

January to March

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

THIRD QUARTER

FY 2013-14

# FY 2013-14 Third quarter management report

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

### **3rd Quarter FY 2013-14**

During the third quarter, Metro parks and natural areas levy work picked up speed, transportation system plan updates were readied to go to Council in July and the zoo bond achieved several milestones.

The Diversity Program began prioritizing manager training in response to Cultural Compass Diversity Survey results; other staff training and cultural awareness events were well-received . Equity Strategy Program staff incorporated Metro Council input into an agencywide definition of equity, which was accepted by the Equity Strategy Advisory Committee.

Three design workshops for the Southwest Corridor gathered public feedback. A mixed-use development on the Interstate MAX line opened to tenants; funding was approved for a new transit-oriented development project; the Metro Council adopted a work plan for downtown and main street revitalization. Land use planning staff continued work on potential extension of the Construction Excise Tax and provided key legislative support regarding HB 4078. The 2014 Regional Transportation Plan update is slated for Council adoption in July along with the draft Active Transportation Plan, the 2016-18 Metropolitan Transportation Improvement Program and an environmental justice and Title VI evaluation.

Parks and natural areas levy staff began initial outreach for a Parks and Natural Areas System Plan. Improvements moved forward for Oxbow and Blue Lake Regional Parks, Graham Oaks, Cooper Mountain and Scouters Mountain Nature Parks along with comprehensive planning for Newell Canyon, North Tualatin Mountains and Killin Wetlands. Bond measure capital grants received 12 applications with a total of \$4.6 million in requests and Conservation Education grants received 25 applications with a total of \$3.9 million in requests, Nature in Neighborhood restoration and enhancement grants projects are underway and 2014 Central Enhancement grants contracts are nearly complete.

Regional park visitor numbers dropped due to inclement weather, despite a rise in Blue Lake disc golf course players; annual passes have increased in sales and gathered positive feedback. Cemetery operations will bring a request for adoption of abandoned burial rights inventory to the Metro Council.

Solid waste staff notified haulers of upcoming acceptance limits for organic waste at Metro Central transfer station; two Solid Waste Roadmap projects completed options review. The solid waste compliance and cleanup program cleaned up 405 illegal dumpsites and 18 illegal campsites; staff will bring final recommendations for community enhancement fees to the Metro Council.

The Recycling Information Center answered 14,420 calls and the Find-A-Recycler web site had 18,089 visits; an annual RIC customer survey showed high satisfaction and effectiveness in helping callers be sustainable. Staff will issue recommendations for reducing paper usage at Metro next quarter.

Zoo bond staff completed the Condors of the Columbia habitat on schedule and under budget; elephants moved to a temporary Encounter Habitat and six design team proposals were received for the Education Center. The Zoo Bond Citizens' Oversight Committee presented a positive annual report to Council.

Oregon Zoo attendance was down but held steady enterprise revenues; customer transition to parking pay stations was smooth; the new Zoo Animal Encounters tours are sold out through May. The Oregon Convention Center became LEED® certified to the Platinum level and launched an energy management campaign. The Portland Expo Center saw an overall drop in numbers and welcomed Cirque du Soleil in March. The Internal Ticketing Association named Portland's 5 Centers for the Arts Box Office of the Year.

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

*Metro management report for 3rd quarter, FY 2013-14*

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

## **3rd Quarter FY 2013-14**

### **Office of the COO**

#### **Diversity Program highlights**

- Began rollout of Cultural Compass Diversity Survey results with a focus on departments strategizing actions to respond to emerging survey themes; feedback from the Cultural Compass survey prompted prioritization of diversity training for managers.
- Organized "Women's History Month" awareness campaign including a well-attended learning event with guest speaker and former Metro Councilor, Governor Barbara Roberts.
- Facilitated Metro staff viewing and discussion group of video series "Race the Power of an Illusion;" employee interest has prompted repeating the series in summer/fall 2014.
- Hosted "Uniting to Understand Racism" dialogues at Oregon Zoo with 18 Metro staff enrolled
- Co-sponsored a learning event with the Equity Strategy Program on the topic of regional diversity, equity and inclusion, featuring nationally recognized expert Professor John A. Powell.
- Procurement core team began planning an open-house style event inviting MWESBs to meet Metro project managers on May 20, 2014.

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

- Incorporated Metro Council input into Metro's agencywide working definition of equity, which was reviewed and accepted by the Equity Strategy Advisory Committee.
- Work continues with PSU's Institute of Metropolitan Studies and the six community based nonprofits to identify indicators and develop an equity baseline that will be used to inform Metro's six regional outcomes.
- The equity baseline work is progressing less rapidly than originally anticipated which may impact the timeline for the intended deliverable.

### **Finance and Regulatory Services**

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

- RID Patrol launched a pilot project to stem the tide of illegal dumping in Portland's Cully neighborhood, including public awareness efforts and correspondence from Metro Councilor Sam Chase.
- RID Patrol completed major cleanups of Sullivan's Gulch along Interstate 84, homeless camps along the Springwater Trail near the Willamette River in partnership with Portland, and a major illegal dump and homeless camp at Metro's property in Newell Creek Canyon near Oregon City.
- Program is on track with facility inspections, regulatory authorizations, enforcement actions and private facilities complying with Enhanced Dry Waste Recovery Program.
- Cleaned up 405 illegal dumpsites, 24 of which were large dumpsites, completed 13 transient camp cleanups in cooperation with local jurisdictions, and cleaned up five illegal campsites on Metro property.
- Solid waste community enhancement fee proposal is completing the stakeholder input phase, with staff and councilors to meet with the Wilsonville and Troutdale city councils. Staff will

review final recommendations at the April 15 Council work session and begin preparing an ordinance and modification to the Metro Code.

- At least two private transfer station operators (Pride and WRI) will likely seek an increase to their 70,000 ton tonnage cap directly from Council, which will raise issues of Council's decision to "freeze" the system while the Solid Waste Roadmap work can be completed.
- At the end of 2014, Council will consider renewal of non-system licenses from several private entities to continue to deliver waste to the Riverbend Landfill in Yamhill County.

## Parks and Environmental Services

### Cemetery operations highlights

- As part of the settlement agreement with the Oregon Mortuary and Cemetery Board, the Cemetery Program adhered to a strict two-week partial license suspension in January 2014 that prohibited pre-need sales of products or service in advance of a death; only families with immediate needs were assisted during this time.
- Holiday outreach efforts were made to funeral homes which are noted in the program's Business Plan as a primary audience for marketing and outreach.
- PES Director Paul Slyman was interviewed by both KGW and KATU TV stations to discuss the cemetery cleanup efforts at Lone Fir Cemetery.
- Request for adoption of abandoned burial rights inventory from the Reclamation Project will be brought before Council.

### Parks and natural areas management highlights

- Made progress on Parks and Natural Areas Levy year-one projects at Blue Lake and Oxbow regional parks, Cooper Mountain and Graham Oaks Nature Parks, and Mason Hill Park; prepared construction documents for year-two projects at Blue Lake and Oxbow regional parks and Chinook Landing Boat Ramp.
- Park visitation showed mixed results in the third quarter of FY 13-14 compared to last year, with weather likely playing a key role in daily use reductions.
- The disc golf course at Blue Lake saw an increase compared to last year despite rainy conditions.
- Staff began to sell new annual pass earlier this year which appears to be increasing sales; feedback has been extremely positive regarding the new passes.
- Began developing the Parks Business Plan project to assess current business practices in developed parks and make recommendations for the future, with a focus on revenue opportunities and improvements to customer service and overall visitor experience.

### Solid waste operations highlights

- Completed several facility improvements at Metro South transfer station and both household hazardous waste facilities; initiated work for additional facility improvements, including an RFB to expand the MetroPaint facility.
- Notified haulers of commercial organic waste to Metro Central that acceptance standards for this stream will be amended in two stages over the course of the next year: by Nov. 1, no waxed or regular corrugated cardboard will be accepted, and by March 1, 2015, no other non-food items can be present in loads; the changes will remedy processing problems. Any contacts made by

these generators or suppliers of compostable materials should be referred to transfer station manager Bruce Philbrick.

- DEQ accepted Metro's draft Source Control Evaluation report for remedying stormwater issues at Metro Central. The report contains recommended capital improvements to the site.
- The Metro South Assessment (a Solid Waste Roadmap project) has completed its review of options with stakeholder groups, with three options and cost estimates ranked by the groups.
- Long Term Management options (a Solid Waste Roadmap project) has completed its initial review, identification and description of available options. Evaluation of five possible scenarios (combinations of options) for rough cost and environmental impact has been initiated.
- Planning was initiated for a second phase of habitat restoration work at the St. Johns landfill site, consistent with goals, guidelines and prescribed actions of the Smith-Bybee Comprehensive Natural Resource Management Plan.

## **Planning and Development**

### **Land use planning highlights**

- Continued work around potential extension of Construction Excise Tax and Community Planning and Development Grant program to provide recommendations; the CET expires in September 2014 unless extended by Metro Council action.
- Worked with local jurisdictions to finalize scopes of work and adopt Intergovernmental Agreements for Community Planning and Development Grant projects.
- Managed the 2014 Urban Growth Report/2015 Growth Management Decision work program, including preparing the regional population and employment forecast, the region's inventory of buildable lands and a study on residential housing preference; the draft report is scheduled for July 2014 with Council acceptance of the report scheduled for December 2015; Council Growth Management Decision is scheduled for December 2015.
- Played a key role in legislative work on HB 4078, addressing the Urban/Rural Reserves and Urban Growth Boundary.
- Continued development of staff expertise in the use of Fregonese Associates' Envision Tomorrow tool, allowing assessments of development-readiness in priority areas around the region.

