

October to December

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

SECOND QUARTER FY 2013-14

# FY 2013-14 Second quarter management report

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

### **2nd Quarter FY 2013-14**

During the second quarter, Metro venues saw strong customer counts, parks and natural area levy implementation made progress in improving visitor experiences and long-range planning efforts focused on working with local partners.

The Diversity Program conducted the second biennial Cultural Compass Diversity Survey of employees. Equity Strategy Program staff selected six community nonprofit organizations to help with Equity Baseline work and continued to work with an advisory committee to define “equity” for Metro.

The Southwest Corridor project moved forward with refinement of two recommended alternatives; staff is monitoring how the Tigard citizens’ transit initiative might affect planning. Staff completed the project solicitation phase for the 2014 Regional Transportation Plan update, began analyzing Climate Smart Communities investment scenarios and selected 24 projects and programs to receive \$94 million in 2016-18 regional flexible funds. Three transit-oriented development projects broke ground.

Parks and natural area levy staff began planning for in-stream restoration and fish-monitoring projects; restoration and maintenance occurred on approximately 1,350 acres. Improvements are underway at Blue Lake and Oxbow regional parks, Scouter Mountain Nature Park construction is on schedule; Orenco Woods Nature Park master plan was well-received by the public, partners and the Metro Council.

Blue Lake and Oxbow regional parks and the Chinook Boat Ramp saw small visitor increases from the same period last year; CourseCo completed its first full year of operation at Glendoveer Gold and Tennis Center performing very well financially if slightly lower than projections. The cemetery program completed public notice phase for the unclaimed burial space reclamation effort and reached a settlement with the Oregon Mortuary and Cemetery Board.

MetroPaint staff collaborated with Miller Paint on a plan to increase paint sales. PSC Environmental received a three-year contract for disposal of hazardous waste collected by Metro; Solid Waste Roadmap staff began developing a final set of detailed options resulting from the Metro South Assessment.

The Recycling Information Center answered 14,599 calls and the Find-A-Recycler web site had 15,477 visits. Resource Conservation and Recycling staff completed a demographic study of communities served by its programs. The 2012-13 Internal Sustainability performance report showed progress in several goal areas.

Zoo bond staff began Elephant Lands construction with elephants to move to temporary habitat in February; completed design and evaluation of Condors of the Columbia interpretive elements and prepared to release a design RFP for the new Education Center facility in January 2014.

Oregon Zoo attendance and revenue levels remained strong despite temporary loss of the zoo train; overall attendance at ZooLights was the second-highest ever; installation of metered parking was completed by Portland Parks and Recreation. The Oregon Convention Center posted its highest December revenue on record; was chosen as host venue for the 2016 World Indoor Track and Field Championships and saw approval of a tax code change allowing for a hotel bond. The Portland Expo Center saw an overall drop in numbers except for concessions; staff finalized a return option agreement for Cirque du Soleil in Spring 2014.

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

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

## **2nd Quarter FY 2013-14**

### **Office of the COO**

#### **Diversity Program highlights**

- Administered Metro's Cultural Compass 2013 Diversity Survey and received summary and results.
- Presented "Recruiting and Retaining a Diverse Workforce" workshop to Oregon Dept of Education supervisors and managers.
- Hosted Native American Heritage Month learning event for Metro staff.
- Procurement initiated process to use Oregon Procurement Information Network as part of efforts to improve access by MWESB contractors.
- Public involvement core team collaborated with communications team on adopted version of Metro's Public Engagement Guide.
- Recruitment and retention team created job announcement language that supports diversity goals.

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

- Selected six out of 25 community nonprofit organizations to identify equity indicators, measurement and data gaps to complete the equity baseline analysis and engage their constituencies in evaluating and applying the Equity Baseline report; staff is looking to expand the group to 10 at a later stage of the project to attain better coverage of under-represented communities.
- The 13-member Equity Strategy Advisory Committee appointed by the COO has continued to meet on a monthly basis to work on: (a) defining and agreeing upon Operating Principles; (b) defining "equity" for Metro; and (c) general guidance on program elements.
- In partnership with levy program staff (Sustainability Center and Conservation Education), continued to monitor progress made by contractor the Center for Intercultural Organizing on activities connecting immigrant and refugee communities with parks and natural areas and culturally specific community engagement practices.

### **Finance and Regulatory Services**

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

- Solid waste community enhancement fee proposal has entered the stakeholder engagement phase; staff has been meeting with local governments, industry and community groups to obtain feedback.
- Program is on track for the quarter with facility inspections, regulatory authorizations, enforcement actions and private facilities complying with Enhanced Dry Waste Recovery Program.
- Cleaned up 499 illegal dumpsites, 43 of which were large dump sites, completed 12 transient camp cleanups in cooperation with local jurisdictions and cleaned up seven illegal campsites on Metro property.

- Released the "reserve" tonnage for 2013 and established tonnage allocations for 2014 for putrescible waste being disposed at non-contract operator landfills.
- Finalized designated facility agreements with seven landfills; granted non-system licenses to individual companies sending discards to a waste-to-energy facility in Marion County and to companies delivering commercial food waste to compost facilities located outside the region.

## **Parks and Environmental Services**

### **Cemetery operations highlights**

- Completed unclaimed burial space reclamation public notice posting with the reclamation project continuing to move forward on the projected timeline; the next phase in the process is a waiting period for individuals to initiate a claim and/or provide appropriate evidence of descendency.
- Inventory of abandoned burial rights will be brought before Council in late Q3 or early Q4 for adoption.
- Reached settlement with Oregon Mortuary and Cemetery Board which included a \$50,000 fine, a two week partial license suspension and ongoing reporting to the board by the Cemetery Program Manager.
- Enforcement of Rules and Regulations for the cemetery grounds are now implemented in 13 out of 14 cemeteries; the final cemetery, Lone Fir, will be addressed in Q3 of FY 2013-14.

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

- Carried out Parks and Natural Areas Levy year-one projects and work on year-two projects at Blue Lake and Oxbow regional parks, Chinook Landing Boat Ramp, Cooper Mountain Nature Park, and Mason Hill Park; see the Parks and Natural Areas Levy section for more information.
- Blue Lake Park greeted 24,670 visitors during the quarter, Chinook Boat Ramp received 24,367 patrons and Oxbow received 22,792 patrons, all increases from the same period last year.
- CourseCo completed its first full year of operation at the Glendoveer Golf and Tennis Center, producing \$2,683,895 of total facility revenue and returning a net profit back to park operations of just over \$600,000. While coming in slightly lower than projections, the site performed very well financially and CourseCo is expecting continued improvement in 2014.

### **Solid waste operations highlights**

- Completed design of improvements to the latex paint recycling operations room, with bids to be received early in the 3rd quarter and construction to be completed by the end of the fiscal year.
- MetroPaint staff collaborated with Miller Paint to implement a plan to increase MetroPaint sales, which should provide additional revenue to Metro and increase sales volume of recycled paint.
- Awarded PSC Environmental a new \$1.8 million three-year contract for the disposal of hazardous waste collected at Metro facilities and roundups.
- Launched a new project to identify ways the Metro Hazardous Waste program can address product stewardship through customer service and policy.
- Discussed initial options identified through the Metro South Assessment (a Solid Waste Roadmap project) with internal and external stakeholders and began developing a final set of detailed options with conceptual cost estimates for final discussion during the 3rd quarter of FY13-14.

- Began developing a plan to deal with problems created by non-food materials in the commercial food waste delivered to Metro Central; significant stakeholder engagement and risk assessment will be needed before implementing the plan.

## **Planning and Development**

### **Land use planning highlights**

- Staff continued 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**

- Metro staff, working closely with Southwest Corridor partner jurisdictions, is refining adopted transit alignments and design options and coordinating them with improved local bus service, roadway, active transportation, parks and natural resource projects; a committee of community leaders will help establish successful public-private partnerships and implement projects in the corridor. Staff will monitor and evaluate the impact of the Tigard citizens' transit initiative on Southwest Corridor planning.
- Work continues on the next High Capacity Transit project for Powell/Division Corridor, with initiation of a project steering committee and work underway to identify existing conditions for land use and transportation.
- Implementation work on two key East Metro Connection Plan project; contracts between Metro, Gresham and Multnomah County have been completed to provide resources for early technical refinement work.
- Three projects broke ground: Rose Apartments, located in the Gateway Regional Center; The Radiator, a mixed-use development on N. Vancouver in Portland; and The Core, a mixed-use development adjacent to the Orenco MAX station.
- Storefront improvement work progressed in Hillsboro, Oregon City and downtown Gresham.

