

July to September

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

FIRST QUARTER

FY 2014-15

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy, and sustainable transportation and living choices for people and businesses in the region. Voters have asked Metro to help with the challenges and opportunities that affect the 25 cities and three counties in the Portland metropolitan area.

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# MAKING A GREAT PLACE



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## **Metro Management Report executive summary Q1 FY 2014-15**

Throughout the first quarter of fiscal year 2014-15, Metro moved forward on many projects and programs that improve internal operations and support the region's six desired outcomes.

Metro has advanced several Council priority programs that support regional equity and economic development outcomes. The Diversity Program continued with the rollout of "Ouch! Your Silence Hurts" training and organized Hispanic Heritage awareness month events that were well attended. The Equity Strategy Program continued to make progress on the Equity Baseline Report and presented to the Metro Council initial report-outs from the stakeholder committee. The Regional Infrastructure Supporting our Economy (RISE) program continued to make progress on several projects, including an MOU for the Willamette Falls Legacy project signed by all partners and advancing the Convention Hotel into design advice review with the City of Portland.

Parks and Environmental Services continued to protect water and environmental quality through a number of ongoing programs. Solid waste staff worked to clean up nearly 600 illegal dumpsites through the RID Patrol program and continued to work toward improving dry waste recovery and the implementation of new commercial organic standards. Renovations at Oxbow and Blue Lake parks continued on schedule, while attendance was up at all Metro parks over this quarter last year. Additionally, Lone Fir Cemetery was re-opened for burial this quarter, after being closed for over two years.

Metro has also reached major milestones on several planning projects that will improve mobility and support investments in main streets and corridors. Transportation system planning staff officially completed the 2014 Regional Transportation Plan (RTP) update and successfully obtained Council approval of the Regional Active Transportation Plan (ATP) and updates to Title VI engagement programs. Land use planning staff fine-tuned the draft Urban Growth Report, which will inform the Metro Council's 2015 urban growth management decision. Project development staff successfully narrowed route alternatives for the SW Corridor planning project and advanced two TOD projects in downtown Beaverton.

Metro continues to advance its mission of preserving access to nature in the region. Scouters Mountain Nature Park opened in August to a large crowd while construction is about to start at North Canemah on renewed nature trails and an overlook. Additionally, staff performed restoration work on approximately 1,750 acres and led 11 volunteer restoration events to augment their efforts. The Metro Council awarded twelve Nature in Neighborhoods capital grants, totaling more than \$4.5 million in awards. Staff also finished acquisition of 11 additional acres of open space, bringing Metro's total acquisitions to 4,933 acres since 2007. Metro also continued to implement sustainable solutions internally, including a stormwater management study for the Expo Center.

Metro's Visitor Venues continued to provide high-quality services that enhance our region's livability and create economic opportunity. The Oregon Convention Center hosted Venue Connect, a premier event that attracts convention planners from all over, and will host them again in 2020. Expo hosted several successful events, totaling six more than in Q1 last year. Both OCC and Expo Center made important capital improvements, with OCC completing installation of a new roof over the original building and Expo replacing aging lighting with new, energy-efficient bulbs. The Portland's Centers for the Performing Arts (P'5) received the Venue Excellence Award from the International Association of

Venue Managers, a prestigious honor, and hosted new events, such as the Dew Tour. The Oregon Zoo continued its nationally recognized conservation work, releasing over 1,000 Oregon silverspot butterflies and six California condors into the wild. Bond construction continued apace, with design work beginning on the Education Center and construction of the Elephant Lands project reaching 55% completion. Construction has had a significant impact on attendance, however, as it is down in the first quarter as compared to last fiscal year.

These are just some of the many ways in which Metro's programs and initiatives support internal goals and the regional six desired outcomes. The following report lists Metro project and program highlights in detail for the first quarter of this fiscal year.

## **Metro Management Report At-a-Glance Q1 FY 2014-15**

### **Office of the COO**

#### *Diversity program highlights*

- Continued the rollout of “OUCH! Your Silence Hurts” training, with a target completion date of January 2015. Also completed disability awareness training opportunity provided for 60 Metro staff, facilitated by consultants at Incight.
- Diversity program funds sponsored an Oregon Fellow intern, Cynthia Aramillo, to review and make recommendations regarding Metro's community partnerships.
- Launched Hispanic Heritage Month of recognition on September 15, which included a series of well-attended events.
- Procurement team reviewed findings and developed possible solutions based on spring MWESB focus group survey regarding doing business with Metro.

#### *Equity strategy program highlights*

- Continued to make progress on developing the Equity Baseline Indicator report which is emerging as a framework to better understand key regional indicators and datasets affecting residents of the region, particularly disadvantaged communities and people of color. A Phase 1 draft of the report is due to be presented to Metro Council for review on October 21, 2014.
- Organized and conducted a series of presentations and dialog between community based organizations (CBOs) working on the equity baseline report and Metro program staff, the Equity Strategy Advisory Committee (ESAC) and Metro's Senior Leadership team to obtain feedback on the direction of the baseline report.
- Created a matrix to assess Metro's potential roles and responsibilities that relate to the 10 indicator categories. This tool will be used to engage Metro's SLT in defining possible priority areas for the equity strategy and implementation plan.
- Actively participated in various Metro committees, sub-committees, staff meetings and functions to represent the perspective of equity, diversity and inclusion in their work agendas. This effort is part of the goal of building internal capacity and institutional knowledge and practice of equity.

### **Finance and Regulatory Services**

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

- RID Patrol completed its intensive outreach effort to stem illegal dumping in the Cully neighborhood. Staff will evaluate the project in October and November for use in targeting future parts of the region.
- RID Patrol completed major clean-ups at Reynolds School property in the Troutdale/Wood Village area, Metro's property at Newell Creek Canyon and Clackamette Cove, in addition to sites in Oregon City and Hillsboro. In total, the patrol completed 575 illegal dump site clean-ups.
- In total, staff completed 80 facility inspections, 10 enforcement actions and confirmed that 100% of private facilities continue to be in compliance with the Enhanced Dry Waste Recovery Program (EDWRP) this quarter and for the fiscal year.
- Metro completed a public notice for renewal of a solid waste permits at the city of Portland's Sunderland Road Facility, Woodco, in unincorporated Washington County, and Deans Innovations in the Lents area of Portland. All of these facilities process yard debris from around the region.



*RID Patrol workers clean-up illegally dumped materials at Reynolds School.*

## **Parks and Environmental Services**

### *Cemetery operations highlights*

- The Cemetery Program continues to move forward on schedule with fulfilling commitments as part of the Consent Agreement with the Oregon Mortuary and Cemetery Board. The latest report included the update that work has started on the soil stabilization project at the site owned by Metro on the corner of 223rd and Blue Lake Rd. In the process of the work to level the soil mounds created when excess cemetery soil was deposited at that site years ago, all funerary objects that were uncovered have since been repatriated to Multnomah Park Cemetery.
- Lone Fir Cemetery was re-opened for burial sales on September 9, 2014 after being closed for over two years.
- A Request for Proposal has been posted for selection of a vendor to provide memorialization options to the program. This will allow the program members to work directly with families in designing the final tribute to their loved one in the form of a granite memorial.



*Soil stabilization in progress.*



*Re-opening celebration of Lone Fir cemetery.*

### *Parks and natural areas management highlights*

- Year 2 of the park and natural areas levy work has begun in earnest with four major projects well underway, including the Oxbow Park office and maintenance area renovation, Blue Lake entry and Curry maintenance building renovations. These projects are funded by the 2013 parks and natural areas levy.
- Park visitation increased for the first quarter of FY 14-15 across the board. Nearly 600 new season passes to our parks were sold in the first quarter, up from less than 500 a year ago. It was a banner opening quarter for all our sites with nearly a half million visitors to those main properties, let alone the remainder of our portfolio.

- The disc golf course hosted the Professional Disc Golf Association World Championships at Blue Lake on August 9-16th, with over 300 competitors coming from all over the world to compete.
- The Parks and Properties Stewardship Division completed a Business Plan for our developed parks in the first quarter of the year, which contains key recommendations that will help us improve customer service, business practices, and other key areas over the next 3 to 5 years

#### *Solid waste operations highlights*

- The Long Term Management of solid waste project presented technology findings to the Metro Council in a work session in mid July. The presentation provided the Council with its first review of promising technologies which can recovery value from the waste currently disposed at a landfill.
- Cascadia Consulting completed a study at the anaerobic digestion facility, JC-Biomethane, where the large majority of the commercial organics received at Metro Central Station are processed. The report documents the negative operational impacts that materials other than food have on this process.
- Volumes of dry waste received at Metro-area facilities increased significantly during the quarter over the previous year while wet waste volumes remained stable. Recovery from dry waste is required by standards adopted by Metro through the enhanced dry waste recovery program.
- Total gallons of MetroPaint sold in FY2013-14 were calculated and surpassed 200,000 for the first time at 200,480. This resulted in a record year for paint sales revenue at \$1.3 million, a 10% increase over the previous year.