### **Project development highlights**

- The Southwest Corridor Plan Steering Committee officially appointed the 24 Implementation and Development (ID) Southwest founding members on Jan. 13. Metro and partners' staff conducted three corridor design workshops in March to gather public and ID Southwest members' input about more than 50 design options for high capacity transit in the corridor; the Steering Committee is expected to consider transit design options proposed for early removal on April 7.
- Work continued on the next High Capacity Transit project for Powell/Division Corridor, with the Steering Committee reviewing decision-making and the project goals.
- Staff is proceeding with technical refinements to design work on two key East Metro Connection Plan projects.
- The Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate, is completed and tenants are moving in.
- Construction progressed on four TOD projects: Rose Apartments, located in the Gateway Regional Center; 4th Main, a mixed use development located in downtown Hillsboro; The

Radiator, a mixed-use development located on N. Vancouver in Portland; and The Core, a mixed-use development with public plaza located adjacent to the Orenco MAX station.

- TOD project funding was approved for 240 Clay, a five story mixed-use creative/industrial office building with café/retail in the Central Eastside Industrial District near the future OMSI station.
- The Metro Council adopted the District Revitalization Work Plan, providing a formal framework for the Development Center to continue provide support and grants for revitalization in eligible downtowns and Main Street districts.

### **Transportation system planning highlights**

- Readied the 2014 Regional Transportation Plan (RTP) update for the April-May public comment period.
- Began the third phase of the Climate Smart Scenarios project, leading up to development of a preferred scenario; work focused on policy workshops in April and May where the preferred scenario will be framed by the Council, JPACT and MPAC.
- Continued to work with local governments to review and solicit feedback on the draft Regional Active Transportation Plan, which will be adopted in tandem with the 2014 RTP update in July.
- Drafted an updated Metropolitan Transportation Improvement program to include local projects and region-wide programs and planning activities selected in the 2016-18 regional flexible funds process to allocate approximately \$94 million of transportation funds; the 2016-18 MTIP is scheduled for adoption in July 2014.
- Began work on an environmental justice and Title VI evaluation of the draft 2014 RTP and 2016-18 MTIP for public review in June and adoption in July in tandem with the updated RTP and MTIP.
- Completed a draft 2013-15 Regional Travel Options (RTO) program evaluation and began sharing findings and recommendations with Metro's stakeholders and advisory committees.
- Submitted an integrated corridor management proposal to the U.S. Department of Transportation for a demonstration project that would build on Metro's existing Transportation System Management Operations program; grant awards are expected to be announced in the fourth quarter.

### **Sustainability Center**

#### **Natural areas highlights**

- Regional acquisitions totaled 12 acres, bringing acquisition totals to 4,692 acres since 2007 when the first bonds were sold.
- Conducted stabilization and restoration activities within seven target areas.
- Staff hosted four volunteer restoration events with approximately 239 individuals at four sites.
- Completed site-based conservation plans for 11 natural areas.
- A number of Nature in Neighborhoods local share projects made significant progress in this quarter, including land acquisition for a community park in Washington County; trail improvements and land acquisition for a neighborhood park in Portland; Springwater Trail improvements in Clackamas County; Fanno Creek Trail improvements in Tigard; and a park in Damascus.
- Received 12 applications for Natural Areas bond measure capital grants totaling \$4.6 million; funding recommendations will be ready by end of April with the Metro Council scheduled to take action July 10, 2014.

- 2013 Nature in Neighborhood restoration and enhancement grant projects are all underway with significant progress being made on grants to Lent School/Ecology in Classrooms, Adelante Mujeres/Tualatin Riverkeepers, and Friends of the Tualatin River Refuge.
- Metro's Central Enhancement Committee discussed grant funding criteria, proposed budget and outreach plans for the 2015 grant cycle; contracts for all but one of the 2014 grants are completed and underway.
- North Portland Enhancement Committee grant applicants were provided free professional coaching services; applications are due April 24 with a final funding decision by the committee in June 2014.

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

- Ten natural areas within nine target areas had restoration or maintenance activities implemented on approximately 425 acres.
- Site conservation plans were finalized for four sites and submitted for review for seven sites.
- Began implementing a fish monitoring project at Multnomah Channel Natural Area associated with a grant-funded project to enhance connectivity between the channel and the wetlands.
- Thinned 50 acres of overcrowded young forest to enhance forest health at Clear Creek Natural Area; treated ~40 acres of upland forest for ivy, clematis, laurel and holly, and planted 15 acres of previously treated areas with 8,500 conifer trees at Newell Creek Canyon.
- Began gathering information and conducting initial public outreach for the Parks and Natural Areas System Plan; the project will be reviewed by the Metro Council this spring.
- An approach for a 1% for Art program using levy funds will soon go to the Metro Council; pilot projects at Canemah Bluff Natural Area and Scouters Mountain Nature Park will begin in 2014.
- Began using a visitor experience assessment in planning parks and natural areas to understand access levels and opportunities for all.
- The comprehensive planning process is underway for Newell Canyon, North Tualatin Mountains and Killin Wetlands, with public outreach beginning in April.
- Designs for improving the visitor experience at Canemah North are nearing completion and the land use application has been submitted.
- 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 Scouters Mountain Nature Park is nearly completed, and the park is on schedule to open in August.
- The Blue Lake Regional Park native landscaping project is at 100% design, and bidding for construction is expected to take place in April.
- The overflow parking lot at Cooper Mountain Nature Park is under construction with completion expected in early spring.
- Design has been completed for communication improvements at Oxbow Regional Park, with project completion expected in April.
- Completed preliminary designs for two renovated play areas at Oxbow Regional Park with final design work and preparation of construction documents to commence this summer.
- At Blue Lake Regional Park, construction drawings are underway for the renovation of the entrance, and final design and construction documents are underway on the remodel of the Curry maintenance building. Preparation of construction documents is underway for the four main restroom buildings. Construction of these projects is scheduled for Year 2 of the levy.
- Made progress on several site furnishing and sign projects at Graham Oaks Nature Park, Mason Hill Park and Oxbow Regional Park; these projects will be completed in early spring.

- The levy program is steadily building internal capacity to lead volunteers with a now-completed demographics baseline report describing existing volunteers.
- Metro received 74 pre-applications totaling nearly \$4 million for the first round of Conservation Education grants; the review committee determined the most compelling proposals with a strong geographic and demographic distribution and invited 26 proposals; 25 full applications were received with a requested total of \$3.9 million in March with the Metro Council scheduled to make awards on July 10, 2014.
- Staff gathered input from community organizations, non-profit and local government conservation experts, land managers and other funders in developing and finalizing the restoration and community stewardship grant application, criteria and evaluation measures; staff conducted extensive outreach about the grants with pre-applications due April 22 and the Metro Council is scheduled to make grant awards in early fall 2014.

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

- Initiated a cross-departmental project to improve the long-term stability of recycling markets for Metro-area urban wood waste, with a set of options to be considered by the Metro Council.
- Prepared to launch a streamlined web-based system for haulers to report recycling and garbage collection data, which will replace a reporting system of non-standardized paper forms.
- Continued Clean Fleet work to reduce air pollution from solid waste collection vehicles:
- Completed a report evaluating the results of various communication tactics employed by Metro's natural gardening program in 2013; the report provides a baseline for comparing outreach results before and after implementation of Metro's new website.
- Metro Recycling Information Center staff answered 14,420 phone calls this quarter and there were 18,089 visits to the Find A Recycler web site; the biannual RIC customer satisfaction survey showed high satisfaction and effectiveness in helping callers safely dispose of toxic products, learn how to recycle more, and reduce disposal of items.
- Completed a baseline study of the amount of paper purchased by Metro departments and venues during FY 12-13; recommendations for improvements will be completed next quarter.
- Provided technical assistance to the Expo Center green wall project and the solar array at the Glendoveer Golf Course cart barn.

### **Visitor Venues**

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

- Began initial planning meetings for the creation of a new OCC website.
- Held annual client open house on January 16, with approximately 75 clients attending.
- Teachers of English to Speakers of Other Languages, the largest convention of the fiscal year with 7000 attendees, convened at OCC in March.
- Launched an Energy Management campaign to provide high-level awareness and training to OCC employees on energy conservation.
- Dragonboat Grill, OCC's most prominent concession stand, underwent a complete renovation.
- Hotel project negotiations continued to move forward with the project team submitting draft Development Agreements and draft Room Block Agreements to Mortenson Development and Hyatt Hotels respectively.
- OCC became LEED® certified to the Platinum level in March 2014, becoming one of two convention centers in the U.S. to achieve the highest rating level available.

- Inclement weather and changes in event dates and formats resulted in drops in event attendance, concessions and revenues compared to the prior year for the Expo Center.
- The Expo Center's West Delta Bar and Grill saw an 11% increase over prior year.
- Construction and planning began for Cirque du Soleil's return to Expo in February; a strong opening on March 27 showcased the transformative facility.
- Continued Expo branding with the addition of more directional signage, new golf carts to shuttle patrons and colorful banners.
- Made significant progress on "The Expo Project" with analysis and data collection in anticipation of a Market and Feasibility Study; per Commission and Council direction, the Expo will report back on study findings in early FY15.

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

- The International Ticketing Association named the Portland'5 box office Box Office of the Year.
- Oregon Ballet Theatre's Nutcracker allowed drinks to go into the theater this year, resulting in a 27% increase in per capita beverage revenues.
- Replaced 50 bathroom plumbing fixtures at Hatfield Hall, funded in part from a Metro sustainability grant; the average flush went from 7 gallons per flush to 1.6 gallons.
- Purchased thermal imager with Metro Green Team funds, which will help identify locations of heat loss.