### **Transportation system planning highlights**

- Completed the project solicitation phase of the 2014 Regional Transportation Plan (RTP) update, which yielded about 1,400 projects with an overall emphasis shifting toward active

transportation projects; the update is on schedule and on a very tight timeline for completion by July 2014.

- Continued to work with local governments to review and solicit feedback on the draft Regional Active Transportation Plan (ATP), which will be adopted in tandem with the 2014 RTP update.
- Completed technical and modeling for the three investment scenarios for Climate Smart Communities and began analysis of the scenarios; Council will select a preferred scenario for meeting state greenhouse gas reduction targets..
- Selected 21 local projects and three region-wide programs and planning activities to receive 2016-18 regional flexible funds of approximately \$94 million of transportation funds.
- Finalized 13 grant agreements with local agency and non-profit agency partners to deliver demand management programs from the 2013-15 Regional Travel Options (RTO) program.

## **Sustainability Center**

### **Natural areas highlights**

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

- Regional acquisitions totaled 17 acres, bringing acquisition totals to 4,658 acres since 2007 when the first bonds were sold
- The Native Plant Center provided 531 pounds of native seed and plant material services for restoration planning and projects at multiple sites. Volunteers contributed 564 hours.
- Led six volunteer restoration events with approximately 393 individuals at six sites.
- Moved forward with Regional Conservation Strategy implementation with a focus on maximizing conservation outcomes through capital grants.
- Local share project milestones included completion of habitat restoration and trail improvements at Stephens Creek Natural Area and Marquam Nature Park in the City of Portland and the City of Fairview's final requisition for improvements at Salish Ponds.
- Nine Capital Grant applicants were invited to submit full applications, bringing the total number of full applications expected in January 2014 to 12 and as estimated total of \$4.7 million in funding requests.
- Nature in Neighborhoods Restoration and Enhancement grants 2013 projects are all underway with significant progress being made on grants to City of Troutdale, SOLVe and the Johnson Creek Watershed Council this quarter.
- Metro's Central Enhancement Committee recommended awarding the full \$72,000 available in funding to 10 community projects.
- The North Portland Enhancement Committee identified a slate of 16 applicants to submit full applications.

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

- Twenty-one natural areas within 14 target areas had restoration or maintenance activities implemented on approximately 1,350 acres.
- Continued development of a Regional Connectivity Analysis, a Regional Conservation Strategy priority, through developing tools to identify barriers to wildlife movement; completed an intergovernmental agreement with Portland State University to develop a connectivity assessment tool between natural areas; draft conservation plans were submitted for six sites.

- Planning for hydrologic (in-stream) restoration continued at several sites, with contract work moving forward for River Island and Deep Creek Natural Area.
- Prepared Cooper Mountain Nature Park and the Willamette Narrows natural areas for prairie restoration and oak planting; processed nearly 10,000 bulbs and over 500 pounds of seed of important prairie and oak species at the Native Plant Center.
- Wetlands work included IGAs with Oregon Department of Fish and Wildlife and National Marine Fisheries Service to implement a fish monitoring project at Multnomah Channel Natural Area; planted approximately 35,000 live stakes in about 40 acres at Coffee Lake Creek Wetlands.
- Development work continues on a detailed Core Stewardship Project work plan with initial field testing and subsequent revision scheduled to begin in Q3.
- Development of the Parks and Natural Areas System Plan is underway with a management-approved approach and method.
- Finalized an approach for a 1% for Art program using levy funds; pilot projects will begin at Canemah Bluff Natural Area, Scouter Mountain Nature Park and Oxbow Regional Park in 2014.
- Developed a way to assess visitor experience in our parks and natural areas to better understand where inequities might exist.
- Planning process is underway for Newell Canyon Natural Area, Burlington Forest, McCarthy Creek and Killin Wetlands, with public outreach coming up soon.
- Completed a master plan for Orenco Woods Nature Park, which was well received by the public, partners and the Metro Council.
- Work at Blue Lake Regional Park included near completion of the trail project with signage to be installed in early 2014; native landscaping project underway with installation anticipated in late winter/spring; a preliminary design for renovating the park entrance with a construction RFP issued.
- Work at Oxbow Regional Park included preparation of design documents for site furnishings with installation expected in early spring; completed design of communication improvements with installation expected this winter; purchase of new trail maintenance equipment; preliminary designs for two renovated play areas, for road renovations and campground improvements.
- Installed new pay stations at the Chinook Landing boat ramp.
- Construction on the picnic shelter, loop trail, road and parking areas at Scouter Mountain Nature Park is underway, with the park is on schedule to open in late summer.
- The accountability team held its first quarterly internal consultation on volunteer involvement with the programs at OCC, Oregon Zoo and Portland's .
- Conservation education staff and the Center for Intercultural Organizing finalized a program plan for the first year of a pilot community partnership; initial programming will begin in mid-January.
- Released the Conservation Education grants pre-application materials and grant review committee application, responding to nearly 100 potential grant applicants; began preparing for release of the Restoration grants.

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

- Canemah North access project is well underway with an overlook design that will provide views of the Willamette River and surrounding wildflower blooms in spring.
- Chimney/Pier Park bridge due to be completed in January 2014.
- 2014 Regional Trail System Plan update is well underway and on course for completion.
- Westside Trail Master Plan is nearly completed and has gone through a major public process.
- Scouters Mountain Nature Park and Mount Scott Loop Trail master plans will be ready for public release in early 2014.



## Resource conservation and recycling highlights

- Metro Recycling Information staff answered 14,599 phone calls and there were 15,477 visits to the Find A Recycler web site. For the 2013 calendar year, there were 69,520 total calls and 90,604 web site visits.
- RCR completed a demographic study of communities served by its programs, measuring the gender, age, zip code, race and ethnicity, language spoken at home, language proficiency, home ownership and household income of customers; the data gathered will inform efforts to invest in equitable involvement and benefits for all communities through RCR programs and projects.
- Principal planner Matt Tracy testified at an Oregon Public Utilities Commission hearing in support of action that the RCR believes will spur development of compressed natural gas refueling infrastructure that is critical to efforts to further reduce air pollution from solid waste collection vehicles and, ultimately, advance the use of transportation fuels derived from waste.
- Metro natural gardening specialist Carl Grimm presented at the national conference of the North American Hazardous Materials Management Association on partnering to implement community-based social marketing programs to reduce the use of toxic chemicals.
- An update of Metro's greenhouse gas emissions inventory for its business operations showed an overall decrease in non-supply chain emissions 2008 to 2013; the inventory is available on the [Green Metro webpage](#).
- The 2012-13 Internal Sustainability performance report was delivered to the Metro Council, showing progress toward recycling goals and reduction of greenhouse gas emissions, water consumption impervious surfaces; the report is available on Metro's [Green Metro webpage](#).

## Visitor Venues

### Convention, trade and consumer shows highlights

- The Oregon Convention Center posted the highest December revenue on record exceeding \$1,000,000 and broke six monthly records in the calendar year.
- The OCC was chosen as host venue for the 2016 World Indoor Track and Field Championships.
- Completed Phase I of roof replacement on the original building with Phase II to begin in June 2014.
- The OCC donated space in partnership with the Oregon Dental Assn. for their "Mission of Mercy" program, with 1775 patients receiving \$1,163,367 in donated dental care.
- Multnomah County approved a tax code change allowing implementation of the amended Visitor Facility Intergovernmental Agreement between Metro, City of Portland and Multnomah County allowing for funding of a new "bucket" for a convention center hotel bond.
- The Expo Center saw a drop in numbers, largely due to two events moving to the next calendar year and inclement weather; concessions showed an increase of \$15,000 from the prior year.
- The Expo Center finalized return option agreement with Cirque du Soleil for "Totem" show in Spring 2014.
- The Expo Center completed an energy efficient lighting upgrade in of Halls A and B and roofing projects on Halls C and D.
- The Expo Center achieved a diversion rate of 60.51%.

### Performing arts, arts and culture highlights

- Attendance in the second quarter is up 23.5% over last year, with performances up 6%.

- Introduced The Opiniator audience survey; overall ratings were very high and customers gave good comments showing opportunities to improve customer service.
- The Keller, Schnitzer Concert Hall and Newmark Theater were listed as top stops by Venues Today magazine.
- Installed new stair carpeting at the Keller.
- Antoinette Hatfield Hall now sports a marquee with its name on it.