### **Planning and Development**

#### *Project development highlights*

- The Southwest Corridor Transit Project Steering Committee identified several questions to be answered by staff during a focused refinement period targeted to end in November 2014. The project team has been working with project partners and stakeholders to conduct additional analysis to support the narrowing of alternatives to a smaller set of design options for further analysis in a federal planning process under NEPA.
- Work continues on Powell-Division Transit and Development project in partnership with TriMet, Oregon Department of Transportation, the cities of Portland and Gresham and Multnomah County. The project Steering Committee reached agreement on two decision transit alternatives for the corridor.
- Construction is progressing on four TOD projects and funding was approved for two new projects in downtown Beaverton.
- Storefront improvements have been completed in Oregon City and Hillsboro. All of these projects have received matching grants as a result of Metro's pilot storefront partnerships with the cities.

#### *Land use planning highlights*

- Managed all components of the 2014 Urban Growth Report (UGR) including technical work, support for Metro Council discussions and direction, and stakeholder engagement. The draft UGR is scheduled to be accepted by Metro Council in December 2014. Council will have recommendations from MPAC and MTAC, as well as a variety of direct input from stakeholders.
- In partnership with COO/RISE staff, worked to support discussion of brownfields policy/finance options with regional stakeholders in preparation for coordinated proposal for 2015 Oregon Legislative session.

- Provided staff resources and/or financial support to major agency initiatives including SW Corridor, Climate Smart Communities.
- Supported local jurisdiction planning and development projects across the region via the Community planning and Development Grant program, funded by Metro's Construction Excise Tax.
- Continued to support 2040 implementation and promoted consistency between local and regional plans by reviewing local land use actions for consistency with Metro policies, partnering with local jurisdictions to support their implementation and planning work and supporting development and implementation of concept plans for new urban areas, among other activities.

#### *Transportation system planning highlights*

- Successfully completed adoption of the 2014 Regional Transportation Plan (RTP). In a first for Metro, the RTP was updated in just over a year, a major accomplishment needed to ensure continued compliance with federal planning regulations and the continued flow of federal transportation funds to the region.
- Also successfully adopted the Regional Active Transportation Plan (ATP). In another first for Metro, this new complement to the RTP establishes a regional vision for bicycle and pedestrian travel in the region, and will guide not only future regional investment decisions, but also local plans and projects.
- Adopted the 2015-18 Metropolitan Transportation Improvement Program (MTIP), which puts into motion a series of capital investments across the region funded with Metro's federal transportation dollars.
- As a part of adopting the 2014 RTP and updated MTIP, Metro completed the most intensive Title VI (Civil Rights) analysis of proposed transportation investments to date, with key findings and recommendations that will continue to shape future transportation decisions.
- Climate Smart Scenarios staff completed the final round of technical work required to a final recommendation that carries forward the policy direction from joint MPAC/JPACT summits. These technical findings have been released for public review in a lead-up to a final policy maker summit in November and Council action in December on a preferred approach to meeting Oregon's greenhouse gas emission target for the Metro region.

### **Sustainability Center**

#### *Natural areas highlights*

- In July, the Metro Council awarded funding to twelve new capital grants for a total of \$4,501,829. This was the largest number of applications and largest amount of funding for a single review cycle. It puts the capital grant program on pace to award all funds within the time frame laid out at the beginning of the program (\$2.25 million per year over 10 years).
- This quarter, the levy-funded Nature in Neighborhoods completed its first full cycle with Metro Council's approval of \$1.6 million in grants.
- In August, Metro's Central Enhancement Program formally announced this year's funding opportunity with print ads, email blasts, news feeds and other announcements in local community newsletters.
- In the 1st quarter, regional acquisitions totaled 11.05 acres (including three separate transactions to close a critical gap of the Gresham-Fairview Trail). This brings acquisition totals to 4,933 acres since 2007 when the first bonds were sold.

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

- Forty-five natural areas within 18 target areas had restoration and/or maintenance activities implemented on approximately 1,750 acres. Stabilization of new acquisitions involved 16 properties.
- A large grant was received for the nature play area at Oxbow Regional Park to compliment levy dollars already committed to the project. This will enable full build-out of two natural play areas.
- The YEC successfully completed a busy summer season, working four sessions per week for eight weeks. The crew accomplished 1,507 hours of restoration work and conservation education.
- With levy funding support, Metro naturalists were able to lead more group programs with more participants this summer than any summer in the previous decade. Specifically, naturalists were able to work with more groups of disadvantaged/at-risk youth with more repeat visits than in previous years.

#### *Parks planning and development highlights*

- Metro management is currently reviewing the draft system plan, which includes a summary of the initial phase of information gathering. The system plan includes initial draft values that have emerged, which are currently being reviewed by the management team and will be presented to the Metro Council at a November work session for a policy discussion. The schedule is on track to affirm our values, get policy direction and embark on work to identify strategies that will implement the values.
- The comprehensive planning process is underway for Newell Creek Canyon and North Tualatin Mountains natural areas with inventories of the sites completed.
- Scouters Mountain Nature Park opened on August 28 with approximately 500 members of the public attending. Facilities at the site include a hiking trail through the forest, an accessible trail with viewing points, information kiosks, ADA-accessible parking, and a picnic shelter with plaza that has an excellent view of Mt. Hood. So far the nature park has been very well received by the public and Metro staff alike.
- The comprehensive planning process is underway for Newell Creek Canyon Natural Area and North Tualatin Mountains Natural Area with inventories of the sites completed. Public meetings have been held for both projects to gather information and the next round of meetings, scheduled for the fall and winter, will discuss opportunities at the sites that reflect public opinion to date, as well as initial concepts for recreation and future conservation and management strategies.

#### *Resource conservation and recycling highlights*

- The food scraps processing project that is part of the Solid Waste Roadmap developed a set of preliminary alternatives for actions Metro could take to ensure there is adequate capacity to transfer and process food scraps collected from the region's businesses and residents. These alternatives were discussed with the Solid Waste Alternatives Advisory Committee (SWAAC) and staff is currently soliciting input from other stakeholders. The alternatives will be discussed with the Metro Council at a November work session.
- Staff initiated a project to identify and assess options for maintaining and improving the end-market capacity, stability and environmental outcomes for the region's urban wood waste. These alternatives will be discussed with SWAAC in December and with the Council in early 2015.
- Sustainability Program staff continued to provide assistance to meet the growing sustainability needs of Metro's visitor venues, including support to complete a sustainable stormwater management and eco-roof feasibility study for Expo Center and funding for restroom retrofits at

Portland's Centers for the Arts that will save nearly 420,000 gallons of water and at least \$6,000 in water costs annually.

## Visitor Venues

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

- The Oregon Convention Center hosted the International Association of Venue Managers' - Venue Connect, a meeting made up of nearly 1,700 industry professionals from all types and sizes of public venues and facilities. Due in large part to the success of the 2014 convention and their enjoyment of Portland, they have rebooked this event at OCC again in 2020.
- The OCC also completed its third season of Plaza Palooza, which host free concerts in the Lloyd District to provide an opportunity to engage the local community and showcase local non-profits.
- OCC also completed the employee-led energy efficiency campaign, which focused on energy efficiency throughout the facility and involved every department. Ongoing training and energy awareness activities led to a 10% energy reduction for the six month period based on previous energy use baselines.
- The Portland Expo Center had a very successful Q1 with a strong event calendar and excellent gains across most categories. In total, we were up 6 events and 7 percent in usage of the facility, contributing to revenue increases for this quarter over the prior year.
- Expo is in the final stages of our upgrading its lighting systems in Halls D & E, replacing nearly 300 fixtures before the busy season. In addition to an improved visual presentation, the new fixtures boast a 10,000 hour lamp life and use 50 percent less energy than our old system.
- Expo also completed the installation of the first Stormwater Green Wall in the United States, which generated local and national media attention.



*Metro staff and guests at the Expo Center greenwall unveiling.*

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

- Broadway show "The Book of Mormon" resulted in an 85% increase in food and beverage sales over an average Broadway show.
- Music on Main completed its 9th successful year of free outdoor concerts over an 8-week period. More than 3,700 people attended the free concerts and resulted in food and beverage sales of more than \$35, 000.
- Portland's received the Venue Excellence Award for performing arts centers from the International Association of Venue Managers.

### *Zoo conservation and research highlights*

- Zoo staff met with USFWS Oregon State office on future collaborations given their new conservation strategies (surrogate species model) and we hosted a follow up “field trip” at the Zoo with US Fish & Wildlife Service aquatic training and education specialists.
- Drs. Nadja Wielebnowski and David Shepherdson each received AZA Outstanding Service Awards at the conference for their long-term involvement and work for AZA.
- Zoo conservation programs directly released over 1,100 Oregon silverspot butterflies along the Oregon coast, while six California Condors were transferred to USFWS for release into the wild.
- Staff proposed a new lead wildlife outreach coordinator position for funding to OZF, and received funding from both the OZF and USFWS. This new position has just been posted for recruitment.