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

- Submitted a grant proposal to fund Pika Watch Citizen Science to the Holly Read Conservation Fund.
- Submitted a proposal for USFWS section 6 funding for Oregon Silverspot butterfly captive rearing in year 2015.
- Compiled and submitted 2013 AZA Annual ARCS reports for conservation and research projects.
- Successfully overwintered 1,856 Taylor's checkerspot butterfly larvae.
- Hosted the USFWS Deputy Directors meeting with a focus on condors and the impact of lead in the environment.

### **Zoo education highlights**

- Contracted with Mount Hood Community College/Project YESS to coordinate and run the Youth Ecology Corps, which will perform restoration and maintenance work on Metro properties and engage in environmental education with education staff.
- Completed programming plans for parks public, group and school field trip programs as part of the levy planning process.
- ZooLights broke volunteer records with total of 184,550 guests, 204 volunteers and 5814.5 volunteer hours; volunteer staff used a new online signup system to gather these numbers.
- Distributed the zoo's first electronic newsletter to more than 4,000 teachers with program updates and classroom animal care information; the next newsletter is scheduled for late August.
- Spring break zoo camp was a success with over 500 participants.
- Launched Zoo Animal Encounters with giraffes and penguins to great success; all available tours are sold out through the end of May.

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

- Due diligence on the Roslyn Lake property for an offsite elephant habitat in rural Clackamas County continues with a focus on land use, permitting, and stormwater management; identification of potential revenue sources to cover ongoing operating costs is underway.
- Elephants moved into their new temporary Encounter Habitat in late February to allow the construction of Forest Hall to start.
- Completed Condors of the Columbia habitat construction on schedule and under budget; condors will move into the habitat in April with the project opening to the public on May 22.
- Selected Oopsis/Jones&Jones as Design Consultant Team for the Education Center.
- Metro Council approved an alternative procurement for Education Center construction via Construction Management by General Contractor, which will mitigate risk by providing pre-construction services during the design phase and foster greater MWESB participation; proposals are due in early April.
- Zoo staff continues to work through logistics of prioritizing animal welfare and visitor experience throughout construction, with a new bond project information station installed on the boardwalk overlooking the Condors of the Columbia habitat; additional signage at the project sites will be installed this spring.
- Artwork for the East Plaza/Elephant Lands is in the final design phase and will be installed in conjunction with the construction timeline; the Regional Arts Advisory Committee will coordinate procurement of the second art commission for the zoo bond projects this summer, in conjunction with the design of the Education Center and West Plaza.
- The Zoo Bond Citizens' Oversight Committee presented its annual report to the Metro Council, commending the program's progress and providing program and financial recommendations.

## **Zoo visitor experience highlights**

- Despite the second most attended ZooLights season, third quarter attendance was down significantly, mostly due to inclement weather; attendance year-to-date is 1.1 million guests, down 120,000 from the prior year.
- Maintained enterprise revenue levels despite the loss of the train; revenues 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.
- Distributed 3,500 free admission tickets for Martin Luther King Jr. Day to community association partners that provide services to underserved audiences, with 1,177 guests attending.
- Bond team and project contractors mitigated visitor impacts from construction by installing a temporary boardwalk around the construction for access to nearly all exhibits and zoo areas.
- Parking pay stations went live on Jan. 10; overall, the transition has been smooth with minimal negative zoo guest response.
- Construction of Elephant Lands reduces overall square footage for the next two summer concert series; changes include increasing the number of bleachers, additional reserved lawn seating, relocation of food and beverage amenities, and reduction in total capacity from 3,800 to 3,200 guests; a design and engineering work progresses on foundations and site work for a new stage.
- The Zoo will transition to a new retail services partner, Event Network, on April 21.
- Zoo management met with the City of Portland Noise Review Board regarding summer concert season noise impacts and monitoring; the board relaxed several variance conditions requiring additional sound monitoring for the 2014 and 2015.

# Metro Management Report in Detail

## 3rd 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**

- Began rollout of Cultural Compass Diversity Survey results with a focus on departments strategizing actions to respond to emerging survey themes
- Organized "Women's History Month" awareness campaign including a well-attended learning event with guest speaker and former Metro Councilor, Governor Barbara Roberts
- Facilitated Metro staff viewing and discussion group of video series "Race the Power of an Illusion;" employee interest has prompted repeating the series in summer/fall 2014
- Hosted "Uniting to Understand Racism" dialogues at Oregon Zoo with 18 Metro staff enrolled
- Co-sponsored with Equity program a learning event on the topic of regional diversity, equity, and inclusion, featuring nationally recognized expert Professor John A. Powell
- Recruitment core team began developing list of diversity-related questions for hiring managers
- Fifteen Metro staff attended "Governing for Racial Equity" conference. Conference attendance of over 500 included participants from across the U.S.

#### **Program issues**

- Due to feedback from Cultural Compass survey, priority is being given to getting diversity training to managers, including creating opportunities for managers to take a more visible leadership role when it comes to diversity.

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

- As work in the Equity Strategy Program continues to develop, a potential overlap or overuse of the same staff doing work in the Diversity Program could become an issue.

### **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.

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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**

- Metro's agency wide working definition of Equity was approved by the Equity Advisory Committee in February following multiple meetings of work, studying, discussion and consensus building. The equity definition was presented at a work session of Metro Council on March 13, and was well received. Council member input was used in drafting an improved version which was reviewed and accepted by the Equity Strategy Advisory Committee.
- Work continues with PSU's Institute of Metropolitan Studies and the six community based nonprofits to identify indicators and to develop an equity baseline that will be used to inform Metro's six regional outcomes.
- Handled program analyst turnover and launched new recruitment process.
- Presented an overview of the equity work program to the MERC Commission in April.

### **Items for Leadership Attention**

- The equity baseline work is progressing less rapidly than originally anticipated which may impact the timeline for the intended deliverable.

## **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**

- RID Patrol has launched a pilot project to stem the tide of illegal dumping in Portland's Cully neighborhood. Efforts are underway to raise awareness e.g. ads have been run in the Hollywood Star; materials have been developed for use by businesses and residences. Councilor Chase has sent letters to several key government officials and partners in Cully – all to focus on reducing the number of illegal dumps.
- RID Patrol completed major cleanups of Sullivan's Gulch along Interstate 84, homeless camps along the Springwater Trail near the Willamette River in partnership with Portland, and a major illegal dump and homeless camp at Metro's property in Newell Creek Canyon near Oregon City.
- Program is on track with 69 facility inspections, two regulatory authorizations issued, eight enforcement actions and private facilities complying with Enhanced Dry Waste Recovery Program (100 percent). During the quarter, the program cleaned up 405 illegal dumpsites, 24 of which were large dumpsites, completed 13 transient camp cleanups in cooperation with local jurisdictions, and cleaned up five illegal campsites on Metro property.



I-84 and Springwater Trail cleanup



Newell Creek Canyon cleanup

#### *Facility authorizations and public engagement*

- Solid Waste authorizations issued, renewed, amended or terminated include:
  - McFarlane's Bark, a yard debris composting operation located in Milwaukee, was issued a 2.5 year extension to its license;
  - S&H Recycling, a material recovery operation located in Hillsboro, was issued a full-term license to conduct recovery of construction and demolition waste.
  - Ownership of the Weyerhaeuser Landfill has near Silver Lake, Washington, has been transferred completely to Cowlitz County. The Metro region only sends a small volume of waste there -- much of the waste is sent as alternative daily cover from metal recovery operations.
- Solid waste authorizations under consideration, including public notices issued for the following facilities:
  - S&H Recycling has proposed a yard debris and wood reload operation in north Portland. As part of the public engagement process, staff attended the Kenton Neighborhood Association board meeting to discuss the facility and licensing process.

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

- Solid waste community enhancement fee proposal is completing the stakeholder input phase, with staff and councilors to meet with the Wilsonville and Troutdale city councils. Staff will review final recommendations at the April 15 Council work session and begin preparing an ordinance and modification to the Metro Code.
- At least two private transfer station operators (Pride and WRI) will likely seek an increase to their 70,000 ton tonnage cap directly from Council. This will raise issues of Council's decision to

*Metro management report for 3rd quarter, FY 2013-14*

“freeze” the system while the Solid Waste Roadmap work can be completed. Staff will prepare material to assist Council in better understanding the issues.

- At the end of 2014, Council will consider renewal of non-system licenses from several private entities to continue to deliver waste to the Riverbend Landfill in Yamhill County.

### **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**

- As part of the settlement agreement with the Oregon Mortuary and Cemetery Board, the Cemetery Program adhered to a strict two-week partial license suspension in January 2014 that prohibited the sale of products or service in advance of a death (considered a pre-need sale by the Oregon Mortuary and Cemetery Board). Only families with immediate needs were assisted during this time.
- Program staff attended the Washington Cemetery, Cremation, and Funeral spring conference held in Lynnwood, WA and participated in a session held by Paul Elvig, who conducted a program audit for Metro in 2012.
- Holiday outreach efforts were made to funeral homes which are noted in the program’s Business Plan as a primary audience for marketing and outreach.
- PES Director Paul Slyman was interviewed by both KGW and KATU TV stations to discuss the cemetery cleanup efforts at Lone Fir Cemetery. Spaces that are not in compliance with our rules and regulations prompted letters sent to the purchaser of the burial right to notify them of the pending removal of those items. Mr. Slyman spoke about the continued balance between respecting the grief of a family and the keeping the green space safe for the community.