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

- Began training volunteers to use a new iPad based behavior monitoring system that will allow for more rapid feedback for animal management decisions.
- Co-hosted a “Lead and Wildlife Workshop” with The Wildlife Society that was well attended and very well received.
- Completed and submitted the annual report for the Taylor's Checkerspot Butterfly Program.
- Dr. David Shepherdson attended and presented at the 11th International Conference on Environmental Enrichment in Pretoria, Africa.
- Dr. Nadja Wielebnowski (remotely) presented at and received an award (appreciation of her work as Vice Chair of the Board for several years and founding member of the society) at the International Society of Wildlife Endocrinology meeting.

### **Zoo education highlights**

- Created a draft communications plan for the Education Center (formerly called the Conservation Discovery Zone) with steps for soliciting input from the community on programming and design.
- The Environmental Literacy Team developed a draft definition for environmental literacy, a description of the zoo and Metro’s role in creating environmentally literate citizens, broad categories to describe the knowledge, skills, and capacities that help people preserve and enhance the quality of life and the environment for ourselves and future generations.
- Urban Nature Overnights provided a 6-week after school program for 60 youth.
- The school partnership with Quatama Elementary 3rd grade staff in Hillsboro was a huge success culminating with the release of nearly 500 salmon fry into the Tualitan River. Discussions are being held about how to expand this partnership model to other grades in Quatama and eventually other schools in the region.
- Staff from Metro and the Center for Intercultural Organizing have finalized a program plan for the first year of our pilot community partnership; initial programming will begin in mid January
- More than 150 people attended the annual Thanksgiving Walk at Metro's Oxbow Regional Park-- the highest attendance ever.
- Oregon Zoo Summer Camp has been working with the Portland Children’s Museum Education department to create a partnership camp that will be offered the summer of 2014.
- Launched a new zoo behind the scenes program with public tours of penguins and giraffes; tours will educate participants about conservation and welfare work in the zoo and the wild.

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

- Elephant Lands construction started in October 2013, with an estimated completion date of October 2015; construction of new habitat is timed to ensure elephants have more space than currently available and are open to visitor viewing; elephants will move into their new temporary habitat in late February; the new service road grading is complete and utilities have been installed; the Elephant Museum was deconstructed and salvaged wooden beams will be reused in the new elephant habitat.
- Condors of the Columbia construction is scheduled for completion in February 2014, with opening to visitors in late spring 2014; design and evaluation of the interpretive elements is complete with fabrication and installation to occur in January and February.
- Developed a design brief of the vision and function for the new Education Center facility with a design RFP scheduled for public release in late January; staff seeks approval from the Metro Council for alternative procurement for construction of the center to mitigate risk and foster greater MWESB participation.
- Plans are in place for rerouting guests as utilities are installed and habitats are constructed. Information will be provided to guests in various forms to help ensure a positive experience.
- Final design for 1% for art installation was approved by the Oregon Zoo Public Art Advisory Committee and the Zoo Bond Steering Group.
- The terms of more than half of the Zoo Bond Citizens' Oversight Committee members expired in December 2013. The Metro Council approved eight new members to the committee.

## **Zoo visitor experience highlights**

- Attendance and enterprise revenue levels remained relatively strong and guest per cap spending is up from last year, even with the loss of railroad revenue while the train route is rebuilt as part of Elephant Lands construction.
- ZooLights challenges included loss of the zoo train and the fewest number of days on the calendar; to mitigate these impacts, the campus display route was expanded, the final date was extended through Sunday, Jan. 5 and guest amenities were added; overall attendance was second-highest ever and revenues were in-line with budget.
- The Zoo is reviewing proposals for retail store management. The contract with the zoo's current retail partner, Aramark, is expiring after a 10-year period.
- Washington Park Transportation Management Association completed the installation of meters and signage, with the transition of Washington Park to metered parking under Portland Parks and Recreation official on Jan. 10.

# **Metro Management Report in Detail**

## **2nd 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**

- Administered Metro's Cultural Compass 2013 Diversity Survey through MBL Group and received results and summary from MBL Group.
- Presented "Recruiting and Retaining a Diverse Workforce" workshop to Oregon Dept of Education supervisors and managers.
- Hosted Native American Heritage Month Learning opportunity at MRC, which was led by Amy Croover in the COO office.
- Procurement initiated process to utilize ORPIN (Oregon Procurement Information Network) as part of efforts to improve access by MWESB contractors.
- Public involvement core team collaborated with communications team on adopted version of Metro's Public Engagement Guide.
- Recruitment and retention team began work to edit job announcement language that supports diversity work.

#### **Program issues**

- It was determined that a training more focused on SLT's role in obtaining outcomes under the Diversity Action Plan would be appropriate. It was determined that this should take place prior to any additional training for managers.

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

- 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.

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**

- Staff transition: A new Program Manager was hired on Nov. 1, 2013 to continue the work started by previous program staff.
- Equity Baseline Report:
  - Staff selected six out of 25 community nonprofit organizations to identify equity indicators, measurement and data gaps to complete the equity baseline analysis and engage their constituencies in evaluating and applying the Equity Baseline report. The grants support the staff and capacity building of selected community organizations to work in partnership with Metro on this initiative. The six nonprofits selected are: Adelante Mujeres (Forest Grove), Asian Pacific American Network of Oregon (APANO), Center for Intercultural Organizing (CIO), Coalition of Livable Future (CLF), OPAL Environmental Justice of Oregon, and Urban League of Portland.
  - The Equity Baseline workgroup will work to accomplish 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 (ID 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
- The 13-member Equity Strategy Advisory Committee appointed by the COO has continued to meet on a monthly basis to work on: (a) defining and agreeing upon Operating Principles; (b) defining "equity" for Metro; and (c) general guidance on program elements.
- In partnership with levy program staff (Sustainability Center and Conservation Education), Equity program staff continued to monitor progress made by contractor the Center for Intercultural Organizing on the following activities: (a) help immigrant 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; (b) build understanding of parks and natural areas for participants in CIO's Multnomah and Washington County leadership development programs; (c) train emerging immigrant and refugee leaders on the public policy, legal structures, government agencies, and volunteer community actions that protect the region's environment; (d) develop recommendations on culturally specific community engagement practices for Metro regional

government; and (e) develop working and ongoing collaboration between Metro, CIO and other community partners.

### **Program issues**

- The Equity Baseline has been delayed by a couple of months due to the complexity of the process of engaging the advisory committee and the technical assistance contractors, as well as the staffing changes noted above. This delay however will likely not impact the overall resource needs estimated for Phase 2 of the program.

### **Items for Leadership Attention**

- Equity program staff will seek approval from Metro Council on the draft of the Equity definition for Metro.

## **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**

- Stakeholder input is being actively gathered from local governments, industry and affected neighborhood associations regarding potential changes to the solid waste community enhancement program.
- Program is on track with 60 facility inspections (297 for 2013 compared to 299 in 2012), 24 regulatory authorizations (45 for 2013 compared to 36 in 2012), five enforcement actions (20 issued in 2013 compared to 32 in 2012) and private facilities complying with Enhanced Dry Waste Recovery Program (100 percent). During the quarter, the program cleaned up 499 illegal dumpsites, 43 of which were large dump sites (1,922 cleanups in 2013 compared to 1,968 in 2012, with 185 large dump sites compared to 90 in 2012), completed 12 transient camp cleanups in cooperation with local jurisdictions (36 in 2013 and 47 in 2012), and cleaned up seven illegal campsites on Metro property (15 camp cleanups in 2013 compared to six in 2012).



### *Facility authorizations and public engagement*

- Solid Waste Licenses or Franchises Issued, Renewed, Amended or Terminated:
  - S&H Recycling's license application was extended until April so that DEQ's solid waste permit and public review efforts could be completed (a material recovery facility located in Hillsboro).
  - S&H Cornelius yard debris composting facility was granted a renewed solid waste license in October.
  - Released the "reserve" tonnage for 2013 and established tonnage allocations for 2014 for putrescible waste being disposed at non-contract operator landfills (i.e. landfills not owned by Waste Management).
  - Finalized designated facility agreements with seven landfills (Columbia Ridge, Coffin Butte, Finley Buttes, Wasco County, Riverbend, Hillsboro and Roosevelt.) These agreements run six years to correspond with the expiration of major operational and disposal contracts in 2019.
  - Granted an additional six-month extension for Columbia Biogas to allow it to finalize its financing and begin construction.
  - Non-system licenses were also granted to the following entities:
    - Individual companies sending discards to a waste-to-energy facility in Marion County (Covanta) i.e. Boeing, American Honda, Cintas and WRI.
    - Companies delivering commercial food waste to compost facilities located outside the region i.e. New Earth Farms and WRI.
- Solid waste authorizations under consideration, including public notices issued for the following solid waste facilities:
  - S&H Recycling (north Portland) new license to reload yard debris and grind wood waste. Application is under review and public notice.
  - Grimm's Fuel is currently pursuing a renewal of its DEQ solid waste permit. DEQ, Metro and the local governments are working closely on addressing operational issues raised by nearby neighbors.