#### *Zoo education highlights*

- Education center design work has begun in earnest with several workshops over the last several months and the creation of a full design concept for the center including classrooms, learning gardens, a conservation action center and a re-envisioned insect zoo. Schematic design will be complete by the end of October.
- The firm Pacific Research and Evaluation (PRE) has been selected to evaluate the Zoo’s Environmental Literacy Framework and develop a plan for using the framework to create measurable outcomes for Metro’s Conservation Education programs. A kick-off meeting with key staff will be held in early October. Thanks to OZF for generous support helping to fund this work.
- Fourteen teachers from Quatama Elementary School participated in a two-day professional development workshop to design a series of STEM-related activities correlated to the Next Generation Science Standards as part of a grant from the Gray Family Foundation.
- Urban Nature Overnights (UNO) had a successful summer with 290 youth and 55 adult chaperones having an outdoor camping experience which, for many participants, was their first.

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

- Due diligence on the Roslyn Lake property in rural Clackamas County continues, with a focus on land use, permitting, and stormwater management. Metro has the option to purchase the property through December 31, 2014.
- Construction started on the Elephant Lands exhibit in October 2013, with an estimated completion date of October 2015. Construction is more than 55 percent complete, with more than half of the \$57 million budget expended. The project is on schedule and within budget.
- Regarding the Education Center, design consultants and CMGC have been meeting with zoo staff and other stakeholders in collaborative workshop sessions to develop a schematic design package. During the process multiple design options have been winnowed into one preferred plan for the project. All parties are now evaluating program priorities to right-size the project scope to the available budget.
- The Public Art Advisory Committee continues to work in support of the bond program’s Percent-for-Art requirements. The Regional Arts Advisory Committee is coordinating procurement of the second art commission for the zoo bond projects to coincide with the design of the Education Center.



*Aerial view of Elephant Lands construction at the Oregon Zoo.*

### *Zoo visitor experience highlights*

- Attendance continued its downward trend in the first quarter of fiscal year 2014 with an overall 11 percent decrease compared to the prior fiscal year. The decrease is most significant for members at 19 percent with non-members down 10 percent. Management believes the attendance decline is primarily the result of two issues: the transition of the main parking lots to paid parking and significant construction activity impacts on the guest visit.
- To drive attendance, the zoo offered a buy "one admission/receive a free admission" promotion midweek during August and September. The promotion generated about 9,100 mid-afternoon visits, a time period the zoo typically experiences lower attendance. Additional construction interpretive and information signage has been placed in prominent construction areas to create understanding and excitement about the construction and the projects.
- Revenue associated with general attendance is down in the first quarter by just under \$1 million through September. Despite the overall gross revenue reduction driven by reduced attendance, the zoo has achieved increased per cap revenues.
- Working with the Finance Department, Guest Services is focusing on more efficient management of food and gate operations. These actions are helping to manage and better align expenditures with available resources.
- The zoo's two iconic train engines, the Centennial Steamer and the ZooLiner, have been relocated to a repair shop in Ridgefield, Wash., for refurbishment. The timing of this work coincides with the new trestle and track installation that are part of Elephant Lands construction. This work will be completed prior to this year's Zoo Lights.
- The zoo managed a successful 15 show concert season, ending on a high note with two sold-out Pink Martini shows.



*The Centennial steam train, undergoing refurbishment.*



*One of our great 2014 Zoo concerts.*

## **Council priority projects**

### *Regional Infrastructure Supporting our Economy (RISE)*

- Signed a contract with ECONorthwest to provide a statewide ROI analysis for brownfield tools the coalition is pursuing for the 2015 legislative agenda.
- Navigated the Willamette Falls Legacy project Memorandum of Understanding for the Riverwalk through all four commissions and councils, solidifying their commitment to delivering public access to the falls. Additionally, staff submitted a \$100,000 Clackamas County Tourism Development grant application for schematic design.
- Funded CFM contract to analyze political feasibility of SW Corridor project in Washington County.
- RISE sponsored/supported a report on sustainable infrastructure written by Rhys Roth, Director of the Center for Sustainable Infrastructure at the Evergreen State College in Olympia, Washington. The report will be released in the middle of November and we are currently looking for a platform in the near future to present the results.

### *Convention Center Hotel Project highlights*

- The project team held its first Design Advice Review session with the City of Portland's Design Review Commission, which is responsible for reviewing the design characteristics of major projects within the city.
- The project also initiated the process to obtain the necessary construction and other permits from the City of Portland.
- With regards to the legal challenges, Metro filed a Motion for Summary Judgment in validation proceeding, which it argued before the Multnomah County Circuit Court. Staff expects a decision on the proceeding early in Q2.
- Staff, along with the project's financial consultants, briefed the Metro Council on the decision to pursue negotiated sale for revenue bonds, given the complexity of the Visitor Facilities Trust Account financing mechanism.

### *Solid Waste Roadmap highlights*

- Staff presented to Council over a dozen options for the long-term management of garbage, and the Metro Council helped narrow that list to about five for further investigation.
- In support of the Transfer System Configuration project, staff conducted wide ranging interviews with stakeholders who stand to be most directly affected by changes to the region's transfer system.
- Developed policy options for expanding regional food scraps recycling and sought input from stakeholders on concerns relative to actions Metro could take.
- Continued to pursue Metro's "Let's Talk Trash" public engagement work by commissioning the "Waste Not" art show, a "Let's Talk Trash" Film Contest, and hosting Pulitzer Prize-winning author, Ed Humes, to Oregon for two public appearances, at PSU and at City Club of Portland, to discuss his book "Garbology."

## **Internal services**

### *Communications highlights*

- Supported region-wide presentation of draft Climate Smart Strategy analysis, designed and launched online survey attracting 2,350 visitors and generating almost 12,000 comments, developed six video clips to promote survey and advertised link through Facebook ad campaign.
- Introduced Metro services to new community members through "Ask Metro," the targeted and

collaborative campaign supporting the Recycling Information Center, MetroPaint and Regional Travel Options programs.

- Completed inaugural year of “Our Big Backyard” parks and nature magazine, including successful targeted distribution to audiences based on key stories.
- Implemented the first phase of web governance, establishing the core web team to coordinate day-to-day customer service, engage program stakeholders in scoping and executing content and structural improvement projects, and forecast, prioritize and support new projects.

#### *Finance and Regulatory Services highlights*

- Kicked off Peoplesoft 9.2 upgrade, which is expected to be completed by May 2015.
- Reaffirmed Metro’s AAA Credit rating.

#### *Human Resources highlights*

- Completed negotiations to ratify successor collective bargaining agreements with AFSCME 3580 and LIUNA and bringing Med Techs under ILWU contract and subsequent work to implement terms.
- Modified the Sightline Survey to add more questions directly related to employee engagement in anticipation of it being released during the 2<sup>nd</sup> quarter.
- Laid the foundation for changing the PPO health insurance offering effective January 1, 2015.

#### *Information Services highlights*

- Completed scoping phase for consolidated voice over IP (VoIP) communication system. Implementation would replace aging single phone systems and would provide a modern and integrated system capable of integrated video conferencing and direct 4-digit dialing throughout the enterprise. Scoping includes high-level assessment of wiring and network infrastructure at major sites and will aid Information Services in budget and timeline projections for project.
- Intranet re-write project launched, the completion of which will sunset our last cold fusion site, a platform which is out of date and unsupported. The new platform will be hosted in SharePoint and will include external access and more collaborative elements. The new site is expected to be released summer 2015.

#### *Research Center highlights*

- Led regional consortium for imagery and elevation data and coordinated summer 2014 region-wide collection of LiDAR and orthophoto imagery, in addition to updating and enhancing Metro’s multimodal transportation datasets (streets, trails, bike network) in support of the Natural Areas System Plan, Regional Trails Plan and other projects.
- Kicked off two projects, supported by external grant funds, to incorporate reliability performance Measures in Operations and Planning Modeling Tools and for the development of a behavior-based freight model that incorporates logistic decisions through the entire supply chain in response to various economic stimuli.
- Initiated and hosted first meeting of regional Transportation Model Development Advisory Committee.
- Provided supplemental information on demand and revisions to the draft Urban Growth Report analysis and research findings.