Example of burial space not in compliance

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

- Memorial Day in May will allow staff to be present at several of the cemeteries; Lone Fir will have our Friends of Lone Fir and Lone Fir Foundation partners on-site as well as cemetery coordinators to assist visitors.
- Request for adoption of abandoned burial rights inventory from the Reclamation Project will be brought before Council 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 park and natural areas levy projects continue to progress toward completion:
  - The Blue Lake Native Landscaping Project design is complete and will be bid and constructed in the next quarter.
  - The overflow parking lot at Cooper Mountain Nature Park has begun construction and will be completed in the next quarter.
  - At Oxbow Park, a new radio repeater has been bid and will be installed in the next quarter, helping improve radio communications at Oxbow Park.
  - Site furnishings have been ordered and will be installed at Mason Hill Park and Graham Oaks Nature Park in the next quarter.
- Several year two projects are also making continued progress, with preparation of construction documents underway for all year two projects, including renovation of the entrance to Blue Lake Park, renovation to the restroom buildings at Blue Lake Park, renovation of the Curry Maintenance Building at Blue Lake Park and the remodel of the office/maintenance area at Oxbow Park.
- Park visitation showed mixed results in the third quarter of FY 13-14 compared to last year, with weather (more than double the precipitation from same quarter last year) likely playing a key role in daily use reductions at our main parks:
  - Blue Lake Park greeted 16,623 visitors during the FY 2013-14 third quarter, down from 23,679 for the same period last year.
  - Oxbow received 25,744 patrons, down from 44,026 last year and camping was also slightly down, with 287 reservations compared to 402 for the same period last year.
  - Chinook Boat Ramp received 25,564 patrons up from 21,923 for the same period last year.
- The disc golf course at Blue Lake received 685 guests in the third quarter, compared to 656 visits from the same quarter last year. It is positive to see continued steady use of the course even during winter rainy conditions.
- Staff began to sell our new annual pass earlier this year, and it appears to be influencing people to buy more passes. This year 1,438 season passes were sold in the third quarter, up from 1,317 for the same period last year. Feedback has been extremely positive regarding the new passes.
- During the last quarter the Parks Business Plan project got underway. This Plan will help assess current business practices in our developed parks and make recommendations for the future. Revenue opportunities are a key focus, but also improvements to customer service and overall visitor experience. The project is expected to be complete in the next quarter.

### **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*

- Projects completed this quarter:
  - Metro Central Station- Extended canopy for the household hazardous waste facility
  - Lighting improvements over the pit at Metro South Station
  - Repaired and replaced asphalt as needed at Metro South Station
  - Can crusher was replaced at Metro Central Station's household hazardous waste facility
- Projects initiated during the quarter:
  - Selected a consultant to design remedies for Metro Central Station stormwater issues
  - Selected a firm to repair the concrete floors at Metro South Station
  - Issued a request for bids to expand Metro's paint processing facility

##### *Solid Waste Operations*

- Haulers of commercial organic waste to Metro Central were notified in mid-March that the acceptance standards for this stream will be amended in two stages over the course of the next year. By November 1, no waxed or regular corrugated cardboard will be accepted, and by March 1, 2015, no other non-food items can be present in loads. The changes are needed to remedy problems encountered by processors of these materials.
- A waste composition study was initiated at the anaerobic digester receiving commercial organics from Metro Central to examine non-food residuals from this process.
- GLEAN, a project that gives artists access to Metro Central Station to recover discarded materials to create works of art that draw attention to the issue of wasted resources, kicked off its fourth year with the selection of five new artists out of a field of over 70 applicants.
- DEQ accepted Metro's draft Source Control Evaluation report for remedying stormwater issues at Metro Central. The report contains recommended capital improvements to the site.
- The Metro South Assessment (a Solid Waste Roadmap project) has completed its review of options with stakeholder groups. Three options, with cost estimates were ranked by the groups. Additional information concerning the options will be developed in the coming months.
- Long Term Management options (a Solid Waste Roadmap project) has completed its initial review, identification and description of available options. Evaluation of five possible scenarios (combinations of options) for rough cost and environmental impact has been initiated.

##### *Hazardous Waste Operations*

- Hazardous waste program staff tested out distribution of coupons waiving the usual \$5 fee for bringing HHW into Metro facilities. The redemption rate was slightly more than 1% of coupons distributed, bringing in 147 customers.

### *Landfill Stewardship*

- Planning was initiated for a second phase of habitat restoration work at the St. Johns landfill site, consistent with goals, guidelines and prescribed actions of the Smith-Bybee Comprehensive Natural Resource Management Plan. The focus is to reduce the presence of established non-native grasses and increase the presence of native wildflowers and grasses.

### **Items for Leadership Attention**

- As noted above, Metro has notified commercial organics generators that Metro is changing the acceptance standards for this material at Metro Central. Leadership may be contacted by these generators or suppliers of compostable materials. Please refer these contacts to transfer station manager Bruce Philbrick.

## **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 local jurisdiction planning and development projects across the region via the Community Planning and Development Grant program:
  - Cycles 1, 2 and 3: worked with local jurisdictions to finalize scopes of work reflecting the Council's conditions of approval, to adopt Intergovernmental Agreements for each project allowing work to go forward, and served as liaison to each project's progress at the local level.
  - Potential extension of Construction Excise Tax/CPDG program: staffed COO Bennett's Stakeholder Advisory Committee and managed EcoNW's work to conduct an assessment of the program's effectiveness to date. These activities aim 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.
- Managed the 2014 Urban Growth Report/2015 Growth Management Decision work program, including preparing the regional population and employment forecast, the region's inventory of buildable lands, and a study on residential housing preference. Staff supported Council discussions at work session, MPAC and MTAC discussions, and conducted outreach to targeted stakeholder groups. The draft Urban Growth Report is scheduled for July 2014, Council acceptance of the report is scheduled for December 2015, and the Council Growth Management Decision is scheduled for December 2015.
- Played a key role in supporting work on HB 4078 addressing the Urban/Rural Reserves and Urban Growth Boundary.
- 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 working on an economic development element that will focus on investments for job creation\
  - Climate Smart Communities scenarios project, including the RISE work on brownfields implementation
- Continued development of staff expertise in the use of Fregonese Associates' Envision Tomorrow tool, allowing assessments of development-readiness in priority areas around the region.

### **Program issues**

- Tight timeline for decision-making on Community Planning and Development Grants
- High level of interest from external stakeholders in Growth Management Decision process

### **Items for leadership attention**

- Continued management support required for strategic direction on engagement and project work relative to major efforts including Urban Growth Report, Community Planning and Development Grants

## **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**

- The Southwest Corridor Plan Steering Committee officially appointed the 24 Implementation and Development (ID) Southwest founding members on Jan. 13. ID Southwest held its kickoff meeting on Jan. 23 and its second meeting on Mar. 18. Metro and partners' staff conducted three corridor design workshops to present information to the public about more than 50 design options for high capacity transit in the corridor. The meetings in Portland (Mar. 12), Tigard (Mar. 19) and Tualatin (Mar. 20) generated lively conversation between the public and staff, and public input on the design options, especially those that are being proposed for early removal from consideration. ID Southwest members also had the chance to provide input on the transit design options at the Mar. 18 meeting. The Steering Committee is expected to consider the appointment of additional ID Southwest members and the transit design options proposed for early removal at the April 7 meeting.
- Work continues on next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County. The Steering Committee had a reception (February 27th) and first meeting (March 17th) this

quarter. Staff has completed working drafts of the existing conditions. The Steering Committee reviewed decision making and the project goals.

- 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, including design refinements and survey work to prepare the projects for future funding. A draft report regarding project progress is complete, and is part of a research study funding by the transportation research board.
- The Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate, is completed and tenants are moving in.
- Construction is progressing on four TOD projects: **Rose Apartments**, a 90 unit workforce and affordable apartment development with a public plaza and shared gardens, located in the Gateway Regional Center; **4th Main**, a mixed use workforce apartment and retail development located in downtown Hillsboro; **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.
- TOD project funding was approved for **240 Clay**, a five story mixed use creative/industrial office building with café/retail in the Central Eastside Industrial District near the future OMSI station.
- The Metro Council adopted the District Revitalization Work Plan, providing a formal framework for the Development Center to continue provide support and grants for revitalization in eligible downtowns and Main Street districts. The new program will provide matching grant funds for storefront improvement projects as well as grants to support locally driven revitalization projects, events and programs. The program will also seek to partner with financial institutions to provide improved access to capital for property owners and entrepreneurs who want to reinvest in their buildings and businesses.
- Worked with three Oregon City businesses located at 10th and Main Street to facilitate plans for new business signage as part of the storefront improvement project their landlord will be implementing for their building. Renovations are scheduled to begin in April.

### **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 text editing, map updates and project coordination and model coding elements of the 2014 Regional Transportation Plan (RTP) update in the lead-up to an April-May public comment period, with tentative approval of the updated RTP scheduled for May. Provided previews to JPACT and the Council on the project composition of the updated plan at their January meetings, and made similar presentations at local coordinating committees.

- Began the third phase of the Climate Smart Scenarios project beginning with reports on key conclusions from the three scenarios tested in phase two, and leading up to development of a preferred scenario in this final year of the Climate Smart project. Work in the third quarter focused on development materials and a format for policy workshops in April and May where the preferred scenario will be framed by the Council, JPACT and MPAC.
- 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 in July. Activities included 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.
- Drafted an updated Metropolitan Transportation Improvement program to include the 21 local projects and three region-wide programs and planning activities selected in the 2016-18 regional flexible funds process to allocate approximately \$94 million of transportation funds. The 2016-18 MTIP is scheduled for adoption in July 2014.
- Began work on an environmental justice and Title VI evaluation of the draft 2014 RTP and 2016-18 MTIP for public review in June and adoption in July in tandem with the updated RTP and MTIP.
- Completed a draft 2013-15 Regional Travel Options (RTO) program evaluation and began sharing findings and recommendations with Metro's stakeholders and advisory committees.
- Submitted an integrated corridor management proposal to the US Department of Transportation for a demonstration project that would build on Metro's existing TSMO program. Grant awards are expected to be announced in the fourth quarter.