### **Items for Leadership Attention**

- Cully neighborhood in Portland has been experiencing increased illegal dumping. Staff plan to target the community via mail, meetings and outreach 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 has entered the stakeholder engagement phase; staff has been meeting with local governments, industry and community groups to obtain feedback.
- There may be additional food waste non-system licenses up for Council consideration in 2014 to food waste composting operations e.g. PRC in Benton County and Dirt Huger in The Dalles. There is potential that operational concerns may be raised.
- At the end of 2014, Council will consider renewals of non-system licenses from several entities to deliver putrescible waste to the Riverbend Landfill in Yamhill County.
- Yard debris compost facilities continue to raise local concerns as licenses or permits come up for renewal, including McFarlanes, Grimm's Fuel and Clackamas Compost.

### **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**

- Completed unclaimed burial space reclamation public notice posting with the reclamation project continuing to move forward on the projected timeline. Staff received 115 calls about the project ranging from inquiries about the purpose to actual claims from descendants, with a total of 19 complete claims representing 37 burial rights to date. The next phase in the process is a waiting period for individuals to initiate a claim and/or provide appropriate evidence of descendency.
- Reached settlement with Oregon Mortuary and Cemetery Board in an investigation that had been ongoing for more than two years. The settlement included a \$50,000 fine, a two week partial license suspension and ongoing reporting to the board by the Cemetery Program Manager.
- Program staff attended the annual Cemetery Association of Oregon conference held in Hood River; Park Ranger Monty Woods was a featured speaker at the event.
- Metro Council reauthorized the Cemetery Advisory Committee under Resolution 13-4482; Verne Duncan will continue as chair of the committee.
- Enforcement of Rules and Regulations for the cemetery grounds continued with Douglass and Multnomah Park being added to the list of completed properties, bringing a total of 13 out of 14 cemeteries in compliance. The final cemetery, Lone Fir, will be addressed in Q3 of FY2013-2014.

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

- Inventory of abandoned burial rights will be brought before Council in late Q3 or early Q4 for adoption.

### **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 Parks and Natural Areas Levy projects are now done or nearing completion. The Blue Lake Native Landscaping Project design phase is nearly complete with installation scheduled for early spring, new pay stations for the Chinook Landing Boat Ramp have been installed, the overflow parking lot at Cooper Mountain Nature Park is out to bid for



construction, a new radio repeater has been designed and will soon go out to bid for construction for radio communication improvements at Oxbow Park, new trail maintenance equipment for Oxbow Park has been purchased, and site furnishings, fencing and signage for Mason Hill Park has been designed and will be installed in February.

- Several year two Parks and Natural Areas Levy projects are progressing: preparation of construction documents for the renovation of the entrance to Blue Lake Park is underway, design work is underway for renovation to the restroom buildings at Blue Lake Park, and preliminary design work is completed for the remodel of the office/maintenance area at Oxbow Park.
- Park visitation showed improved results in the second quarter of FY 13-14 compared to last year. Blue Lake Park greeted 24,670 visitors during the FY 2013-14 first quarter, up from 15,900 for the same period last year. Chinook Boat Ramp received 24,367 patrons up from 20,947 for the same period last year, and Oxbow received 22,792 patrons, up from 22,293 last year. Several large events took place at Blue Lake during the quarter which helped increase visitorship. Events at Blue Lake included the Zombie Run, Warner Pacific Cross Country Meet and the Pacific Roadrunners Club Race.
- The disc golf course at Blue Lake received 1,094 guests in the second quarter, compared to 1,254 visits from the same quarter last year. While this is a slightly lower number from last year, it is positive to see continued steady use of the course during the winter season.
- The last quarter saw CourseCo complete their first full year of operation at the Glendoveer Golf and Tennis Center. Overall the property started 88,529 rounds of golf, produced \$169,413 in tennis court revenue, \$1,985,864 in green fee and cart fee revenue and \$528,618 in other revenue categories. This combined for a total of \$2,683,895 of total facility revenue. The property returned a net profit back to park operations of just over \$600,000. Over 35 small and large capital projects were completed during the first year of operations including repair of the tennis center roof, course maintenance improvements, clubhouse renovations, cart barn construction, security improvements, maintenance facility repairs and many others. While coming in slightly lower than projections, the site performed very well financially and CourseCo is expecting continued improvement in 2014.

### **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*

- Completed design of improvements to the latex paint recycling operations room, with bids to be received early in the 3rd quarter and construction to be completed by the end of the fiscal year.

##### *Hazardous Waste Operations*

- MetroPaint staff collaborated with Miller Paint to implement a plan to increase MetroPaint sales, which is expected to provide additional revenue for Metro and increase the volume of recycled paint sold.
- PSC Environmental was the successful proposer for a new \$1.8 million three-year contract for the disposal of hazardous waste collected at Metro's hazardous waste facilities and roundups. The contract rates are virtually unchanged from those charged under the previous contract.
- In collaboration with the Sustainability Center, Hazardous Waste Program staff launched a new project to identify ways the Metro Hazardous Waste program can improve its ability to serve its customers as additional product stewardship programs come on line. The project will also provide information to develop policy in relationship to product stewardship programs for hazardous materials.

#### *Landfill Stewardship*

- Metro staff began preparing a project management plan for the sediment remediation project that was recommended by Metro in the DEQ-approved Feasibility Study for the St. Johns landfill. DEQ has not yet completed the staff report that will serve as the basis for a Record of Decision, representing DEQ's recommendation for a remedy to address risks to aquatic organisms in Columbia Slough sediments.

#### *Transfer Station Operations*

- This was the first full quarter that Metro sent most of the commercial food waste from the Metro Central Transfer Station to a bio-methane facility in Junction City. During this start-up period, Metro staff has determined that many of the non-food materials that are received along with the food scraps cause significant operational problems. Staff is currently developing a plan to mitigate this problem.
- The Metro South Assessment Project (a Solid Waste Roadmap project) completed its assessment phase and began development of options identified through the assessment. The initial options were discussed with internal and external stakeholders and a final set of options are being developed in more detail with conceptual cost estimates for final discussion during the 3rd quarter of FY13-14.

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

- The plan being developed by Metro staff to deal with the problems created by non-food materials in the commercial food waste delivered to Metro Central will require significant effort and coordination between multiple stakeholders inside and outside Metro. The final plan will undoubtedly require our customers to direct a number of non-food items to disposal rather than composting. There is significant risk that this could create a significant and very public backlash on a number of fronts. PES is working closely with the Sustainability Center as well as Communications to keep all stakeholders involved.

## **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 and continued work on an assessment of the program's effectiveness to date, aiming to provide recommendations in time for consideration of an extension of the Construction Excise Tax, which expires in September 2014 unless extended by Metro Council action. 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:
  - Convened regional stakeholders at MPAC and MTAC on various topics.
  - Managed the 2014 UGR/2015 Growth Management Decision work program, including technical work on forecasts, buildable land inventory, residential housing preference, and more as well as policy and strategic work with the Metro Council, local governments and stakeholder groups.