## **Metro Management Report in Detail** **Q1 FY 2014-15**

### **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**

- OUCH! Your Silence Hurts phase 2 rollout continued, with a target completion date of January 2015
- Disability awareness training opportunity provided for 60 Metro staff facilitated by Incight
- Developed glossary of diversity, equity, and inclusion terms for Intramet diversity page
- Diversity program funds sponsored an Oregon Fellow intern (Cynthia Aramillo) to review and make recommendations regarding Metro's community partnerships
- Launched Hispanic Heritage Month of recognition on September 15
- Procurement team reviewed findings and developed possible solutions based on spring MWESB focus group survey regarding doing business with Metro
- Development of initiative for standardizing demographic data for applicants and new hires
- Development of initiative to create pool of diverse interview panelists to participate on Metro interview panels

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

Currently developing the scope for the "accessibility core area" project, for which we anticipate needing additional staff support beginning in early 2015.

### **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 agency strategy that would help Metro consistently incorporate equity considerations 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.

#### **Program highlights**

- Continued to make progress on developing the Equity Baseline Indicator report which is emerging as a framework to better understand key regional indicators and datasets affecting residents of the region, particularly disadvantaged communities and people of color. A Phase 1 draft of the report is due to be presented to Metro Council for review on October 21, 2014.

- Organized and conducted a series of presentations and dialog between community based organizations (CBOs) working on the equity baseline report and Metro program staff, the Equity Strategy Advisory Committee (ESAC) and Metro's Senior Leadership team to obtain feedback on the direction of the baseline report.
- At the request of ESAC, elaborated and conducted an online stakeholder survey to engage experts from a diverse cross section of the region representing each of the 10 indicator categories to validate and comment on the equity indicators that the group of CBOs have identified as part of the equity baseline report. A total of 68 of a list of 106 people participated providing useful quantitative and qualitative feedback.
- Created a matrix to assess Metro's potential roles and responsibilities that relate to the 10 indicator categories. This tool will be used to engage Metro's SLT in defining possible priority areas for the equity strategy and implementation plan.
- Actively participation in various Metro committees, sub-committees, staff meetings and functions to represent the perspective of equity, diversity and inclusion in their work agendas. This effort is part of the goal of building internal capacity and institutional knowledge and practice of equity.

### **Program issues**

The delays experienced in producing the equity baseline report stems from the inherent nature of working with external community based organizations with little to modest capacity to undertake the enormity of the issues around equity. Group processes involving a diverse set of individuals and organizations with varying capacity and expertise tend to require longer but in the end may prove to be the right approach for Metro in asking the community first as experts from the perspective of the lived experience.

### **Items for leadership attention**

Continued participation from SLT is required to help equity strategy program staff map the potential roles and responsibilities Metro can play through its various programs and services in relation to the 10 indicator categories identified.

## **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 mismanagement of 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 completed its intensive outreach effort to stem illegal dumping in the Cully neighborhood. Staff will evaluate the project in October and November for use in targeting future parts of the region.
- RID Patrol completed a major multi-day cleanup on Reynolds School property in the Troutdale/Wood Village area on July 23 and 24. As many as 22 inmates were used to expedite the cleanup effort. Nearly 5 tons of trash was removed from the area. (See pictures below)

- RID Patrol completed cleanups of major illegal dumps and camps on Metro’s property at Newell Creek Canyon (Oregon City) in July and Clackamette Cove (Oregon City) in August. Major dumps were cleaned up on Highway 213 for Oregon City and NE Ray Circle for Hillsboro as well.
- RID Patrol continues to tag over 100 bulky items, usually furniture and appliances, per month. Nearly half of those items tagged, are removed and managed prior to RID crews returning to clean up the site.
- Program inspections, enforcement and operations are on track for the quarter. Highlights include:
  - 80 facility inspections;
  - 10 enforcement actions;
  - 4 regulatory authorizations issued; and
  - 100% of private facilities continue to be in compliance with the Enhanced Dry Waste Recovery Program (EDWRP) this quarter and for the fiscal year.
- Cleanup of illegal dumpsites:
  - 575 illegal dumps -- 26 were large volume dump sites.
- Cleanup of illegal camp sites:
  - 8 camps cleaned up in partnership with local governments; and
  - 1 major camp clean up on Metro-owned properties (Newell Creek Canyon).
- Solid Waste authorizations issued, renewed, amended or terminated:
  - Metro completed a public notice for renewal of a solid waste permit at the city of Portland’s Sunderland Road Facility. This facility processes yard debris and leaf waste from the city.
  - Woodco, a yard debris reload facility in unincorporated Washington County, is seeking to renew its solid waste license. It will be out on public notice in October.
  - Deans Innovations, a new yard debris reload facility located in the Lents area of Portland, was issued a solid waste license in September.

**Items for leadership attention**

Staff completed work on a detailed proposal for updating the solid waste community enhancement program. This item will be before Council in October. Staff provided briefings to the Solid Waste Advisory Committee and Metro Policy Advisory Committee in September. Staff continued to work with local government stakeholders to address issues raised.

Two private transfer station operators (Pride and WRI) sought to increase franchise tonnage cap of 70,000 tons. Pride withdrew its application and Metro Council decided to deny WRI’s request on Oct. 2. Major work is already underway with the Solid Waste Roadmap to consider future roles, services and configuration of the solid waste transfer system.

In November and December, Council will consider renewal of several non-system licenses from private entities seeking to send waste streams to processors and disposal facilities. In particular, five applicants have applied for renewal of their licenses to continue delivering 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**

- The Cemetery Program continues to move forward on schedule with fulfilling commitments as part of the Consent Agreement with the Oregon Mortuary and Cemetery Board. The Program Manager continues to report on progress to their board quarterly. The latest report included the update that work has started on the soil stabilization project at the site owned by Metro on the corner of 223rd and Blue Lake Rd. In the process of the work to level the soil mounds created when excess cemetery soil was deposited at that site years ago, all funerary objects that were uncovered have since been repatriated to Multnomah Park Cemetery. The final phase of the project to put finishing native landscape touches will be completed by February 2015.
- Lone Fir Cemetery was re-opened for burial sales on September 9, 2014 after being closed for over two years. The cemetery team invited members from their industry to join in the ceremony along with Councilors Stacey and Collette, members of the Cemetery Advisory Committee, and representatives from the Friends of Lone Fir and Lone Fir Foundation.
- A Request for Proposal has been posted for selection of a vendor to provide memorialization options to the program. This will allow the program members to work directly with families in designing the final tribute to their loved one in the form of a granite memorial. Vendor selection is expected to take place before the end of the calendar year. This service was previously only available to families through outside vendors or funeral homes.

### **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, 14 Pioneer cemeteries, and a variety of single family homes. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

### **Program Highlights**

- Year 2 of the park and natural areas levy work has begun in earnest with four major projects well underway:
  - The Oxbow office and maintenance area renovation was taken to 90% construction drawings in the last quarter, and bidding is expected to take place over the winter with construction later next spring.
  - The Blue Lake Entry renovation project went to bid for construction in the last quarter and construction is expected to be completed by early spring. The four main restroom buildings at Blue Lake Park will be either replaced or extensively renovated this FY, and that project is well into design as of the last quarter. Construction is expected to take place in the spring.
  - Lastly, the Curry Maintenance Building Renovation Project at Blue Lake Park kicked off in the last quarter, with initial bidding and construction slated for this spring.
- Park visitation increased for the first quarter of FY 14-15 across the board. Blue Lake Park greeted 198,307 visitors during the last quarter, up slightly from 192,520. Chinook Boat Ramp received 125,424 patrons up significantly from 97,090 for the same period last year, and Oxbow

received 91,284 patrons, up from 85,517 last year. Camping was also up at Oxbow for the quarter, with 2,119 camping reservations compared to 2,018 for the same period last year. Within those reservations Oxbow welcomed 10,520 campers. Nearly 600 new season passes to our parks were sold in the first quarter, up from less than 500 a year ago. It was a banner opening quarter for all our sites with nearly a half million visitors to those main properties, let alone the remainder of our portfolio.

- The disc golf course hosted the Professional Disc Golf Association World Championships at Blue Lake on August 9-16th, with over 300 competitors coming from all over the world to compete. The total prize purse was over \$100,000. The winning pro in the Open Division was Paul McBeth out of Huntington Beach, California. He received \$5,000 for the win, and had to battle to the end in a multiple hole playoff before a winner could be crowned. The PDGA relayed it was the largest crowd they had ever seen for the event, and it rated the week as a huge success. The Women's Champion was Catrina Allen from Madison, Tennessee, taking home over \$2,000 for the win.
- During the last quarter a project was completed to renovate the restrooms at the Glendoveer Golf Course. The former restrooms were the subject of frequent customer service comments from patrons, who pointed to their condition as a significant downside to the facility. The new restrooms are bright, ADA accessible and a huge improvement over the old ones.
- The Parks and Properties Stewardship Division completed a Business Plan for our developed parks in the first quarter of the year. The Plan contains key recommendations that will help us improve customer service, business practices, and other key areas. The Plan will be implemented over the next 3 to 5 years, and updated annually to reflect potential changing conditions over time.