## **Program Issues**

- The Climate Smart Communities project will wind down in 2014, along with state funding for the program. Staff will propose in the 2014-15 budget to backfill support of RTP staff currently funded with CSC project funds with federal transportation planning funds, as 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 3rd quarter, regional acquisitions totaled 12.21 acres. This brings acquisition totals to 4,692 acres since 2007 when the first bonds were sold.

### *Natural Areas Science and Land Management*

- Ten natural areas within nine target areas had restoration or maintenance activities implemented on approximately 425 acres (these activities were largely funded by the 2013 Parks and Natural Areas Levy; see Levy Q3 report). Stabilization activity, including restoration of new acquisitions, involved 11 properties within seven target areas.
- Fifty-five volunteers contributed 650 hours at the Native Plant Center.
- Staff hosted four volunteer restoration events with approximately 239 individuals at four sites.
- Site-based conservation plans were completed for 11 natural areas.
- Launched final version of Regional Conservation Strategy data viewer via a presentation at the Urban Ecosystem Research Consortium Conference at Portland State University.

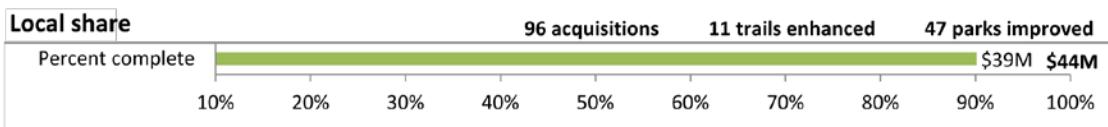
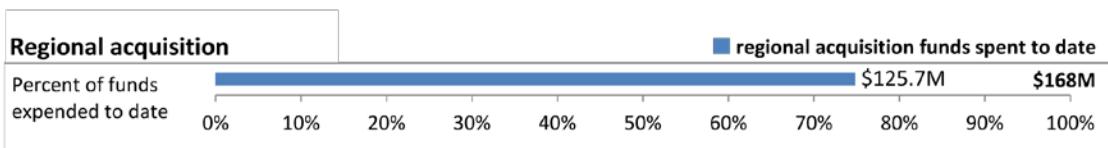
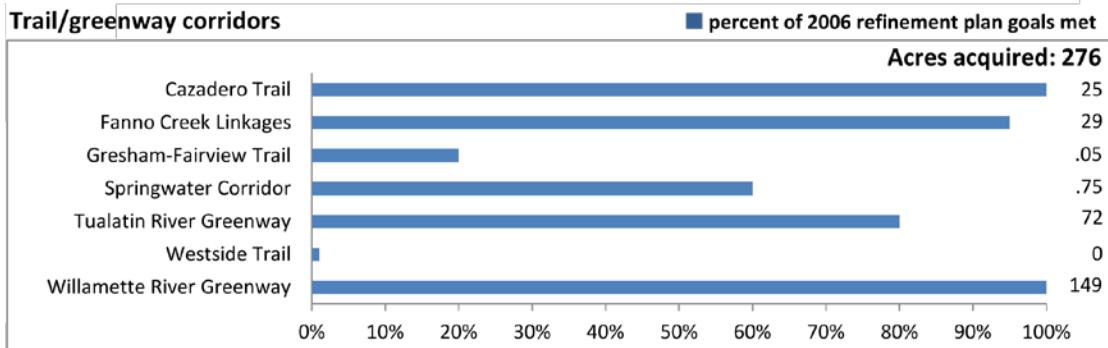
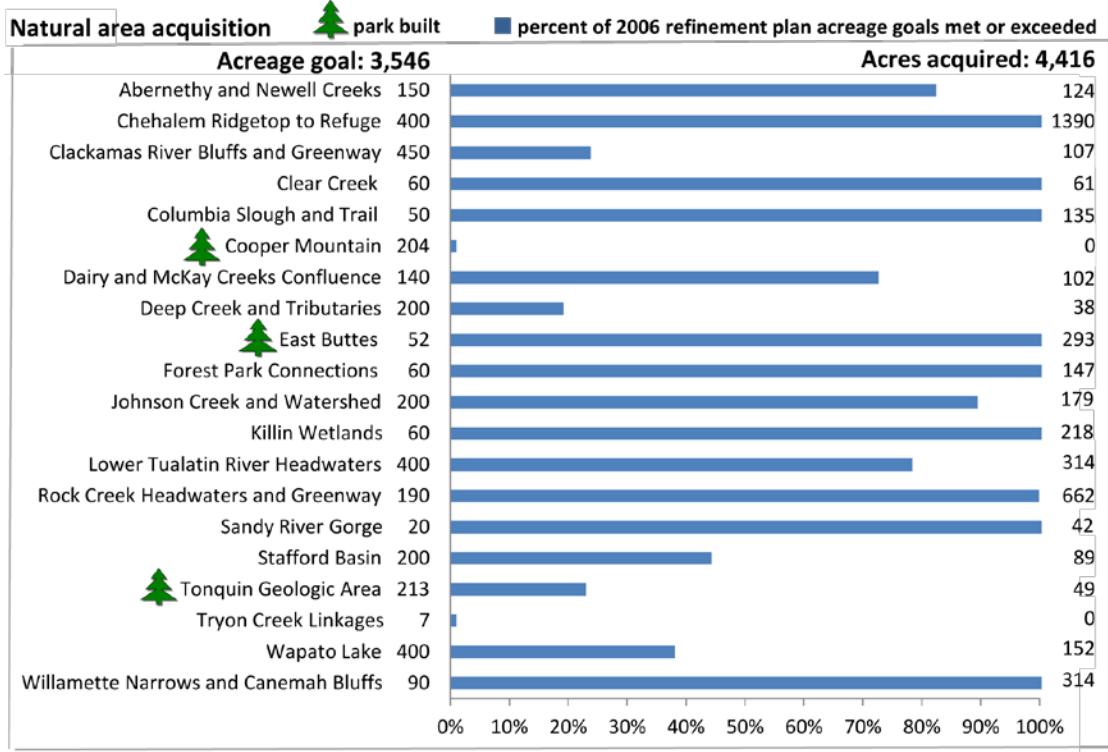
### *Nature in Neighborhoods*

- A number of local share projects made significant progress in this quarter; only about 10 percent of the original \$44 million in bond funds are left to be spent by local governments. Highlights include:
  - Tualatin Hills Park and Recreation District acquired 3.4 acres of land adjacent to Mountain View Middle School for a planned community park using a combination of Washington County's local share funds and park system development fees.
  - The City of Portland used more than \$1.7 million of their local share funds, along with \$464,514 of their System Development Charges funds, to acquire a 7.5-acre site in outer east Portland for a future neighborhood park. The city also celebrated the opening of the Stephens Creek trail improvements on March 15. Councilor Bob Stacey was there to congratulate the community on their new trail connection.
  - Clackamas County used its remaining \$61,356 of local share funds to complete the paving of the Springwater Trail from the Clackamas County line into the City of Boring. The county celebrated this accomplishment at a ribbon cutting ceremony on Feb. 1.
  - The City of Tigard used its remaining \$127,999 of local share funds along with \$371,001 of its own funds to complete a section of the Fanno Creek Trail from Main Street to Grant Street.
  - North Clackamas Parks & Recreation District used the City of Damascus' remaining \$205,075 of local share funds along with \$52,650 of its own funds to construct Trillium Creek Park in Damascus. Both jurisdictions have completed their local share obligations.
- Eleven jurisdictions have requested an additional one-year extension of their local share IGAs to complete their final projects.
- Metro received 12 full applications for Natural Areas bond measure capital grants, requesting a total of \$4.6 million in January 2014. The review committee held its initial meeting and conducted site visits to all locations. Funding recommendations will be ready at the end of April. The Metro Council is scheduled to take action July 10, 2014.
- Project highlights for this quarter include:
  - Metro entered into an Intergovernmental Agreement with North Clackamas Parks & Recreation District for the Spring Park restoration and enhancement project.
  - Friends of April Hill Park completed their fundraising, securing the required matching funds for the April Hill Park enhancement project. Grant agreement documents are being drafted.
  - The City of Portland directed \$1.25 million of Park SDCs to enhance the investment that Metro and other funders are making to Cully Park.

- 2013 Nature in Neighborhood restoration and enhancement grant projects are all underway with significant progress being made on grants to Lent School/Ecology in Classrooms, Adelente Mujeres/Tualatin Riverkeepers, and Friends of the Tualatin River Refuge . Additional updates are provided in the 2013 Natural Areas Levy report.
- Metro's Central Enhancement Committee met on March 6 to discuss grant funding criteria, the enhancement program's proposed FY 2014-15 budget and outreach plans for the 2015 grant cycle. Contracts for all but one of the 2014 grants are completed and underway.
- Final applicants for capacity building grants from the North Portland Enhancement Committee are all eligible for free coaching services, provided by the grant funds. Out of the 16 applicants invited to submit full proposals, 12 have contracted with professional coaches who are helping applicants prepare their full applications. Applications are due April 24 and the committee is scheduled to meet and make a final funding decision in June 2014.