### **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, is refining the light rail and bus rapid transit alignments and design options adopted last year and coordinating them with improved local bus service, and roadway, active transportation, parks and natural resource projects. A committee of community leaders -- Implementation Development (ID) Southwest -- has been established, with the purpose of establishing successful public-private partnerships and help implement projects in the corridor. In November the public had an opportunity to comment on the purpose and need (P&N) that guides decision making for the project and the Steering Committee is expected to adopt a revised P&N at their January meeting.
- Work continues on the next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County. An important milestone, initiated the project steering committee, has been reached. Staff work is underway to identify existing conditions for land use and transportation.
- Work continues to implement two of the key projects identified in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety and capacity improvements in the Powell, Hogan/Burnside southern gateway area. Staff is proceeding with technical refinements to design work in this area, in partnership with Gresham and Multnomah County. Contracts between Metro, Gresham and Multnomah County have been completed to provide resources for early technical refinement work.
- Three projects broke ground recently: Rose Apartments, a 90 unit workforce and affordable apartment development with a public plaza and shared gardens, located in the Gateway Regional Center; The Radiator, a five story mixed-use office and restaurant development located on N. Vancouver in Portland; and The Core, a six-story mixed-use apartment and retail development with public plaza located adjacent to the Orenco MAX station.
- Construction is progressing on two TOD projects: 4th Main, a mixed use workforce apartment and retail development located in downtown Hillsboro; and the Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate.
- Conceptual design work is underway for Amelia's Restaurant in downtown Hillsboro and for its landlord, who are jointly coordinating on façade improvements and other renovations to the premises.
- Construction progresses on storefront improvements to the Medearis property at 7th and Main Street in Oregon City, with improvements slated to be complete early in 2014, weather permitting.
- DECA Architecture and retail consultant FrontdoorBack are providing technical assistance to business and property owners in downtown Gresham to facilitate storefront improvements.

*Metro management report for 2nd quarter, FY 2013-14*

## 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

- Completed the project solicitation phase of the 2014 Regional Transportation Plan (RTP) update with a series of workshops with local government staff to review a "regional snapshot" of existing economic and demographic conditions in the region along with project submittal criteria approved by JPACT and the Metro Council. A partnership with the three county transportation coordinating committees worked collaboratively to bring local projects forward under a sub-allocation of the region's projected transportation revenue over the RTP horizon year of 2040. The solicitation process yielded about 1,400 projects, with the overall emphasis shifting toward active transportation projects (a shift that was reflected in all three counties.)
- Completed the second phase of the Climate Smart Scenarios project, including the modeling and technical analysis for the three investment scenarios using the Metroscope and Greenstep tools. The outcomes of the scenarios analysis is now being rolled out as the starting point for the third and final phase of the project, when the Council will select a preferred scenario for meeting state greenhouse gas reduction targets.
- Continued to work with local governments to review and solicit feedback on the draft Regional Active Transportation Plan (ATP), which will be adopted in tandem with the 2014 RTP update. Activities include technical workshops with local practitioners, presentations to local transportation committees and boards and individual support for local agencies with specific questions or concerns related to the ATP.
- Selected 21 local projects and three region-wide programs and planning activities to receive 2016-18 regional flexible funds of approximately \$94 million of transportation funds.
- Finalized 13 grant agreements with local agency and non-profit agency partners to deliver demand management programs from the 2013-15 Regional Travel Options (RTO) 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.
- The Climate Smart Communities project will be winding down in 2014, along with state funding for the program. Staff will propose backfill support of RTP staff in the 2014-15 budget; support is currently supported by federal transportation planning funds and these staff will transition to

RTP-related work upon completion of the CSC project. The RTP will be the implementation mechanism for the CSC recommendations.

### **Items for leadership attention**

- Though the 2014 Regional Transportation Plan update is on schedule, it is on a very tight timeline for completion as the updated plan must be adopted by July 2014 to avoid a lapse in federal transportation funding for the region; this continues to be the top priority for transportation planning staff.

## **5.1 | Natural Areas**

In Q2, 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.

### **Program highlights**

#### *Regional Acquisition*

- In the 2nd quarter, regional acquisitions totaled 17 acres, bringing acquisition totals to 4,658 acres since 2007 when the first bonds were sold and exceeding the original goal of 4,000 acres.

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

- Twenty-one natural areas within 14 target areas had restoration or maintenance activities implemented on approximately 1,350 acres. Stabilization of new acquisitions involved 15 properties.
- The Native Plant Center provided 531 pounds of native seed and plant material services for restoration planning and projects at multiple sites. Volunteers contributed 564 hours.
- Led six volunteer restoration events with approximately 393 individuals at six sites.
- Moved forward with Regional Conservation Strategy implementation:
  - Presented a Regional Conservation Strategy Viewer tool for potential Nature in Neighborhoods capital grant applicants, showing how Viewer could help maximize conservation outcomes during project planning and proposal development.
  - Hosted a meeting of the Oregon White Oak Working Group to finalize grant proposals to fund the citizen science portion of the mapping project.
  - Completed an intergovernmental agreement with Portland State University to develop a connectivity assessment tool between natural areas.
  - Began implementation of monitoring planning in support of the Lower Columbia Salmon Recovery Plan as well as the Regional Conservation Strategy.
- See [Parks and Natural Areas Levy report](#) for additional information.

#### *Nature in Neighborhoods*

- Local Share: Two events celebrated projects in local communities:
  - The City of Portland completed habitat restoration and trail improvements at Stephens Creek Natural Area and Marquam Nature Park.

- The City of Fairview submitted the final requisition for improvements at Salish Ponds; Fairview has now expended all of its local share funds.
- Capital Grants:
  - 13 Letters of Interest were received this quarter. Nine of those applicants were invited to submit full applications, bringing the total number of full applications expected in January 2014 to 12. Based on the letters of interest, funding requests this year will be approximately \$4.7 million.
  - The Metro Council appointed three new Grant Review Committee members and Mike Zilis as the new chair on Dec. 19, 2013.
  - Baltimore Woods project completed Phase I and closed its Metro capital grant this quarter. Significant progress on project implementation was reimbursed for grants to Cully Park and Hillsboro's Wapato Marsh. Oak Lodge Sanitary District and Clackamas County declared their Boardman Creek fish enhancement project infeasible (awarded a \$485,000 grant in 2011). Preliminary engineering identified significant unanticipated costs that neither agency has funding for (primarily the need for a land acquisition and relocation of the current residents).
- Nature in Neighborhoods Restoration and Enhancement grants 2013 projects are all underway with significant progress being made on grants to City of Troutdale, SOLVe and the Johnson Creek Watershed Council this quarter.
- Enhancement Grants Program:
  - Metro's Central Enhancement Committee met in November and December to review pre-applications and final full applications. The committee recommended awarding the full \$72,000 available in funding to 10 community projects.
  - The North Portland Enhancement Committee met in October and November to review the Letters of Interest for capacity building grants. A slate of 16 applicants has been identified and will be invited to submit full applications. The invited applicants are requesting approximately \$700,000 in funding; the estimated funding available for the committee to award is approximately \$550,000. Coaching services will be made available to these final applicants to assist them in developing full proposals. The committee anticipates making final funding decisions in spring 2014.

## **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.

### **Program highlights**

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

During the second quarter, work funded by the Parks and Natural Areas Levy launched, continued or expanded current restoration and long-term management 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 five areas of emphasis: hydrologic restoration focused on water quality and salmon, wetland restoration focused on water quality and wildlife habitat, prairie and oak restoration

addressing priority habitats and species, active forest management to enhance forest health and regional priority setting to improve conservation practices across the region. In addition, land management staff continued developing the year-one work plan for the “Core Stewardship Project” (natural area maintenance). Highlights from Q2 include:

- Treatments of invasive plants and/or native plantings at 1,350 acres were completed at 21 sites in 14 target areas: Clackamas River, Clear Creek Canyon, Columbia Slough, Cooper Mountain, Deep Creek, East Buttes, Forest Park, Gales/Wapato, Lower Tualatin Headwaters, Newell Creek Canyon, Sandy River, Tonquin Geologic Area, Willamette Greenway and Willamette Narrows.
- Continued development of a Regional Connectivity Analysis, a priority identified in the Regional Conservation Strategy. Project staff is developing tools for identifying barriers to wildlife movement and potential connectivity corridors for focal species and guilds (groups of species that share resources). Staff used the project framework developed in Q1 to develop a scope of work to be completed by Portland State University under an Intergovernmental Agreement. PSU will begin developing the tool(s) during Q3. Draft site conservation plans were submitted for six sites.
- Planning for hydrologic (in-stream) restoration continued at several sites. Contracts with two consultants were signed for River Island. Initial survey data was collected and project plans and timelines, including those for public outreach, were developed. At Deep Creek Natural Area, a contractor was selected for in-stream restoration to be completed in Q1 FY15.
- Oak and Prairie: Prairies at Cooper Mountain Nature Park were mowed to prepare the site for a comprehensive prairie and oak habitat plant inventory and to increase efficacy of spring invasive species treatment. At Willamette Narrows Natural Area, staff completed the first phase of the oak release project initiated in FY13 by burning more than 400 piles of small wood and brush, followed by seeding with native species, including the federal endangered species golden paintbrush. The Native Plant Center processed nearly 10,000 bulbs and over 500 lbs of seed from important prairie and oak species. The Native Plant Center also planted 300 plants each of Nelson’s checkermallow (federally threatened) and Penstemon hesperius (the rare namesake of the natural area) at Penstemon Prairie Natural Area.
- Wetlands: IGAs were put in place with Oregon Department of Fish and Wildlife and National Marine Fisheries Service to implement a comprehensive fish monitoring project at Multnomah Channel Natural Area associated with a grant-funded restoration project that will enhance connectivity between the channel and the wetlands. Data collection will begin in Q3. At Coffee Lake Creek Wetlands about 35,000 live stakes were planted in about 40 acres of the north unit.
- Forest health: Planning work for restoration thinning occurred for Metro properties north of Forest Park and at the Clear Creek Natural Area. 73 acres of young forest were thinned at North Logan Natural Area (Clackamas River).
- Core Stewardship Project: Development work continues on a detailed work plan with initial field testing and subsequent revision scheduled to begin in Q3. Completed peer review versions of a “to be treated” species list, a species-based treatment calendar and best management practices guide. Each product will be finalized early in Q3 and facilitate development and testing of a five-year work plan to accomplish the levy goal of improving conditions and reducing future management costs on over 10,000 acres.