### **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**

##### *Solid Waste Operations*

- The Long Term Management of solid waste project presented technology findings to the Metro Council in a work session in mid July. The presentation provided the Council with its first review of promising technologies which can recovery value from the waste currently disposed at a landfill.
- The GLEAN art show was held presenting the work of five artists commissioned by Metro, Cracked Pots and Recology to create art from waste gleaned at Metro Central. The annual show draws attention to how materials can be repurposed rather than disposed. Based on the findings of the show, Cracked Pots has opened a store and begun gleaning materials from Metro Central on an ongoing basis.
- Cascadia Consulting completed a study at the anaerobic digestion facility, JC-Biomethane, where the large majority of the commercial organics received at Metro Central Station are processed. The report documents the negative operational impacts that materials other than food have on this process.

- Waxed and regular corrugated cardboard were found to have the greatest impact. This provided an empirical basis for Metro’s food-only standard for commercial organics received at Metro Central.
- Volumes of dry waste received at Metro-area facilities increased significantly during the quarter over the previous year while wet waste volumes remained stable. Recovery from dry waste is required by standards adopted by Metro through the enhanced dry waste recovery program.

*Landfill Stewardship*

- St. Johns Remedial Investigation-Feasibility Study. DEQ issued a Record of Decision (ROD) for the site, which includes its recommended remedy for addressing risks to aquatic organisms in the Columbia Slough. A prospective legal settlement is currently being negotiated with DEQ, and would likely include the requirements established by the ROD along with other considerations.

*Hazardous Waste Operations*

- Total gallons of MetroPaint sold in FY2013-14 were calculated and surpassed 200,000 for the first time at 200,480. This resulted in a record year for paint sales revenue at \$1.3 million, a 10% increase over the previous year.

*Facility and Asset Management*

- Design of improvements to the Metro Central Station storm water treatment system has begun. The improvements are necessary to comply with DEQ requirements regarding the discharge of stormwater from the site.
- Repairs to compactor #1 at Metro Central Station were completed and the unit is back in operation. A photo of the damaged compactor rod, showing significant scratching is attached. The rod is 12 inches in diameter and about 30 feet long.

**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**

- Managed all components of the 2014 Urban Growth Report (UGR) including technical work, support for Metro Council discussions and direction, and stakeholder engagement. The draft UGR is scheduled to be accepted by Metro Council in December 2014. Council will have recommendations from MPAC and MTAC, as well as a variety of direct input from stakeholders.
- In partnership with COO/RISE staff, worked to support discussion of brownfields policy/finance options with regional stakeholders in preparation for coordinated proposal for 2015 Oregon Legislative session.
- Provided staff resources and/or financial support to major agency initiatives including SW Corridor, Climate Smart Communities.
- Supported local jurisdiction planning and development projects across the region via the Community planning and Development Grant program, funded by Metro's Construction Excise Tax. Highlights in the first quarter include:

- Cycles 1, 2, 3: Continued management of existing grant projects and served as liaison to local project work
- Cycles 4+: Began work to revise program criteria and administrative rules in keeping with Council direction and stakeholder committee recommendations. Criteria and rule development will be addressed by the Metropolitan Technical Advisory Committee (MTAC).
- Supported 2040 implementation and promoted consistency between local and regional plans by:
  - Reviewing local land use actions for consistency with Metro policies:
  - Partnering with local jurisdictions to support their implementation and planning work;
  - Supporting development and implementation of concept plans for new urban areas;
  - Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes.

### **Items for leadership attention**

Our highest visibility project continues to be the Urban Growth Report/Growth Management Decision, which will require continued management and policy support to ensure it remains on track.

## **4.2 | Project Development**

The Project Development Division includes the Corridor Planning Group and the Development Center which allows Metro to 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 region-wide.

### **Program highlights**

- The Southwest Corridor Transit Project Steering Committee at their June 9th meeting identified several questions to be answered by staff during a focused refinement period targeted to end in November 2014. The project team has been working with project partners and stakeholders to conduct additional analysis to support the narrowing of alternatives to a smaller set of design options for further analysis in a federal planning process under NEPA.
- Work continues on Powell-Division Transit and Development project in partnership with TriMet, Oregon Department of Transportation, the cities of Portland and Gresham and Multnomah County. The project Steering Committee met September 29 and reached agreement on two decision transit alternatives for the corridor. The committee advanced bus options and a general route on inner Powell transitioning to Division for further study; rail options will not be studied further. The next phase of work will include analysis to inform decisions on the location to cross between Powell and Division and route options to serve east Gresham, in-depth study of eight opportunity areas for station locations, and additional design and analysis to understand how a bus high capacity transit option could be built and operated to meet the adopted goals and objectives of the project.
- Construction is progressing on four TOD projects: Rose Apartments, a four story, 90 unit workforce and affordable apartment development with a public plaza and shared gardens, located in the Gateway Regional Center; Moreland Station, a four story residential development with 68 workforce apartments near the future Tacoma light rail station; 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 two projects: Lombard Plaza, a five story mixed-use development with 44 workforce apartments, 5,000 square feet of retail space, and 10 tuck-under spaces and 10 onsite surface parking spaces located in central Beaverton's Old Town district; and Main Square Living, a three and four-story mixed-use development with 87 apartments and 2,400 square feet of retail uses with 65 structured parking spaces, also located in Old Town Beaverton.
- In Oregon City, storefront improvements have been completed to the Fairclough building at 10th and Main, and renovations are under way on the historic Bank of Commerce building at 7th and Main. In Hillsboro, a new paint job is complete on the historic Shute building at the corner of 3rd and Main. Concept design is under way for renovations to the Let's Play storefront in Hillsboro. All of these storefront improvement projects have received matching grants as a result of Metro's pilot storefront partnerships with the City of Oregon City and City of Hillsboro.

### **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 five 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 also responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

#### **Program highlights**

During the first quarter, a number of major milestones were reached:

- 2014 Regional Transportation Plan (RTP) adopted: in a first for Metro, the RTP was updated in just over a year, a major accomplishment needed to ensure continued compliance with federal planning regulations and the continued flow of federal transportation funds to the region. The RTP continues to provide the basic framework for how the region will implement the 2040 Growth Concept through comprehensive transportation investments.
- Regional Active Transportation Plan (ATP) adopted: another first for Metro, this new complement to the RTP establishes a regional vision for bicycle and pedestrian travel in the region, and will guide not only future regional investment decisions, but also local plans and projects.
- 2015-18 Metropolitan Transportation Improvement Program (MTIP) adopted: the newly adopted MTIP puts into motion a series of capital investments across the region funded with Metro's federal transportation dollars. This MTIP action continues two decades of ongoing effort to fully implement the Region 2040 growth concept through strategic investments that support economic development and help create vibrant communities.
- Title VI Analysis Completed: as part of adopting the 2014 RTP and updated MTIP, Metro completed the most intensive Title VI (Civil Rights) analysis of proposed transportation investments to date, with key findings and recommendations that will continue to shape future transportation decisions.
- Climate Smart Scenarios: following a pair of successful policy maker summits in April and May this year, staff completed the final round of technical work required to a final recommendation that carries forward the policy direction from the summits. These technical findings have been

released for public review in a lead-up to a final policy maker summit in November and Council action in December on a preferred approach to meeting Oregon's greenhouse gas emission target for the Metro region.

## **5.1 | Natural Areas**

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

### **Program highlights**

#### *Natural Area Science and Land Management*

- 45 natural areas within 18 target areas had restoration and/or maintenance activities implemented on approximately 1,750 acres. Stabilization of new acquisitions involved 16 properties.
- Native Plant Center: The NPC provided plant material and seed scouting services to restoration projects at multiple sites; over 500 volunteer hours this quarter.
- Volunteer restoration: Led 11 volunteer events at five sites; approximately 100 volunteers donated their time.
- Volunteer wildlife monitoring: Evening avian surveys for short-eared owls and common nighthawks - one site monitored by three volunteers and one staff member July 1-30; nighthawks were detected for the first time on one survey.
- Site conservation planning: An additional four site-based conservation plans are in progress.
- Oak habitat mapping including support for the Oakquest citizen science effort conducted within the region this quarter.
- Regional Conservation Strategy: The Regional Conservation Strategy Working Group met during this quarter and agreed to join two Willamette Valley-wide initiatives.

#### *Nature in Neighborhoods Capital Grants*

In July, the Metro Council awarded funding to twelve new capital grants for a total of \$4,501,829. This was the largest number of applications and largest amount of funding for a single review cycle. It puts the capital grant program on pace to award all funds within the time frame laid out at the beginning of the program (\$2.25 million per year over 10 years).

