In: Proceedings of the 9th International Conference on Behaviour, Physiology and Genetics of Wildlife, Sept. 18-21, 2013, Leibniz Institute for Zoo and Wildlife Research and EAZA (European Association of Zoos and Aquariums) Berlin, Germany.
  - Bryant, J. and N. Wielebnowski. (2013). "Fecal PGFM Monitoring to Distinguish between Pregnancy and Pseudo-pregnancy in Three Felid Species Using Fecal PGFM Monitoring to Distinguish between Pregnancy and Pseudo-pregnancy in Three Felid Species". Proceedings of the Annual AZA (American Zoo and Aquarium Association) conference, Sept. 10-13, 2013, Kansas City, Kansas, USA.

## 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

- The Environmental Literacy planning team kicked off work in September. Per the Zoo's strategic plan, this team will be researching past practices in environmental literacy and producing an environmental literacy framework for Metro and the Zoo. This framework will identify desired knowledge, affect/attitude and behavior outcomes and provide direction for measuring the impact of conservation education programming and initiatives.
- The ZooAmbassador program worked with the Waste Reduction Educators to launch Conservation Stations at the zoo for the summer season. They were a big hit with guests and volunteers alike and we are discussing future plans with the RCR division at Metro about how to expand this program for next year.
- 278 children from underserved communities got a chance to go camping with Urban Nature Overnights this summer.
- Zoo Animal Presenters went on 80 outreach trips with live animals this summer, reaching an audience of 6,900 children and adults who might not be able to come to the zoo.
- Hosted two focus groups to learn more about the needs of teachers in the Portland metro area. Eight teachers from seven different school districts participated in the guided discussion.
- A new partnership with Quatama Elementary was launched in August. Activities and experiences were developed to integrate natural sciences into their STEAM (Science, Technology, Engineering, Arts, and Mathematics) curriculum and promote use of the zoo and other Metro land. The program will commence in third grade classrooms this fall.
- Summer Zoo Camp finished with 3,349 participants, 300 more than last year. Over 90% of camp parents reported that their children enjoyed the camp and learned something new while over 60% reported their child expressing more interest in "helping" animals and nature as a result of their experience.
- Metro Council approved a sole-source contract with the Center for Intercultural Organizing (CIO) to launch a pilot community partnership as part of natural areas levy-funded conservation education initiatives.
- Waste reduction education program evaluation: Analysis and reporting of 2012-2013 results is nearly complete. Staff is preparing a presentation on the results and lessons learned from our first year of evaluation work for the annual conference of the North American Association for Environmental Education in October.
- Finalized interpretive text for the new Condors of the Columbia exhibit and collected zoo visitor responses to prototype interpretives for the new ElephantLands exhibit as part of interpretive formative evaluation.

### **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**

### *Offsite elephant habitat planning*

- The Roslyn Lake property in rural Clackamas County satisfies the Remote Elephant Center selection criteria. On Dec. 18, 2012, 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. Additional time is needed to address environmental and engineering concerns, thus we are amending the option agreement with PGE in order to accommodate additional time to complete all due diligence. Land use planning options and strategies are being discussed.

### *Construction project management*

- Elephant Lands: Construction is scheduled to start in mid-October 2013, with an estimated completion date of August 2015. The Guaranteed Maximum Price for construction of Elephant Lands by Lease Crutcher Lewis is \$44,845,209. The new service road grading is complete and utilities have been installed. Crews excavating a trench for a stormwater-retention system discovered remains believed to belong to residents of a Multnomah County poor farm located on the site more than a century ago. Workers immediately stopped construction in the area while an archaeological investigation and recovery was conducted. Remains from ten individuals have been discovered to date. Archaeologists continue to monitor construction as needed. There will be a reburial of the remains that have been exhumed once construction in the area is complete. Media coverage was extensive and focused on the site history as a poor farm. The train is out of operation until the fall of 2014 as the tracks are rerouted. The steam engine will be decorated and available for photo opportunities during Zoo Lights.
- Condors: 2KG was selected to construct Condors of the Columbia. Construction started in June 2013, with completion scheduled for February 2014. The new exhibit is scheduled to open in April 2014, pending successful acclimation of the condors.
- Tiger Plaza: Minority business R&R General Contractors was hired by Lease Crutcher Lewis to demolish Tiger Plaza – resulting in a 77 percent award of total contract dollars to a minority firm. This is a sub-project of Elephant Lands, thus the overall MWESB utilization rate is expected to be lower at the end of Elephant Lands construction.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. In June 2013, the Metro Council adopted resolution 13-4437 to approve the Oregon Zoo Public Art Advisory Committee's recommendations for the integration of reflective vertical elements in a series of locations demarcating the Concert Lawn/Elephant Lands edge, as well as a relief veneer on the facade of Forest Hall by artist Catherine Widgery. The final design will be approved in the fall of 2013.