#### *Natural Area Improvements for Visitors*

- Development of the Parks and Natural Areas System Plan is underway. Metro management has approved the approach and method, and the initial phase of gathering information has started.



- An approach for a 1% for Art program using levy funds has been finalized and pilot projects will begin at Canemah Bluff Natural Area, Scouter Mountain Nature Park and Oxbow Regional Park in 2014.
- A visitor experience assessment was developed for planning parks and natural areas that will provide an integrated approach to understanding access levels and opportunities for all while still protecting valuable resources.
- Planning process is underway for Newell Canyon Natural Area, Burlington Forest, McCarthy Creek and Killin Wetlands, with public outreach coming up soon.
- A master plan for Orenco Woods Nature Park was completed and well received by the public, partners and the Metro Council.
- The initial phase of a Facility Guidelines Report was completed that will create a consistent style for Metro facilities following sustainable, universal and cost effective standards.
- The Blue Lake Trail project is nearly complete with signage to be installed in early 2014.
- Designs for improving the visitor experience at Oxbow Regional Park are well underway including the addition of a nature play area, as well as road renovations and campground improvements.
- Construction on the picnic shelter, loop trail, road and parking areas at Scouter Mountain Nature Park is underway, and the park is on schedule to open in late summer.

#### *Park Maintenance and Improvements*

- The Blue Lake Regional Park native landscaping project is underway and construction documents are nearly complete. Installation is anticipated in late winter/spring.
- New pay stations for the Chinook Landing boat ramp have been installed and the project is complete.
- The overflow parking lot at Cooper Mountain Nature Park is in permitting; construction will begin this winter.
- A design has been completed for communication improvements at Oxbow Regional Park. The project is expected to be installed this winter.
- New trail maintenance equipment for Oxbow Regional Park has been purchased and the project is complete.
- Preliminary designs for the two renovated play areas at Oxbow Regional Park have been completed and the Year 1 portion of the project is finished. Final design work and preparation of construction documents will commence this winter, which is the Year 2 portion of the project, along with construction.
- A preliminary design was completed for the renovation of the entrance to Blue Lake Regional Park and a request for proposals for a firm to complete construction documents has been issued. Construction will be completed as a Year 2 project.
- Preliminary design work continues on the remodel of the Curry maintenance building at Blue Lake Park. Construction is expected to take place as a Year 2 project.
- Several furnishing and sign projects at Howell Territorial Park, Graham Oaks Nature Park, Mason Hill Park and Oxbow Regional Park will be completed with the recent completion of the Parks Furnishings Design Manual. It is anticipated that these projects will be completed in late winter and early spring.
- Preparation of design documents is underway for the Oxbow Regional Park site furnishings project. Installation is expected to take place in early spring.
- Preliminary design is underway for renovation of the office and maintenance area at Oxbow Regional Park and the four main restroom buildings at Blue Lake Regional Park. Construction work is scheduled for Year 2 of the levy.

### *Volunteer Services*

- The accountability team identified 14 existing volunteer involvement opportunities and is comparing them with new opportunities that levy funding creates by using a tool that addresses each program purpose individually: building relationships, developing conservation leaders and improving Metro programs and properties. The team held its first internal consultation on volunteer involvement with the programs at OCC, Oregon Zoo and Portland's and has set up a quarterly schedule to continue ongoing consultations.
- The Volgistics (volunteer management software) reporting improvement project will kick off in Q3 with staff that lead volunteers in the Parks, Cemeteries and Natural Areas programs.

### *Conservation Education*

- Staff from Metro and the Center for Intercultural Organizing have finalized a program plan for the first year of the pilot community partnership. Initial programming will begin in mid-January.
- Staff contacted more than 20 organizations as part of creating an RFP for management of the conservation work crew elements of the Youth Ecology Corps. The RFP is in the internal review process and will be released in mid-January
- Program planning for levy-funded expansion of school field trip and public programming is proceeding on schedule. Activities in Q2 included performing resource and gap analyses, gathering stakeholder feedback and analyzing the resulting data.

### *Nature in Neighborhoods Community Grants*

- Staff released on schedule the Conservation Education grants pre-application materials and grant review committee application. Since that time, staff have been conducting extensive outreach about the availability of funding through Metro's communication channels, direct outreach to community organizations and individuals, attendance at conferences and events, hosting grant informational workshop(s) and panel discussions, audio recordings, and distribution of written materials and more than 15 community presentations. In Q2 staff has received and responded to nearly 100 potential grant applicants via email or telephone requests for information.
- Staff received, reviewed and evaluated seven applications for the Conservation Education grants review committee.
- Program staff has also been working this quarter preparing for the release of the Restoration grants; researching best practices, meeting with over 20 community stakeholders, analyzing past grant awards and creating materials for the grant application and review process.





### **5.3 | Parks Planning and Development**

The Parks Planning and Development division focuses on ensuring quality visitor experiences at the regions parks, trail and natural areas that Metro is associated with. Quality visitor experiences are carefully balanced within a natural setting to ensure the local wildlife, fish and habitats and water quality can thrive. This program plans, designs and builds a regional system of parks, natural areas and trails. This work encompasses varying scales across the region including park systems planning, assessing visitor experience, protecting natural resources, and site-specific design and construction of new nature parks. The team of planners and landscape architects in this program manage a diverse range of projects, completing comprehensive plans, managing regional trail master plans, seeking grants, conducting visitor experience assessments, provide technical assistance to partners, define best practices, and lead coordination efforts among local park providers. For Levy projects the landscape architect design in-house or project manage consultants and contractors to oversee construction of new parks and improvements to existing sites. They also provide technical expertise to other Metro efforts, such as corridor planning, community partnerships, equity projects, and coordinating efforts with the Intertwine.

#### **Program highlights**

- Carried out Parks and Natural Areas Levy work on parks planning projects.
- Canemah North access project is well underway with an overlook design that will provide views of the Willamette River and surrounding wildflower blooms in spring.
- Chimney/Pier Park bridge due to be completed in January 2014.
- 2014 Regional Trail System Plan update is well underway and on course for completion.
- Westside Trail Master Plan is nearly completed and has gone through a major public process.
- Scouters Mountain Nature Park and Mount Scott Loop Trail master plans will be ready for public release in early 2014.

### **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*

- RCR staff had a number of media engagements to provide sustainable living information to the region's residents, including:
  - Recycling information specialist Patrick Morgan interviews with KEX and KXL in December about earth-friendly gift giving ideas and recycling Christmas trees, gift wrap and packaging.
  - Metro natural gardening specialist Carl Grimm made two appearances on KATU's AMNorthwest show to discuss non-toxic weed control and tips for alternatives to indoor and outdoor pesticides.
- Metro Recycling Information staff answered 14,599 phone calls and there were 15,477 visits to the Find A Recycler web site. For the 2013 calendar year, there were 69,520 total calls and 90,604 web site visits.

- RCR completed a demographic study of communities served by its programs. Portland State University's Survey Research Lab served as the contractor on the project. The study measured the gender, age, zip code, race and ethnicity, language spoken at home, language proficiency, home ownership and household income of customers served by RCR programs. The data gathered will inform efforts to invest in equitable involvement and benefits for all members of the community in implementing RCR programs and projects.
- Principal planner Matt Tracy testified at an Oregon Public Utilities Commission hearing in support of action that the RCR believes will spur development of compressed natural gas refueling infrastructure that is critical to efforts to further reduce air pollution from solid waste collection vehicles and, ultimately, advance the use of transportation fuels derived from waste.
- Metro natural gardening specialist Carl Grimm presented at the national conference of the North American Hazardous Materials Management Association on partnering to implement community-based social marketing programs to reduce the use of toxic chemicals.