Several past grant recipients have completed projects or achieved significant milestones during this quarter:

- Tryon Creek Watershed Council celebrated the enhanced fish passage that resulted from the replacement of an old stone bridge over Nettle Creek and the stabilization of the stream banks (\$47,000 grant award).
- East Wilkes Neighborhood, the Columbia Slough Watershed Council and the City of Gresham celebrated the completion of Nadaka Nature Park on Sept. 27. They received a \$220,000 capital grant to expand the natural area and a \$239,000 grant to transform the entrance into a gateway with gathering spaces, nature play and a community garden. A \$61,000 Nature in Neighborhoods Conservation Education grant awarded in July will provide multicultural programming at the park for the next two years.
- Virginia Garcia Memorial Health Center in Cornelius wrapped up their Green Alleyway project. This project developed an existing alley as a pedestrian greenway, featuring indigenous plants, pervious paving, pedestrian amenities, stormwater management and bilingual signage

highlighting ecological practices. Two rain gardens and the porous pavers and asphalt prevents 100,750 cubic feet of stormwater from going directly into the Tualatin River demonstrating low impact development practices at this high-traffic community center.

- Portland Parks completed the nature play area at Westmoreland Park. A Salmon Festival to celebrate the play area and extensive restoration along Crystal Springs is planned for Oct. 25.

#### *Local Share*

- The City of Portland submitted requisitions for the acquisition of seven sites that expand existing natural areas. Sites range from .08 to 2.5 acres for a total of 12.04 acres. Two of these acquisitions are significant: a 1.57 acre property along St. Helens Road that is to be used for a new Forest Park entrance and trailhead, and a gap in the future Red Electric Trail corridor.

#### *Levy-funded Nature in Neighborhood Grants*

- This quarter, the levy-funded Nature in Neighborhoods completed its first full cycle with Metro Council's approval of \$1.6 million in grants.
- The Metro Council awarded 15 new Conservation Education Grants and hosted a successful celebration in July with strong community partner attendance at Mt. Hood Community College.
- Staff continued to reach out to community partners and strengthen relationships with potential conservation education grant applicants as well as gathering feedback from applicants, grant awardees, review committee members and other funders on ways that the grant program can improve for the next cycle.
- The Metro Council also approved 14 Restoration and Community Stewardship Grants this quarter. Restoration grants were featured at a Sept. 18 meeting hosted by the City of Tigard with representatives from all of the successful projects in attendance.

#### *Enhancement Grants Program*

- On Aug. 12, Metro's Central Enhancement Program formally announced this year's funding opportunity with print ads, email blasts, news feeds and other announcements in local community newsletters. Applications are due Oct. 27, 2014.
- Capacity-building grantees from North Portland met September 30 at the Kenton Firehouse for the first in a series of peer-learning cohort sessions being offered by Metro to help support project implementation throughout the target area. All but one grantee (13 of 14) have fully executed their contracts; one project (Kenton Firehouse exterior improvements) is already completed.

#### *Regional Acquisition*

- In the 1st quarter, regional acquisitions totaled 11.05 acres (including three separate transactions to close a critical gap of the Gresham-Fairview Trail). This brings acquisition totals to 4,933 acres since 2007 when the first bonds were sold.

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

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. Additionally,

projects are underway across levy program areas to address equity issues related to our parks and natural areas.

## **Program Highlights**

### *Natural Area Restoration and Maintenance projects*

- 45 natural areas within 18 target areas had restoration and/or maintenance activities implemented on approximately 1750 acres. Stabilization of new acquisitions involved 16 properties. Highlights include installation of salmon habitat (side-channel) enhancement project at Oxbow Park in partnership with Sandy River Basin Watershed Council and restoration thinning of portions of Chehalem Ridge Natural area with oak and madrone habitat.
- Native Plant Center: Provided plant material and seed scouting services to restoration projects at multiple sites; completed with over 500 volunteer hours this quarter.
- Volunteer restoration: Led 11 volunteer events at five sites; approximately 100 volunteers donated their time.
- Volunteer wildlife monitoring: Evening avian survey for short-eared owls and common nighthawks; one site monitored by three volunteers and one staff member July 1-30; nighthawks were detected on one survey.
- An additional four site conservation plans are in progress.
- Regional Conservation Strategy Working Group met during the quarter and agreed to co-lead one and join one Willamette Valley-wide initiatives for Oregon Watershed Enhancement Board consideration.

### *Natural Area Improvements for Visitors*

- Scouters Mountain Nature Park opened on Aug. 28 with approximately 500 members of the public attending. Facilities at the site include a hiking trail through the forest, an accessible trail with viewing points, information kiosks, ADA-accessible parking, and a picnic shelter with plaza that has an excellent view of Mt. Hood. So far the nature park has been very well received by the public and Metro staff alike.
- Metro management is currently reviewing the draft system plan, which includes a summary of the initial phase of information gathering. The findings are from internal staff meetings and initial public outreach as well as an inventory of park systems, conservation targets, grant programs, park facilities, etc. We are currently meeting with city managers for initial feedback regarding the system plan and additional community conversations are set for October and November. The system plan includes initial draft values that have emerged, which are currently being reviewed by the management team and will be presented to the Metro Council at a November work session for a policy discussion. The schedule is on track to affirm our values, get policy direction and embark on work to identify strategies that will implement the values.
- The Barriers to Access project now has a working title of "Connect to Nature." A committee representing underserved communities has been formed to provide direction and review products for the project. The committee has given input on a scope of work that will enable a team of partners to work on a series of pilot projects that will research barriers to access in our parks and natural areas. The project will be contracted out to the consultant team in the fall that will be guided by the oversight committee. Currently the committee is working on developing criteria to select sites and projects across the region that will inform the project.
- An approach for a 1% for Art program using levy funds has been finalized and will be presented to the Metro Council in October. Pending council approval, Regional Arts and Culture Council will be hired to develop a list of artists that will be available to work on art projects. The Metro Council will be able to approve criteria that will be used to select sites and then inform

the process for creating the art pieces. A pilot project at Scouters Mountain Nature Park has been completed where the artist, with support from Metro staff, developed a series of benches that incorporated art. The project has had excellent reviews so far. A second pilot project is now underway at Canemah Bluff Natural Area.

- The comprehensive planning process is underway for Newell Creek Canyon Natural Area and North Tualatin Mountains Natural Area with inventories of the sites completed. Public meetings have been held for both projects to gather information and the next round of meetings, scheduled for the fall and winter, will discuss opportunities at the sites that reflect public opinion to date, as well as initial concepts for recreation and future conservation and management strategies.
- A consultant has been hired to provide a schematic design for providing access to Killin Wetlands. To date we have completed traffic studies, facility inventory, a bird study, inventoried habitat and developed conservation targets for the site. The consultant will use this information and complete additional studies to create schematic design concepts. There will be public outreach with neighbors and the local community to ensure their needs are met, as well as meeting the needs of the regional bird watching community.
- Construction drawings are completed and permitting for the project is underway at North Canemah. Staff has worked with neighbors to ensure their needs are met and parking issues are resolved regarding access to the site. Construction will begin soon with the goal of opening the refurbished trails and overlook to the public in summer 2015.
- A large grant was received for the nature play area at Oxbow Regional Park to compliment levy dollars already committed to the project. This will enable full build-out of two natural play areas. This winter, the first of a series of workshops will take place to determine the future design and programming for this exciting project.

#### *Park Maintenance and Improvements*

- Year 2 of the park and natural areas levy work has begun in earnest with four major projects well underway.
- The Oxbow office and maintenance area renovation was taken to 90% construction drawings in the last quarter, and bidding is expected to take place over the winter with construction later next spring.
- The Blue Lake entry renovation project went to bid for construction in the last quarter and construction is expected to be completed by early spring.
- The four main restroom buildings at Blue Lake Park will be either replaced or extensively renovated this fiscal year, and that project is well into design as of the last quarter. Construction is expected to take place in the spring.
- The Curry Maintenance Building renovation project at Blue Lake Park kicked off in the last quarter, with initial bidding and construction slated for this spring.

#### *Volunteer Services*

- 320 people were involved in individual and group volunteer service on 29 different sites.

#### *Youth Ecology Corps (YEC)*

The YEC successfully completed a busy summer season, working four sessions per week for eight weeks. The crew accomplished 1,507 hours of restoration work and conservation education; highlights include:

- Completing footings and railings for a new bridge at Oxbow Regional Park with ranger Kendra Carillo

- Using GIS technology to map 15 acres of Oregon white oak habitat with project scientist Teb Labbe as part of the region-wide Oak Quest collaboration (more information on this project in the current Our Big Backyard)
- Blocking and naturalizing a social trail and retreading a cross-cut trail at Canemah Bluff with natural resource specialist Adam Stellmacher
- Removing nearly 700 yards of livestock fence at River Island with natural resource technician Kristina Prosser
- Presenting on the natural and cultural history of Beaver Creek Natural Areas to Metro Councilors, leadership and staff following a Council meeting at Mount Hood Community College

#### *Interpretive Programs for Youth*

- With levy funding support, Metro naturalists were able to lead more group programs with more participants this summer than any summer in the previous decade. Specifically, naturalists were able to work with more groups of disadvantaged/at-risk youth with more repeat visits than in previous years. These groups include Youth Guidance Association-Charis Ridge, Mount Hood Community College-Project YESS, and Morrison Child and Family Services' CounterPoint alternative high school.