## Natural Areas Program

April 4, 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 third quarter, work funded by the parks and natural areas levy 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. Levy restoration projects fit within five general areas of emphasis: hydrologic restoration focused on water quality and salmon habitat; 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 approach for the natural areas maintenance (core stewardship) project. During Q3 there was a significant emphasis on planning; however, notable achievements were also made in several on-the-ground efforts. Highlights from this quarter include:

- Ten natural areas within nine target areas had restoration or maintenance activities implemented on approximately 425 acres.
- Natural Areas Program staff continued development of a Regional Connectivity Analysis, a priority identified in the Regional Conservation Strategy. The project, led by Portland State University staff, is developing tools for identifying barriers to wildlife movement and potential connectivity corridors.
- Site conservation plans were finalized for four sites and submitted for review for seven sites.
- Planning or implementation for hydrologic (in-stream) restoration continued at River Island, the Sandy River, Deep Creek, Johnson Creek and Beaver Creek.
- Through a partnership with Oregon Department of Fish and Wildlife and National Marine Fisheries Service, staff began implementing 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. Actions included installing a station to track ingress and egress of "tagged" fish. At Coffee Lake Creek Wetlands staff planted ~45,000 bare root trees and shrubs over ~25 acres of the north unit.
- Planning work for restoration thinning occurred for Metro properties north of Forest Park. Fifty acres of overcrowded young forest was thinned to enhance forest health at Clear Creek Natural Area. At Newell Creek Canyon staff treated ~40 acres of upland forest for ivy, clematis, laurel and holly, and planted 15 acres of previously treated areas with 8,500 conifer trees.
- Work focused on completing site conservation plans for four sites with significant oak and prairie components and mapping and assessment work to inform those planning efforts.
- Development work continues on a detailed work plan. Field testing of the mapping and data collection protocol was initiated. Staff also completed the "to be treated" species list, a species-based treatment calendar and best management practices guide.
- Fifty-five volunteers contributed 650 hours (estimated value of \$13,887) at the Native Plant Center.

### *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 and conducting initial public outreach has begun. The project will be reviewed by the Metro Council this spring.
- Scoping has begun for the Barriers to Access project, which will identify motivators and barriers to youth participating outdoor activities. A review committee will be formed to oversee the development of the scope and the awarding of the contract.
- An approach for a 1% for Art program using levy funds has been finalized and will soon go to the Metro Council. Pilot projects will begin at Canemah Bluff Natural Area and Scouters Mountain Nature Park in 2014.
- A visitor experience assessment is being utilized for planning parks and natural areas that provides an integrated approach to understanding access levels and opportunities for all while still protecting valuable resources.
- The comprehensive planning process is underway for Newell Canyon, North Tualatin Mountains and Killin Wetlands, with public outreach beginning in April.
- Designs for improving the visitor experience at Canemah North are nearing completion and the land use application has been submitted.
- 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 Scouters Mountain Nature Park is nearly completed, and the park is on schedule to open in August.

### *Park Maintenance and Improvements*

- The Blue Lake Regional Park native landscaping project is at 100% design, and bidding for construction is expected to take place in April.
- The overflow parking lot at Cooper Mountain Nature Park is under construction with completion expected in early spring.
- Design has been completed for communication improvements at Oxbow Regional Park. The project is expected to take place during April. The final improvements will include a new digital radio system for ranger use in the park. This is expected to greatly improve day-to-day communication, as well as during emergency situations.
- 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 hopefully commence this summer. Metro submitted a grant application to the State Parks and Recreation Department for additional funding to support the project. Also at Oxbow, preparation of construction documents is underway for the renovation of the office and maintenance area; construction will likely begin late summer to early fall.
- At Blue Lake Regional Park, construction drawings are underway for the renovation of the entrance, and final design and construction documents are underway on the remodel of the Curry maintenance building. Preparation of construction documents is underway for the four main restroom buildings. Construction of these projects is scheduled for Year 2 of the levy.
- Progress was made on several site furnishing and sign projects at Graham Oaks Nature Park, Mason Hill Park and Oxbow Regional Park; these projects will be completed in early spring.

### *Volunteer Services*

- The program is steadily building internal capacity to lead volunteers. The demographics baseline report describing the existing volunteers is complete.
- A subgroup on Volgistics (volunteer management software) is set to preview a pilot of improved data entry for better program reporting. Staff who lead site stewards and Native Plant Center assistants start piloting the new approach in Q4.
- Active site stewards completed a training session in Q3. The properties they visit and the procedures they use to report observations have been updated; the accountability team will monitor feedback on program changes.
- The accountability team identified an additional eight volunteer involvement opportunities in Q3. The team has completed an analysis of how those opportunities address each of the three program purposes individually: building relationships, developing stewardship and improving Metro programs and properties. The team held its second internal consultation on volunteer involvement with staff from OCC, Oregon Zoo and Portland'5 and has set up a quarterly schedule to continue ongoing consultations.

### *Conservation Education Grants*

- Metro received 74 pre-applications in January 2014, totaling nearly \$4 million in requests for the first round of Conservation Education grants. These applications included more than 450 individual organizations, showing deep and diverse community interests and needs related to this funding opportunity.
- Staff organized the grant materials and facilitated the review committee. Ten community members with a wide range of expertise and experience participated in the review. The review committee evaluated pre-applications based on the information submitted by applicants, the stated evaluation criteria, and the review committee's professional and collective judgment. The purpose of the review was to determine the most compelling proposals as well as achieve a strong geographic and demographic distribution of grant funding. The committee recommended inviting 26 proposals totaling approximately \$1,124,008 in requests, or 161% of available funding.
- Through an initial demographic survey of grant applicants, staff found that a third of the applicants (or a primary partner) represented culturally specific organizations and approximately half of the planned programming was designed to reach low income or minority populations (defined as more than 50 percent non-white participants). Staff notified (via letter and emails) all applicants about whether they were invited to submit full applications and gave specific feedback to more than 50 grant applicants in person or via phone, email and formal letters.
- Twenty-five full applications were received in March totaling \$3.9 million in requests. The review committee meets in April 2014 to review the final applications and make a funding recommendation to the Metro Council. The Metro Council is scheduled to make grant awards on July 10, 2014.

### *Restoration and Community Stewardship Grants*

- During this quarter, staff gathered input from community organizations, non-profit and local government conservation experts, land managers and other funders in developing and finalizing the grant application, criteria and evaluation measures. Staff aligned Metro's restoration grants criteria with the Regional Conservation Strategy, Oregon State Conservation Strategy and local

watershed plans in order that grant funds be used strategically and leverage other local, state and federal investments in natural area maintenance and habitat restoration.

- Using Metro's website, printed outreach materials, email notifications, informational workshops, audio recordings, and the personal distribution of written materials at stakeholder meetings, staff conducted extensive outreach about the availability of funding for restoration and community stewardship projects through Metro's grants. Pre-applications are due April 22, 2014. The Metro Council is scheduled to make grant awards early fall 2014.

## 2013 Parks and Natural Areas Levy

### PROGRAM UPDATE (YEAR 1, Q3)

MARCH 2014

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

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

Expended as of March 31, 2014: **\$950,934** (33.3% of year 1 budget)\*

**950,934**

#### PROJECTS COMPLETED OR UNDERWAY...

- 34 natural areas restoration and maintenance projects
- 12 regional parks operations projects
- 8 parks and natural areas access projects

#### PROGRAMS UNDERWAY...

- Volunteer services
- Community partnerships
- Conservation education
- Nature in Neighborhood community grants

#### EXPENDITURES BY PROJECT TYPE

Project type	Year 1 Amount allocated	Expended to date*
NA Restoration/Maintenance	\$1,220,200	\$690,807
Regional Parks Operations	\$465,000	\$148,064
Access to Natural Areas	\$419,000	\$45,980
Volunteer Program	\$500	**\$1,149
Conservation Education	\$3,000	***\$23,042
Youth Ecology Corps	\$31,000	\$396
Community Partnerships	\$13,500	\$0
Nature in Neighborhoods	\$700,000	\$1,563
<b>TOTAL</b>	<b>\$2,852,200</b>	<b>\$911,001</b>

\*Does not include personnel and related costs.

\*\*Includes one-time computer purchase for staff

\*\*\*Includes one-time vehicle purchase for program

## **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**

- 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 and conducting initial public outreach has begun. The project will be reviewed by the Metro Council this spring.
- Scoping has begun for the barriers to access project. A review committee will be formed to oversee the development of the scope and the awarding of the contract.
- An approach for a 1% for Art program using levy funds has been finalized and will soon go to the Metro Council. Pilot projects will begin at Canemah Bluff Natural Area and Scouters Mountain Nature Park in 2014.
- A visitor experience assessment is being utilized for planning parks and natural areas that provides an integrated approach to understanding access levels and opportunities for all while still protecting valuable resources.
- The comprehensive planning process is underway for Newell Creek Canyon, North Tualatin Mountains and Killin Wetlands, with public outreach beginning in April.
- Designs for improving visitor experience at Canemah North are nearing completion and the land use application has been submitted.
- Designs for improving visitor experience at Oxbow Regional Park are well underway, including the addition of a nature play area, road renovations and campground improvements.
- Construction on the picnic shelter, loop trail, road and parking areas at Scouters Mountain Nature Park is nearly completed, and the park is on schedule to open in August.