### *Internal Sustainability*

- Staff completed an update of Metro's greenhouse gas emissions inventory for its business operations. Overall, non-supply chain emissions decreased nearly nine percent from 2008 to 2013. There were a number of factors driving the change, including successful implementation of strategies for reducing electricity consumption at Metro facilities and fewer truck trips to the Columbia Ridge landfill because of reduced quantities of waste received at Metro transfer stations. The inventory is available on the [Green Metro page](#) of Metro's website.
- The 2012-13 Internal Sustainability performance report was delivered to the Metro Council in November. Measured from the 2008 baseline year, Metro has made progress toward its goals by reducing greenhouse gas emissions 9 percent, increasing recycling 7 percent, decreasing water consumption 7 percent and shrinking impervious surface by 5 percent. The report is available on the [Green Metro page](#) of Metro's website.

## **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***

- Major events included National Science Teachers Assn., American Assn. for Aerosol Research, Lego Kids Fest, Festival of Trees, and the Maxim Integrated and Marquis Consensus employee holiday parties.
- Donated space in partnership with the Oregon Dental Assn. for their "Mission of Mercy" program, with 1775 patients receiving \$1,163,367 in donated dental care.
- Posted the highest December revenue on record exceeding \$1,000,000 and broke six monthly records in the calendar year.
- OCC was chosen as host venue for the 2016 World Indoor Track and Field Championships.
- Completed Phase I of roof replacement on the original building with Phase II to begin in June 2014.

- Began renovation of Dragon Café concession stand and the Closed Circuit TV Camera upgrade/replacement project.
- Multnomah County approved a tax code change allowing implementation of the amended Visitor Facility Intergovernmental Agreement between Metro, City of Portland and Multnomah County allowing for funding of a new “bucket” for a convention center hotel bond.
- Teri Dresler and Scott Cruickshank presented details of the Hotel Project to Oregon Society of Association Managers and the Mt. Hood Community College Hospitality and Tourism Class.
- OCC staff participated in a Bi Annual Travel Portland FAM, hosting approximately 40 national meeting planners.
- Chef Allan Wambaa traveled to NY to begin Pro Chef Level III certification.

### *Expo Center*

- While many long-term clients returned, including The Portland Tattoo Expo, 2013 DeafNation Expo, PGA Merchandise Show, Portland Metro RV Fall Show of Shows and America’s Largest Christmas Bazaar, a drop in numbers across the board (5,000 in attendance, 20K in rental) was due in large part to two events moving to the next calendar year and inclement weather; excellent returns in Concessions showed an increase of \$15,000 from the prior year.
- Added two sporting events: The Rivalry Clash 5K and Stumptown Crossfit Competition.
- Finalized return option agreement with Cirque du Soleil for “Totem” show in Spring 2014; staff is currently undergoing planning and detail work for the event.
- Expo Center staff participated in the 1st annual Expo ExerThon and raised over \$500 to benefit SnowCap Community Charities and the overall Metro Charitable Giving Campaign.
- Finalized varied capital projects, including completion of Halls A and B energy efficient lighting upgrade with assistance from a Metro Sustainability grant and support from Energy Trust of Oregon, completion of Hall D and Hall C roofing projects, and purchase of a new forklift.
- Hired venues policy coordinator.
- A shared catering sales position with Portland's Center for the Arts should soon drive sales.
- Achieved a diversion rate of 60.51%.



### **Program Issues**

- Starting the 2013-2014 fiscal year with only 29 conventions on the books, OCC is experiencing a relatively modest year compared to FY 2012-13 and what we will expect in FY 2014-15. This has been anticipated by staff for several years as the booking pace for the current year has reflected forecasted shortcomings due to the poor economy starting in 2008. Short term bookings are helping make up some of the deficiencies.
- While Expo Center overall totals for Q2 were down slightly, the decrease is likely more to do with event placement and a significant drop in Gun Show attendance from prior year, typical in a four year cycle. Sales efforts continue to focus on available dates and methods to expand opportunities in both meetings and catering opportunities.
- The Oregon Solutions project began to review MCDD levee recertification and its unknown financial impacts to the Expo Center.

OCC	2nd quarter 12-13		2nd quarter 13-14		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	31	60,403	28	35,664	(3)	(24,739)
Consumer Public Shows	30	71,947	23	88,532	(7)	16,585
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	58	1,266	47	990	(11)	(276)
Meetings	59	24,301	53	22,033	(6)	(2,268)
Catering	30	18,130	32	18,660	2	530
<b>Totals</b>	<b>208</b>	<b>176,047</b>	<b>183</b>	<b>165,879</b>	<b>(25)</b>	<b>(10,168)</b>

  

Expo Center	2nd quarter 12-13		2nd quarter 13-14		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	14	104,707	13	97,558	(1)	(7,149)
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	6	4,243	6	7,283	-	3,040
Meetings	3	80	3	72	-	(8)
Catering	-	-	-	-	-	-
Tradeshows/Conventions	4	5,825	3	4,238	(1)	(1,587)
<b>Totals</b>	<b>27</b>	<b>114,855</b>	<b>25</b>	<b>109,151</b>	<b>(2)</b>	<b>(5,704)</b>
<b>Totals w/Cirque du Soleil</b>	<b>27</b>	<b>114,855</b>	<b>25</b>	<b>109,151</b>	<b>(2)</b>	<b>(5,704)</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 Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, and White Bird.

### Program highlights

- Attendance in the second quarter is up 23.5% over last year, with performances up 6%.
- Introduced The Opiniator audience survey during Broadway's production of American Idiot; overall ratings were very high and customers gave good comments showing opportunities to improve customer service.
- Venues Today magazine named Keller #12 and Schnitzer Concert Hall #15 in its year-end report of top stops with 2001-5000 seats; the Newmark was listed #16 for venues with 2000 or fewer seats. For the top 100 stops in North America, Keller was #55 and the Schnitz was #65.
- Installed new stair carpeting at the Keller.
- Antoinette Hatfield Hall now sports a marquee with its name on it.
- Portland's had a participation rate of 51% for the charitable giving campaign, a 45% increase! A campaign to involve event ushers and ticket takers was highly successful.
- The P's Green Team introduced their mascot "Art" (see photo below). Art makes surprise appearances all over the three venues and serves as a constant reminder to turn off lights and engage in energy saving initiatives.
- P's Booking and Sales Manager Judy Siemssen retired after more than 25 years of service.





### 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. A project manager is working with the Expo Center and P5 in developing a strategy to address this issue.

Portland's	July 2012		July 2013		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	45	34,725	42	46,118	(3)	11,393
Broadway	-	-	15	26,434	15	26,434
Resident Company	102	114,723	75	110,335	(27)	(4,388)
Student	28	14,443	23	15,144	(5)	701
Non-Profit	78	42,068	107	53,682	29	11,614
Miscellaneous	5	499	6	621	1	122
<b>Totals</b>	<b>258</b>	<b>206,458</b>	<b>268</b>	<b>252,334</b>	<b>10</b>	<b>45,876</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**

- Dr. David Shepherdson attended and presented at the 11th International Conference on Environmental Enrichment (ICEE) in Pretoria, Africa (Oct. 2013). This is the conference series that was started by the Oregon Zoo in 1993 (and hosted by us on the 10th anniversary in 2011).
- Dr. Nadja Wielebnowski (remotely) presented at and received an award (appreciation of her work as Vice Chair of the Board for several years and founding member of the society) at the International Society of Wildlife Endocrinology, ISWE, meeting held in Chicago, IL, in Oct. 2013.
- Co-hosted a “Lead and Wildlife Workshop” with The Wildlife Society (TWS - Oregon Chapter) on November 22; the workshop was well attended with 109 attendees and very well received.
- Started to train a small group of VAST volunteers to use a new iPad based behavior monitoring system that will allow us to process collected behavior data more quickly and thus provide more rapid feedback for animal management decisions to animal care staff.
- Completed and submitted the annual report for our Taylor's Checkerspot Butterfly Program in December; this is a very comprehensive document (36 pages this year) that requires a lot of detailed data summaries, analyses, and write-up.
- Published the following papers and proceedings:
  - Juliana J. R. St., Khokhlova I.S., Wielebnowski, N., Kotler, B.P. and B.R. Krasnov. (In Press). “Ectoparasitism and stress hormones: strategy of host exploitation common host-parasite history, and energetics matter.” *Journal of Animal Ecology*.
  - DeCaluwe H.B., Wielebnowski, N.C., Howard, J., Ottinger, M. A. and K.M. Pelican (2013). "Behavioral Reactions Relate to Adrenal Activity and Temperament in Male Clouded Leopards (*Neofelis nebulosa*).” *Applied Animal Behaviour Science* 149:63-71.
  - Fanson, K. and N. Wielebnowski. (2013). “Effect of housing and husbandry practices on adrenal activity in Canada lynx (*Lynx Canadensis*).” *Animal Welfare* 22: 159-165.