#### **Nature in Neighborhoods Community Grants**

This quarter the levy-funded Nature in Neighborhoods completed its first full cycle with Metro Council's approval of \$1.5 million in grants.

#### *Conservation Education Grants*

- On July 10, 2014, the Metro Council awarded 15 new Conservation Education Grants and hosted a successful celebration with strong community partner attendance at Mt. Hood Community College. Many of these grantees started their projects this summer, using these grant funds to hire staff, offer new and expanded programming and other activities throughout the region.
- During this quarter, staff continued to reach out to community partners and strengthen relationships with potential conservation education grant applicants through one-on-one meetings, connections through other funders and professional networks and at a variety of fundraising, social and community events. Staff also gathered feedback from applicants, grant awardees, review committee members and other funders on ways that the grant program can improve for the next cycle.

#### *Restoration and Community Stewardship Grants*

- The Metro Council also approved the first round of Restoration and Community Stewardship Grants this quarter. Restoration grants were featured at a Sept. 18 meeting hosted by the City of Tigard with representatives from all of the successful projects in attendance.
- In this quarter Metro received and processed 26 full applications totaling \$1,510,945 in requests. Staff provided technical assistance to the applicants by organizing and conducting a full grant application workshop and providing individual feedback and facilitated the committee review. The grant review committee recommended 14 proposals for funding (\$800,000) to the Metro Council.

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

The Parks and Natural Areas Planning division focuses on protecting natural areas and ensuring quality visitor experiences at the region's parks, regional trails, nature parks 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. The program is currently undertaking two major efforts; the system plan for parks and natural areas and barriers to access, a project that will look towards improving recreation access for underserved communities. The program also plans, designs and builds a regional system of parks, natural areas and trails. This work encompasses varying scales across the region including park system planning, assessing visitor experience, protecting natural resources, and site-specific design and construction of new nature parks. A team of planners and landscape architects manage a diverse range of projects, completing comprehensive plans, managing regional trail master plans, seeking grants, conducting visitor experience assessments, providing technical assistance to partners, defining best practices and leading coordination efforts among local park providers. For levy projects, the landscape architects 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**

- Metro management is currently reviewing the draft system plan, which includes a summary of the initial phase of information gathering. The findings are from internal staff meetings and initial public outreach as well as an inventory of park systems that conservation targets, grant programs, park facilities, etc. We are currently meeting with city managers for initial feedback regarding the system plan and additional community conversations are set for October and November. The system plan includes initial draft values that have emerged, which are currently being reviewed by the management team and will be presented to the Metro Council at a November work session for a policy discussion. The schedule is on track to affirm our values, get policy direction and embark on work to identify strategies that will implement the values.
- Scouters Mountain Nature Park opened on August 28 with approximately 500 members of the public attending. Facilities at the site include a hiking trail through the forest, an accessible trail with viewing points, information kiosks, ADA parking, and a picnic shelter with plaza that has an excellent view of Mt. Hood. So far the nature park has been very well received by the public and Metro staff alike.
- A large grant was received for the nature play area at Oxbow Regional Park to complement levy dollars already committed to the project. This will enable full build-out of two natural play areas. This winter, the first of a series of workshops will take place to determine the future design and programming for this exciting project.
- The Regional Trail Plan Update is completed and was approved by the Metro Council in July. The Regional Trail Plan includes a map of the current and proposed regional trails and a brochure that provides an overview of the system.
- The 5th Annual Regional Trails Fair was held in Metro's Apotheker Plaza. Over 250 trail enthusiasts attended and the event was viewed as a great success, to further cement Metro's roles as convener of trail planning across the region.
- A nature play symposium was organized and held at the Oregon Zoo to discuss how we better connect children to the outdoors. Over 140 people attended the event, including parents, teachers, educators, designers and of course children. This event initiated an effort to develop a "nature play how-to kit" that will enable parents, schools, hospitals and park providers to plan, build and open natural play areas in their community. The tool kit will be ready to pilot in the summer of 2015.

- The Barriers to Access project now has a working title of Connect to Nature. A committee representing underserved communities has been formed to provide direction and review products for the project. The committee has given input on a scope of work that will enable a team of partners to work on a series of pilot projects that will research barriers to access in our parks and natural areas. The project will be contracted out to a consultant team in the fall that will be guided by the oversight committee. Currently the committee is working on developing criteria to select sites and projects across the region that will inform the project.
- The comprehensive planning process is underway for Newell Creek Canyon and North Tualatin Mountains natural areas with inventories of the sites completed. Public meetings have been held for both projects to gather information and the next round of meetings, scheduled for the fall and winter, will discuss opportunities at the sites that reflect public opinion to date, as well as initial concepts for recreation and future conservation and management strategies.
- A consultant has been hired to provide a schematic design for providing access to Killin Wetlands. To-date we have completed traffic studies, facility inventory, a bird study, inventoried habitat and developed conservation targets for the site. The consultant will use this information and complete additional studies to create schematic design concepts. There will be public outreach with neighbors and the local community to ensure their needs are met, as well as meeting the needs of the regional bird watching community.
- Construction drawings are completed and permitting for the project is underway at North Canemah. Staff has worked with neighbors to ensure their needs are met and parking issues are resolved regarding access to the site. Construction will begin soon with the goal of opening the refurbished trails and overlook to the public in summer 2015.

#### **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 and Metro Internal Sustainability.

#### **Program Highlights**

##### *Waste Reduction*

- The food scraps processing project that is part of the Solid Waste Roadmap developed a set of preliminary alternatives for actions Metro could take to ensure there is adequate capacity to transfer and process food scraps collected from the region's businesses and residents. These alternatives were discussed with the Solid Waste Alternatives Advisory Committee (SWAAC) and staff is currently soliciting input from other stakeholders. The alternatives will be discussed with the Metro Council at a November work session.
- Metro's natural gardening program wrapped up another successful season of outreach in partnership with Oregon State University Master Gardeners, talking to more than 40,000 residents around the region about safe and healthy yard care and pesticide use reduction. RCR Planner Carl Grimm's monthly appearances on KATU's AM Northwest show reached additional audiences (viewership is around 45,000 regionwide) and will continue through the fall and winter.
- RCR staff extensively engaged in work groups advising the Oregon Department of Environmental Quality (DEQ) on how to shape an initial set of actions to implement DEQ's 2050 Materials Management Framework for Action. These actions will be reflected in a legislative proposal that DEQ will introduce during the 2015 state legislative session. Council will have the opportunity to discuss this proposal when establishing Metro's priorities for the 2015 session.

- RCR initiated a project to identify and assess options for maintaining and improving the end-market capacity, stability and environmental outcomes for the region’s urban wood waste. These alternatives will be discussed with SWAAC in December and with the Council in early 2015.
- During this quarter, Metro Recycling Information Center staff answered 17,646 phone calls and there were 25,150 visits to the Find-A-Recycler web site.

*Internal Sustainability*

- Chief Operating Officer Martha Bennett approved Metro’s Integrated Pest Management (IPM) policy and associated implementation guide. The Sustainability Center will continue to host the cross-agency IPM Working Group that will oversee implementation of the policy.
- Sustainability Program staff continued to provide assistance to meet the growing sustainability needs of Metro’s visitor venues, including support to:
  - Complete a sustainable stormwater management and ecoroof feasibility study for Expo Center that will inform future efforts to reduce stormwater runoff.
  - Promote the Expo Center green wall and the lighting retrofit at the Portland’s marquee to local media and industry magazines.
  - Fund toilet retrofits at Portland’s Centers for the Arts. 54 toilets and urinals were retrofitted with low-flow valves or replaced completely at Antoinette Hatfield Hall and the Newmark Theater. The retrofits will save nearly 420,000 gallons of water and at least \$6,000 in water costs annually.
  - Design the Zoo education center consistent with Metro’s sustainability goals and Green Building Policy.
  - Develop, in partnership with Risk Management, a Toxics Assessment Tool for evaluating the toxicity of Metro’s chemical product inventory.

**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**

*Oregon Convention Center*

- The OCC hosted the International Association of Venue Managers’ - Venue Connect. With 1,690 attendees, this meeting was made up of industry professionals from all types and sizes of public venues and facilities. Due in large part to the success of the 2014 convention and their enjoyment of Portland, they have rebooked this event at OCC again in 2020.
- The OCC completed its third season of Plaza Palooza. The free concerts provided an opportunity to engage the local community with activities taking place in the Lloyd District and a chance to showcase local non-profits in the neighborhood.
- The OCC contracted technology group Pycon for both May 2016 and 2017, which is expected to bring in \$500,000 in expected revenue per event. Pycon is the largest annual gathering for the community using and developing the open-source Python programming language.
- The OCC hosted a Smith Bucklin familiarization tour. Smith Bucklin represents hundreds of national association planners. They only tour two locations per year.