## **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*

- Initiated a cross-departmental project with Parks and Environmental Services and Finance and Regulatory Services to identify and evaluate options to improve the long-term stability of recycling markets for Metro-area urban wood waste. Markets for urban wood waste have contracted in the last five years and become increasingly dependent on a small number of industrial facilities that use it to generate energy and steam for their operations. The desired outcome of this project is identification of a set of options for consideration by Metro Council, senior management and/or external parties.
- The RCR is launching a new web-based system this month for haulers to report recycling and garbage collection data to local governments, Metro and the Oregon Department of Environmental Quality. This will replace multiple, non-standardized paper reporting forms with a single, standardized on-line form, thereby streamlining reporting and reducing Metro and local government staff time required to verify, enter and manage the data.
- Continued Clean Fleet work:
  - As mentioned in the Q2 management report, Principal Planner Matt Tracy testified in December at an Oregon Public Utilities Commission (PUC) hearing in support of action that the RCR believes will spur development of compressed natural gas (CNG) 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. Last quarter, the PUC approved the action and, as expected, numerous private companies are now working on refueling station development plans.
  - Matt Tracy and RCR Manager Andy Sloop moderated sessions at the National Public Agency Green Transportation Conference related to broadening adoption of CNG and biogas made from organic feedstocks such as food scraps.
  - RCR supported Randy Tucker's legislative work in Salem on House Bill 4107, which extends the Alternative Fuel Vehicle Revolving Loan Program to provide loans to private businesses that operate motor vehicle fleets. These loans can assist in the purchase of new alternative fuel vehicles such as refuse and recycling collection trucks, and help convert existing gasoline or diesel vehicles to alternative fuels.
- Completed a report evaluating the results of various communication tactics employed by Metro's natural gardening program in 2013. During this period, the program had 46,000 citizen contacts. The report includes recommended refinements to the program's use of e-newsletter, online content, earned media and social media tactics, and will provide a baseline for comparing outreach results before and after implementation of Metro's new website.
- During this quarter, Metro Recycling Information Center (RIC) staff answered 14,420 phone calls and there were 18,089 visits to the Find A Recycler web site.
- DHM Research completed the biannual RIC customer satisfaction survey. Key findings were:
  - 89 percent of those surveyed rated their satisfaction with their call as excellent.
  - 98 percent would recommend the RIC to someone else.
  - 60 percent of callers contacted the RIC to get recycling information on specific products.
  - 67 percent were repeat callers.
  - Those surveyed said that as a result of their calls they were most likely to safely dispose of toxic products, learn how to recycle more, and donate or give away more items instead of disposing of them.
  - When ranking the level of importance in respondents' decisions to call, the ability to speak with a live person and saving time, because the RIC staff could quickly find needed information, were ranked highest.
  - 58 percent of those surveyed have also looked for recycling or disposal information on Metro's website.

### *Internal Sustainability*

- Metro hosted a climate and greenhouse gas accounting workshop for the Public Sector Sustainability Coordinators group. More than 40 people attended from 21 public agencies and universities from the Pacific Northwest.
- Staff completed a baseline study of the amount of paper purchased by Metro departments and venues during FY 12-13. Recommendations for improvements will be completed next quarter.
- Two important projects underway or completed with technical assistance from the Internal Sustainability program are:
  - The Expo Center green wall project is out to bid, with construction anticipated to start next quarter. This project is funded by a grant from the City of Portland via the U.S. Environmental Protection Agency's Innovative Wet Weather program.
  - The solar array at the Glendoveer Golf Course cart barn is complete. A ribbon-cutting ceremony is scheduled for April 17.

## **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**

- Appointed Ed Strong as General Manager for pacificwild catering (Aramark), foodservice provider for the MERC venues.
- Chef Allan Wambaa earned Pro Chef III Certification, one of the highest levels attainable.

### *OCC*

- Began initial planning meetings for the creation of a new OCC website.
- Held annual client open house on January 16, with approximately 75 clients enjoying various culinary creations in a highly creative setting.
- TESOL – Teachers of English to Speakers of Other Languages, the largest convention of the fiscal year with 7000 attendees, convened at OCC in March.
- Launched an Energy Management campaign to provide high level awareness and training to OCC employees on energy conservation.
- Dragonboat Grill, OCC's most prominent concession stand underwent a complete renovation.
- Hotel project negotiations continued to move forward. The hotel project team submitted draft Development Agreements and draft Room Block Agreements to Mortenson Development and Hyatt Hotels respectively.
- OCC became LEED® certified to the Platinum level in March, 2014. Platinum is the highest rating level available. One of only 2 LEED Platinum Convention Centers in the US, OCC was previously certified LEED-EB Silver.
- Sustainability Coordinator Erin Rowland received the LEED AP O+M credential. The LEED AP O+M credential distinguishes professionals implementing sustainable practices, improving performance, heightening efficiency and reducing environmental impact in existing buildings through enhanced operations and maintenance.

- Account Executive Raena Mayhew earned Certified Meeting Planner (CMP) designation, an achievement representing a high level of industry competency and commitment.

#### *Expo Center*

- Inclement weather and changes in event dates and formats posed some significant challenges: the Pacific NW Sportsmen Show (typically the driver for this quarter) had a 40% drop in attendance and concessions from prior year and other events saw drops in revenues. Sales staff has been focusing on new client opportunities and increased outreach to make up ground lost in this time period.
- Some significant bright spots for the quarter were the OCCA Cheerleading Competition, the Rock n' Roll Gymnastics Competition and two film shoots booked by adidas. Standard events such as the Great Train Expo and the Portland Metro RV Spring Show enjoyed a 10% increase in attendance. The Portland Roadster Show as well as the Antique Show in March held steady.
- The West Delta Bar and Grill saw an 11% increase over prior year; Expo welcomed Alta Fleming as the facility's new F&B Director for pacificwild with many years of experience in both catering and concessions operations.
- Construction and planning began for Cirque du Soleil's return to the Expo in February with a strong opening on March 27 that showcased the transformative facility to new guests, partners and a varied group of VIP's.
- Continued branding with the addition of more directional signage, new golf carts to shuttle patrons and colorful banners that express our new direction; planning specific to shuttle operations and offsite lot development begins in April.
- Made progress on capital projects including AV sound towers, green wall, electronic signage and Hall D and E lighting projects.
- Made significant progress on "The Expo Project" with analysis and data collection in anticipation of our Market and Feasibility Study; per Commission and Council direction, the Expo will report back on study findings in early FY15.



VIP event kicking off Cirque du Soleil's *Totem* show at Expo

3 <sup>rd</sup> Quarter 13-14			Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance
Tradeshows/Conventions	17	32,211	(2)	(2,578)
<i>Metro management report for 3rd quarter, FY 2013-14</i>				

<b>Consumer Public Shows</b>	18	153,243	(1)	(1,313)
Miscellaneous	-	-	-	-
<b>Miscellaneous -In-House</b>	33	528	(16)	(19,082)
Meetings	32	12,786	6	6,979
Catering	17	9,167	5	1,778
<b>Totals</b>	<b>117</b>	<b>207,935</b>	<b>(8)</b>	<b>(14,216)</b>
<b>3<sup>rd</sup> Quarter 13-14</b>		<b>Net Change from Prior Year</b>		
<b>Expo Center</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
Consumer Public Shows	15	128,970	2	(29,079)
<i>Cirque Du Soleil</i>	-	-	-	-
Miscellaneous	8	2,581	1	736
Meetings	5	214	(1)	(41)
Catering	-	-	(1)	(939)
Tradeshows/Conventions	1	4,135	(1)	49
<b>Totals</b>	<b>29</b>	<b>135,900</b>	<b>-</b>	<b>(29,274)</b>
<b>Totals w/Cirque du Soleil</b>	<b>29</b>	<b>135,900</b>	<b>-</b>	<b>(29,274)</b>
<b>GRAND TOTAL</b>	<b>407</b>	<b>563,978</b>	<b>(11)</b>	<b>(57,767)</b>

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

Portland'5 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'5 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**

- The International Ticketing Association named the Portland'5 box office as its Box Office of the Year.
- Replaced 50 toilets and urinals at Hatfield Hall, funded in part from a Metro sustainability grant; the average flush went from 7 gallons per flush to 1.6 gallons.
- Completed work on the 2015 budget, resulting in a balanced budget.
- Oregon Ballet Theatre's Nutcracker allowed drinks to go into the theater this year, resulting in a 27% increase in per capita beverage revenues.
- Working with various artists agents allowed staff to book two tour kickoffs as well as rehearsal time pre-tour for Fiona Apple and Steely Dan.
- Hired new food and beverage Sales Manager; the position will allow sharing with Expo.
- Began photographing "view from seat" for the Schnitzer and Hatfield Hall.
- Thermal imager was purchased with Metro Green Team funds, which will allow staff to identify where heat is escaping the building so it can be corrected.

### **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'5 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.

PCPA	3 <sup>rd</sup> Quarter 13-14		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	22	28,175	11	8,102
Broadway	14	30,021	(2)	(11,270)
Resident Company	73	78,655	(9)	(12,535)
Student	63	48,036	(7)	2,091
Non-Profit	79	31,993	2	(2,939)
Miscellaneous	10	3,263	2	2,274
<b>Totals</b>	<b>261</b>	<b>220,143</b>	<b>(3)</b>	<b>(14,277)</b>
	<b>GRAND TOTAL</b>	<b>407</b>	<b>563,978</b>	<b>(11)</b>
				<b>(57,767)</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**

- Submitted a grant proposal to the Holly Read Conservation Fund to fund Pika Watch project.
- Submitted a proposal for USFWS section 6 funding for Oregon Silverspot butterfly captive rearing in year 2015.
- Compiled and submitted the 2013 AZA Annual ARCS report for conservation and a separate one for research projects.
- Successfully overwintered 1,856 Taylor's checkerspot butterfly larvae; presented details on Taylor's checkerspot captive rearing program at West Coast Edith's Checkerspot Workshop.