## **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**

- Created a draft communications plan for the Education Center (formerly called the Conservation Discovery Zone), outlining the steps for informing and soliciting input from the community on programming and design.
- The Environmental Literacy Team accomplishments include a draft definition for environmental literacy; a description of the need for and the role of the Zoo/Metro in creating environmentally literate citizens; and the identification of broad categories to describe the knowledge, skills, and capacities that foster the ability of a person to preserve and enhance the quality of life and the environment for ourselves and future generations.

- Urban Nature Overnights provided a 6-week after school program for 60 youth from two of our partner schools to teach them about nature in their neighborhood. Youth spent time observing nature weekly, and went on a field trip to Washington Park and Hoyt Arboretum.
- UNO Coordinator Jody Van Riper and ZAP alum Tracy Ocampo presented at the annual conference of NAAEE (North American Association for Environmental Education) in Baltimore, Maryland. Their topic was “Teens as Teachers: Connecting Urban Youth to Nature”.
- The school partnership with Quatama Elementary 3rd grade staff in Hillsboro was a huge success culminating with the release of nearly 500 salmon fry into the Tualitan River. Discussions are being held about how to expand this partnership model to other grades in Quatama and eventually other schools in the region.
- Staff from Metro and the Center for Intercultural Organizing have finalized a program plan for the first year of our pilot community partnership; initial programming will begin in mid January
- Staff contacted more than 20 organizations as part of creating an RFP for management of the conservation work crew elements of the Youth Ecology Corps. The RFP is in the internal review process and will be released in mid January.
- More than 150 people attended the annual Thanksgiving Walk at Metro's Oxbow Regional Park-- the highest attendance ever.
- Oregon Zoo Summer camp has been working with the Portland Children’s Museum Education department on a partnership camp to be offered the summer of 2014. Staff from both institutions will develop curriculum, program materials, and will cross train at both locations.
- Launched a new zoo behind the scenes program offering the public both Penguin and Giraffe Encounters. Tours are used to connect and educate participants about the outstanding conservation and welfare work being done on behalf of the animals at the zoo and in the wild.

## **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 and staff is performing due diligence for purchase of the property. Because additional time is needed to address environmental and engineering concerns, the option agreement with PGE will be amended in order to accommodate additional time to complete all due diligence. Land use planning options and strategies are being discussed and conversations with neighbors, PGE, and permitting agencies continue.

#### *Construction project management*

- Elephant Lands: Construction started in October 2013, with an estimated completion date of October 2015, which was extended primarily due to a delay in City of Portland permit approval.

New habitat construction is sequenced to ensure elephants always have more space available to them than currently and are open to visitor viewing throughout construction. 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. Elephants will move into their new temporary Encounter Habitat in late February to allow the construction of Forest Hall to start. The steel frame for the Encounter Habitat shelter has been erected and approximately 50 percent of the habitat bollards are in place. Concrete walls have been poured on the Life Support System building. The Elephant Museum was deconstructed; wooden beams from the museum will be reused in the new elephant habitat as wind screens in the habitat shelters. Interpretive elements were designed and evaluated, with final design due by March 2014.

- Condors: 2KG is constructing Condors of the Columbia with a current budget of \$1.4 million, with completion scheduled for February 2014. The new exhibit is scheduled to open in late spring 2014, pending successful acclimation of the condors. Paving of all visitor paths, installation of fencing and condor perch trees (repurposed from Elephant Lands), and grading and piping for a habitat water feature are complete. Interpretive elements will focus on the role condors play in our ecosystem and the importance of conservation. Design and evaluation of the interpretive elements is complete; fabrication and installation will occur in January and February.
- Education Center: A cross-functional zoo team began the design phase by developing a design brief of the facility's vision and function. Potential conservation education partners across the region responded to a Request for Information on how they would like to utilize the new facility. A design RFP is scheduled for public release in late January. Staff seeks approval from the Metro Council for alternative procurement for construction of the Education Center via Construction Management by General Contractor, which will mitigate risk by providing pre-construction services during the design phase and foster greater MWESB participation.
- Zoo staff continue to work through the logistics of prioritizing animal welfare and visitor experience throughout construction. Plans are in place for rerouting guests as utilities are installed and habitats are constructed. Information will be provided to guests in various forms to help ensure a positive experience.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The final art design was approved in the fall of 2013 by the Oregon Zoo Public Art Advisory Committee and the Zoo Bond Steering Group. The design includes the integration of reflective vertical elements in three locations marking the Concert Lawn/Elephant Lands edge, as well as a relief veneer on the facade of Forest Hall by artist Catherine Widgery. The Lelooska and Losey totem poles are undergoing restoration prior to reinstallation.



Zoo property aerial highlighting construction (Oct. 2013)

### *Program governance*

- The terms of more than half of the Zoo Bond Citizens' Oversight Committee members expired in December 2013. The Metro Council approved eight new members to the committee.
- Metro Council approved a full-time limited duration construction assistant project manager to support construction; hiring is underway.

### **Items for leadership attention**

- The program is seeking Metro Council's approval of alternative procurement for Construction Management by General Contractor for the Education Center.

## **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 zoo has maintained enterprise revenue levels despite the loss of the train. Year-over-year attendance is down in both general admission and membership; however, guest spending per caps increased year-to-date compared to the prior year and are in line with budget in most program areas including admissions, food services, and retail. Catering sales continue to improve over prior years and are exceeding budget.
- Zoo bond construction continues to impact the campus with zoo and contractor staff working closely to minimize impacts to guest experience. Railroad staff is busy maintaining track along the route to the Washington Park station, as well as planning maintenance and refurbishment to train engines and cars; the train is scheduled to return in Nov. 2014 just in time for ZooLights.
- While ZooLights faced challenges with the loss of the zoo train and the fewest number of days between Thanksgiving and Christmas (Thanksgiving day was as late in November as possible in 2013), the campus display route was expanded and the final date was extended through Sunday, Jan. 5. Highlights included a contest to find five new flamingo displays spread along the route, a flash mob wedding proposal, a new eye-popping tunnel of lights, an upgraded dinner menu in the Cascade Grill, carolers and other new displays. ZooLights broke its nightly attendance record three times during December (the highest being 11,259) and overall attendance was 184,519, the second-highest total ever for the popular light display. Revenues were in-line with budget.
- The zoo, working with the Washington Park Transportation Management Association (WPTMA), has begun the transition of oversight and maintenance of the public parking lots to the TMA and Portland Parks and Recreation. The TMA completed installation of meters and signage for the transition of Washington Park to metered parking; communications and public outreach about the pending changes was extensive. The start to metered parking is Jan. 10.

### **Items for Leadership Attention**

- The upcoming quarter poses many challenges and opportunities. Metered parking implementation, utility construction work in the heart of the zoo, lion cubs, and planning for the busy spring and summer seasons will be areas of focus for the Visitor Experience program. As always, the emphasis is on delivering an exciting and inspiring guest experience.
- The Zoo will be 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 reviewing proposals for retail store management. The contract with the zoo's current retail partner, Aramark, is expiring after a 10-year period.

Oregon Zoo	Fiscal Year 2014 Quarter-to-Date Totals					
	2nd Qtr FY13		2nd Qtr FY14		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		172,167		167,671		-4,496
Member Attendance		165,480		158,503		-6,977
Catered Events	37	10,844	42	10,504	+5	-340
<b>Totals</b>		348,491		336,678		-11,813

Oregon Zoo	Fiscal Year 2014 Year-to-Date Totals					
	FY13 Totals		FY14 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		520,756		493,962		-26,794
Member Attendance		390,954		353,332		-37,622
Catered Events	129	20,936	147	27,206	+18	+6,270
<b>Totals</b>		932,646		874,500		-58,146