### *Program governance*

- The terms of more than 50% of the Oversight Committee members expire in December 2013, so the Metro Council president will appoint a minimum of seven new members. Recruitment is under way for new members.
- Zoo Bond Citizen's Oversight Committee chair, Deidra Krys-Rusoff, has selected Bill Kabaisemen as her co-chair.
- The Oregon Zoo Bond Advisory Group is now operating on an ad-hoc basis. Members received certifications of recognition and celebrated their success in June 2013.

- The program is seeking Metro Council's approval of a full-time limited duration construction assistant project manager to support the construction of A Better Zoo.

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

- The terms of more than 50% of the Oversight Committee members expire in December 2013, so the Metro Council president will need to appoint a minimum of seven new members. Recruitment is under way.
- The program is seeking Metro Council's approval of a full-time limited duration assistant management analyst to support the construction of A Better Zoo.

### **6.6 | Zoo Visitor Experience**

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

#### **Program highlights**

- The 1st quarter resulted in strong revenue numbers across many budget lines, but also ended with lower than forecast attendance. Guest spending in admissions, food and retail show strong increases in the first quarter and preliminary numbers show year-to-date Guest Services revenue exceeding the adopted budget by eight percent. Overall attendance for the first quarter is down eight percent, with attendance slightly up in July and August compared to the prior year followed by a dramatic drop in September. This decrease is attributed to the early onset of fall rains, particularly on September weekends.
- The Guest Services team was busy throughout the summer welcoming guests and managing numerous events. Highlights include a very successful concert season, ZooLaLa, Sunsets at the Zoo, Senior Safari, and numerous large catered events. Guest comments and ratings for events continue to be positive.
- Summer Concerts were well received by guests and financially successful. Overall net revenue exceeded \$680,000. Ticket sales for the season averaged 85 percent of capacity. The AfriCafe concert menu was revamped and resulted in excellent sales, with food per caps increasing by \$2.56 compared to the previous concert season. The zoo's new concert ticketing system vendor proved successful both financially and in guest convenience.
- The new Tiger Plaza picnic facility has been well received by guests and clients. Over the summer, zoo catering generated nearly \$210,000 in gross revenue at the site.
- Catering remained busy and produced positive results. Two large and successful events were bookends to a successful summer. A convention, World Domination Summit, took place at the Zoo in July. The event drew 2,500 people and had a private concert and food booths throughout the concert zone. The zoo hosted an amazing event for Intel on August 13. The band Pink Martini was featured with specialty food stations throughout the Zoo. This event was the largest, most complicated and highest grossing catered event in Zoo history.
- The Oregon Zoo Railroad provided final guest rides on September 22 and track work for the new train route as part of Elephant Lands construction will begin in the near future. The new track alignment includes a redesigned on-campus loop, as well as the traditional Washington Park

route for use during peak season. The train is expected to re-open in November, 2014 – just in time for ZooLights.

- Preparation and set-up for ZooLights 2013 began in August. The zoo is mitigating the loss of the train this season by expanding the ZooLights pathway and light displays into new areas of the zoo.

#### Items for Leadership Attention

- The zoo continues to work 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 to be installed in the upcoming quarter and operational in January 2014. Zoo staff continues to communicate with impacted stakeholders about the upcoming changes.
- The Zoo has been working diligently with the City of Portland Noise Officer to monitor summer concert noise volumes and to address neighbor concerns. A handful of zoo residential neighbors expressed concern over noise from summer concerts. The zoo complied with the City of Portland issued noise variance. The Zoo will be setting up a meeting with the City's Noise Review Board to review results of monitoring for the 2013 summer concerts and to discuss the upcoming season.
- The Zoo is preparing a Requests for Proposal for retail store management. The contract with the zoo's current retail partner, Aramark, is expiring after a 10-year period.
- Construction on the zoo train route through summer 2014 will impact the guest experience and overall revenues. The zoo is working to inform guests about the short-term outage, as well as build excitement for the new route. Management is exploring new offerings to mitigate the loss of the train experience and revenues.

#### Oregon Zoo Fiscal Year 2014 Quarter-to-Date Totals

	1st Qtr FY13		1st Qtr FY14		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		348,589		326,291		-22,298
Member Attendance		225,474		194,829		-30,645
Catered Events	92	10,092	105	16,702	+13	+6,610
<b>Totals</b>		584,155		537,822		-46,333