- Attended and chaired AZA mid-year committee meetings (Dr. Nadja Wielebnowski: Animal Welfare Committee meeting, and Avian Welfare Workshop; Dr. David Shepherdson: Research and Technology Committee meeting).
- Hosted the Oregon Silverspot annual captive rearing meeting.
- Hosted the USFWS Deputy Directors meeting with a focus on condors and the impact of lead in the environment.
- Dr. David Shepherdson chaired a double session on zoos and conservation at the Oregon Chapter of The Wildlife Society (OR-TWS) annual meeting in Bend, and Oregon Zoo-PSU graduate student Megan Martin, won “Best student presentation” award at the same meeting.
- Published the following papers and proceedings:
  - St. Juliana, J., Khokhlova, I., Wielebnowski, N., Kotler, B., and B. Krasnov. (2014). Ectoparasitism and stress hormones: strategy of host exploitation, common host-parasite history, and energetics matter. *Journal of Animal Ecology*.
  - Terio, KA, Whitham, JC, Chosy, J., Sanchez C., Marker, L., and N. Wielebnowski. (Submitted). Associations between gastritis, temperament and management risk factors in captive cheetahs (*Acinonyx jubatus*). *American Association of Zoo Veterinarians, AAZV*, Oct. 18-24, 2014.

## **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**

- Contracted with Mount Hood Community College/Project YESS to coordinate and run the work crew and workforce development elements of the Youth Ecology Corps. Project YESS has over a decade of experience working with low-income/at-risk youth and will coordinate the work of youth in the program. Conservation education staff worked with natural areas program and parks operations staff to create a work plan for the spring crew, which will launch on April 23. Participants will spend one day a week performing restoration and maintenance work on Metro properties and one day a week engaged in environmental education with education staff.
- Completed programming plans for parks public, group, and school field trip programs as part of the levy planning process.
- Parks Education Program Manager John Sheehan completed participation in the Oregon Environmental Literacy Plan Implementation Task Force as responsibility for implementing the plan was formally transferred to Oregon State University--Extension. The Zoo/Metro has been asked to propose a new member to sit on the OELP council and is proposing school and teachers coordinator Alison Heimowitz.
- The Oregon Zoo had a record-breaking year of volunteer participation in ZooLights. For the first time staff made use of an online sign up system which showed totals of 184,550 guests, 204 volunteers and 5814.5 volunteer hours.
- The Zoo Animal Presenters received about 100 applications. Through a series of peer interviews and activities 10 new ZAPs were selected and have begun their training on animal handling and presentation techniques to use during this summer's presentations in underserved communities.

- 20 leadership teen volunteers in the Conservation Corps completed Project Polar Bear challenges with Polar Bears International. Projects included classroom presentations and reaching out to communities (including the City of Beaverton) and businesses about placing These Come from Trees stickers on restroom paper towel dispensers.
- Launched the Zoo's first teacher newsletter in late March. The electronic newsletter, distributed to over 4,000 teachers in the Portland metro region, provided program updates and featured information on appropriately raising animals in the classroom and a new zoo/school partnership with Quatama Elementary School in Hillsboro; the next newsletter is scheduled for late August.
- Spring break zoo camp was a success with over 500 participants. Curriculum focused on nature play and increasing nature awareness of students.
- Launched Zoo Animal Encounters with giraffes and penguins to great success; all available Encounter tours are sold out through the end of May.

## **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*

- Due diligence on the Roslyn Lake property in rural Clackamas County continues with a focus on land use, permitting, and stormwater management.
- Identification of potential revenue sources to cover ongoing operating costs of the Remote Elephant Center is underway.

#### *Construction project management*

- Elephant Lands: Construction started in October 2013, with an estimated completion date of October 2015. Elephants moved into their new temporary Encounter Habitat in late February to allow the construction of Forest Hall to start. The introduction was successful with the cow herd and youngsters giving the new habitat a “trunks up.” Utility work was complete on zoo street, allowing the path to re-open prior to spring break. Work on the train re-grade is proceeding on schedule. OSHA inspectors conducted an unscheduled inspection of the construction site and praised Lease Crutcher Lewis for their safety program; they cited a subcontractor for failure to provide dust control while using a power saw to cut a concrete masonry block. The human remains that were discovered during excavation were re-buried within the footprint of the original graveyard but in an area that should not be disturbed in the future.
- Condors: Construction is complete on schedule and under budget by ~\$300k. Condors will move into the habitat in April, and the project will open to the public after a grand opening on May 22. Interpretive elements are installed and focus on the role condors play in our ecosystem and the importance of conservation.

- Education Center: Six design team proposals were received for the Education Center; selected Oopsis/Jones&Jones as Design Consultant Team; design work will begin in the next quarter.
- a contract will be awarded in early April. Metro Council approved an 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. The CM/GC proposals are due in early April. With the design and construction contractors selected this spring, the zoo will be in full swing on planning the next bond funded project. Zoo staff continues to coordinate with potential conservation education partners from throughout the region to identify how they would like to utilize the new facility. Metro senior leadership is engaging the City of Portland regarding a timeline for funding a joint project for stormwater improvements at the south entrance to Washington Park, which are directly adjacent to the education center site.
- Zoo staff continues to work through logistics of prioritizing animal welfare and visitor experience throughout construction. A new bond project information station was installed on the boardwalk overlooking the Condors of the Columbia habitat. Additional signage at the project sites is being installed this spring. Temporary facilities to reroute guests will remain through the summer to limit congestion.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. Artwork for the East Plaza/Elephant Lands is in the final design phase and will be installed in conjunction with the construction timeline. The Regional Arts Advisory Committee will coordinate procurement of the second art commission for the zoo bond projects this summer, in conjunction with the design of the Education Center and West Plaza.



Zoo Bond Information Station; guests, elephants and construction



Councilors test elephant sand

#### *Program governance*

- The Zoo Bond Citizens' Oversight Committee presented its annual report to the Metro Council, commending the program's progress and providing thoughtful program and financial recommendations.
- Hired a construction assistant project manager to support design and construction efforts.
- Three new members were appointed to the Public Art Advisory Committee, replacing term limited members. The new committee members are: Jiseon Lee Isbara, Dean of Academic Affairs, Oregon College of Art and Craft; Tracy Modde, Oregon Zoo Education Registrar; and Ruth Shelly, Executive Director, Portland Children's Museum (representing the Oregon Zoo Bond Citizens' Oversight Committee).

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

- Condors of the Columbia grand opening is scheduled for May 22.

### **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**

- After completing the second most attended ZooLights season and achieving solid attendance in the first six months of the fiscal year, third quarter attendance was down significantly. January visitation was 76,856 guests, up from 45,980 in 2013, with the increase primarily due to offering ZooLights the first week of January to align with school's winter break. In February the zoo closed due to inclement weather for four and a half days and attendance for the month was 34,687, 57 percent below the prior year's tally of 81,068. One beautiful day during Portland's spring break brought out more than 12,000 guests, but the quarter's weather trend was heavy and continuous rain. Attendance year-to-date is 1.1 million guests, down 120,000 from the prior year.
- Maintained enterprise revenue levels despite the loss of the train. Overall guest spending increased to \$12.41 per attendee year-to-date, compared to an \$11.23 per-cap the prior year. Revenues 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.
- Distributed 3,500 free admission tickets for Martin Luther King Jr. Day to community association partners that provide services to underserved audiences. It was the second year that the zoo provided tickets to community partners and 1,177 guests enjoyed a day at the zoo.
- Campus construction for Elephant Lands and the train, as well as Condors of the Columbia, continued to impact the guest experience. Guest access using the primary guest circulation path from Bearwalk Café to the concert lawn was closed for nearly two months due to utility replacement under the path. The bond team and project contractors mitigated the guest impacts by installing a temporary boardwalk around the construction to maintain guest access to nearly all animal exhibits and zoo areas.
- The transition of parking management for the south entry lots to Portland Parks and Recreation (PPR) and the Washington Park Transportation Management Association (WPTMA) occurred on Jan. 10 with parking pay stations going live. The zoo supported PPR and the WPTMA in

communicating and educating the public about meter use and the changes to parking. Overall, the transition has been smooth with minimal negative zoo guest response.

- Planning for the summer concert season progressed with artist bookings and headway on venue seating and logistical planning. Construction of Elephant Lands reduces the overall concert zone available square footage for the next two summers and ensuing changes include increasing the number of bleachers, additional reserved lawn seating, relocation of food and beverage amenities, and reduction in total capacity from 3,800 to 3,200 guests. In addition, the new stage was ordered and design and engineering work is progressing on related foundations and site work. The current year has presented many challenges, but the future concert stage, lawn and adjacent amenities will dramatically improve the concert experience for guests.
- The Zoo completed the procurement process for retail services and is changing to a new partner, Event Network. Event Network specializes in cultural attraction retail services and works with more than 20 zoos and aquariums across the country. The transition date is April 21.

### **Program Issues**

- The upcoming quarter will bring many opportunities and challenges. The opening of Condors of the Columbia, the start of the summer concert season, continued construction, and paid parking will need to be continuously monitored and challenges worked through as the busy summer season begins. As the season warms, the growing lion cubs will continue to excite and engage guests as the cubs are viewable on a more regular basis. Guest experience will remain a priority for the Guest Services team as the quarter unfolds.

### **Items for Leadership Attention**

- Zoo management met with the City of Portland Noise Review Board to recap 2013 summer concert season noise impacts and monitoring activities. The summer of 2013 was the first year of a three year variance. The board relaxed several variance conditions requiring additional sound monitoring for the 2014 and 2015 summers based on data recorded and analysis provided from the 2013 season.

<b>Oregon Zoo</b>	<b>Fiscal Year 2014 Quarter-to-Date Totals</b>			
	<b>3rd Qtr FY14</b>		<b>Net Change from Prior Year</b>	
	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
General Attendance		114,184		-29,310
Member Attendance		106,741		-32,780
Catered Events	66	4,193	+16	442
<b>Totals</b>		225,118		-61,648

<b>Oregon Zoo</b>	<b>Fiscal Year 2014 Year-to-Date Totals</b>
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	FY14 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance
General Attendance		608,146		-56,104
Member Attendance		460,073		-70,402
Catered Events	213	31,399	+34	+6,712
<b>Totals</b>		<b>1,099,618</b>		<b>-119,794</b>