- Many internal promotions occurred, including Bill Stratton from Assistant Operations Manager to Operations Manager-Technical Services; Steve Ebner from Information Systems Coordinator to the Technology Services Manager; and Tom Jelineo from Event Manager to Senior Events Manager.
- The OCC has offered Cindy Wallace the Assistant Director of Sales position. Cindy brings her experience of previously working for both Aramark and OCC, and most recently Opus Event Agency. Her projected start date is Monday, October 14.
- The OCC replaced the original, 24 year-old ballast roof with a new reflective, white membrane roof. Insulation and a parapet cap were added for better energy efficiency and water proofing.
- OCC released a Request for Proposals for a Solar Energy Project at the Oregon Convention Center that closed on September 25.
- The OCC participated in an energy efficiency related sustainability video with the Energy Trust of Oregon, viewable at [www.OregonCC.org/Sustainability](http://www.OregonCC.org/Sustainability).
- The OCC completed the employee led energy efficiency campaign, which focused on energy efficiency throughout the facility and involved every department. Ongoing training and energy awareness activities led to a 10% energy reduction for the six month period based on previous energy use baselines.

#### *Portland Expo Center*

- The Portland Expo Center had a very successful Q1 with a strong event calendar and excellent gains across most categories. In total, we were up 6 events and 7 percent in usage of the facility. Our calendar hosted a very diverse range of events including 2 Hispanic dances, 2 automotive industry events, a children's dinosaur event, an Islamic Prayer event and the popular Magic: the Gathering Pro Tour. This contributed to Expo's 50K revenue increase for the quarter over the prior year.
- Expo was up 6 events to Q1. New clients including: Dodge Challenger Media Launch; Subaru Get Revved Up Ride & Drive; Islamic Prayer Event; Magic: The Gathering Pro Tour; Portlandia and the Hacienda Historia Tour 2014; and The Oregon Cannabis Convention & Trade Show.
- Ted Nugent – Expo held a rock concert in Hall D featuring controversial rocker, Ted Nugent. We received over 200 complaint emails, plus numerous calls and social media posts. Staff diligently responded to every complaint. Attendance was 750, with 6 protestors. It was a long week, but staff handled the event impeccably. The promoter said that Expo staff was the most professional staff he has ever worked with.
- Expo recently hired two new employees: Operations Manager, Chuck Dills and fulltime engineer, Steve Johnson. Prior to coming to Expo, both Chuck and Steve were with the Oregon Convention Center. They are a welcomed addition to our already stellar operations crew -- Welcome Chuck and Steve!
- Recruitment is underway to select a new parking & ticketing manager to replace Ken Barton, who announced his retirement for the end of October.
- We are in the final stages of our upgrading our lighting systems in Halls D & E. 278 induction fixtures are in place in time for the busy season. In addition to an improved visual presentation, the new fixtures boast a 10,000 hour lamp life and use 50 percent less energy than our old system. We will also have the ability to create different lighting concepts or "vignettes" within one space. This project was possible through grants from the Energy Trust of Oregon and Metro, plus reserves from the Expo Capital Fund.
- Awning replacement is complete. 6 old red awnings over building doors will be replaced by new blue awnings to match colors with the new branding of the Expo Center. Next steps will be to brand each awning with Expo signage.

- The installation of the 1st Stormwater Green Wall in the US is complete. Expo hosted a successful unveiling with over 50 people in attendance. The installation has achieved local and national media attention.
- Catering numbers doubled from FY 14 for the month of August to almost \$22,000 with total food and beverage numbers for the month of August coming close to \$69,000.
- Expo participated in two community activities in Q1 - the Travel Portland annual golf tournament that raises funds for the Travel Portland Foundation. We also had a great time at the Summer Free for All Concerts in the Park this summer. We look forward to participating again next year.

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

Portland's Centers for the Arts is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly 800,000 visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region. This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Stumptown Stages, Third Rail Repertory Theatre, and White Bird.

### **Program highlights**

- LED light bulbs replaced incandescent bulbs on the Portland sign, Schnitz marquee, and exterior of the Winningstad-total 7,700 bulbs. LED's have a life of 50,000 hours vs. 3,000 hours for the incandescent.
- Portland's received the Venue Excellence Award for performing arts centers from the International Association of Venue Managers.
- Broadway show "The Book of Mormon" resulted in an 85% increase in food and beverage sales over an average Broadway show.
- The Dew Tour took place on Broadway in front of Schnitzer Concert Hall and Hatfield Hall. Both venues were fully booked by the tour for 3 days.
- The Neill Foundation chose the Portland's Foundation as its recipient of the Jim Neill Memorial Golf Tournament which netted \$30,000 for the P5 Foundation.
- A power outage due to a fire in a utility vault at the Keller occurred during the load out of The Book of Mormon. In spite of the resulting delays, the load out was completed in time for the show to safely make it to its next stop on the tour.
- The closing program for Venue Connect, the annual conference for the International Association of Venue Managers, was held on Main Street as well as the lobbies of the Schnitzer and Hatfield. The catering was more than \$85,000 and attendees raved about the quality of the food and the space.
- The Portland Suzhou Sister Cities Association presented P5 with its cultural award in recognition of support P5 gave in showcasing Suzhou calligraphy artists and a US artist who will go to Suzhou and show her work.
- Hired new Booking, Sales and Marketing Director charged with taking his department from being just a scheduling department to being a business development department. P5 will seek partnerships with other promoters, artists, agents and arts organizations to present and co-present shows in order to fill more empty dates throughout the calendar year at P5 venues.

- Music on Main completed its 9th successful year of free outdoor concerts over an 8-week period. More than 3,700 people attended the free concerts and resulted in food and beverage sales of more than \$35,000.

### **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 re-launch the project and gauge if city leadership is supportive of this effort.

### **Items for leadership attention**

It has been generally agreed that when lodging tax drops Portland's should be allowed to be quickly restored to the original base of \$1.2 million, however, that may not be a permanent solution to P5's funding problems. Transient lodging tax dollars allow P5 to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs at P5 venues. Plus, P5's renewal and replacement needs far outstrip current resources. P5 has begun to look at a long term solution. Recently the true costs involved in opening the doors for each theater were developed and each company and user type analyzed to determine the depth of subsidy for each group. A plan on how to best roll out this information to stakeholders is forthcoming.

## **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 captive and wild settings. We accomplish this through rigorous scientific study and application of newest scientific findings and tools to help establish healthy and sustainable populations of wildlife. 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 Research and Living Collection staff conducts fieldwork, research, and apply '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**

- Over 3,700 Taylor's checkerspot butterfly larvae entered diapause successfully restarting our colony at Oregon Zoo's butterfly lab.
- Sent 1,178 Oregon silverspot butterfly pupae to the coast for release (a 79% success rate – which is very high).  
Six California Condors were transferred to USFWS for release into the wild.
- Seventeen Western Pond Turtles were released and a successful media event was coordinated around the release at the end of July.
- We proposed a new Lead and Wildlife outreach coordinator position for funding to OZF, and received funding from both, OZF and USFWS. This new position has just been posted for recruitment.
- We also successfully proposed a three year paid graduate studentship in partnership with PSU to OZF for funding and this partnership will commence later this year.
- Attended AZA Annual conference: Drs. David Shepherdson and Nadja Wielebnowski participated in various committee meetings as members/chair, and gave two presentations.

- Drs. Nadja Wielebnowski and David Shepherdson also each received AZA Outstanding Service Awards at the conference for their long-term involvement and work for AZA.
- We met with USFWS Oregon State office on future collaborations given their new conservation strategies (surrogate species model) and we hosted a follow up “field trip” at the Zoo with USFWS aquatic training and education specialists.
- Dr. David Shepherdson attended Annual Board retreat of The Oregon Chapter of the Wildlife Society (TWS). He is one of the board members currently.
- Published proceedings:  
Terio, K. A., Whitham, J.C., Chosy, J., Sanchez, C., Marker, L., and **N. Wielebnowski**. 2014. Associations between gastritis, temperament and management risk factors in captive cheetahs (*Acinonyx jubatus*). In: Proceedings of the 46th Annual AAZV, American Association of Zoo Veterinarians, meeting in Orlando, FL.

#### **6.4 | Zoo 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**

- Education center design work has begun in earnest with several workshops over the last several months and the creation of a full design concept for the center including classrooms, learning gardens, a conservation action center and a re-envisioned insect zoo. Schematic design will be complete by the end of October.
- As part of the education center design process, several stakeholder engagement activities were held over the last several months including an Opt-in Survey that received over 3600 responses. The survey asked participants to provide information about how they connect with nature and what sustainability actions they take at home now, and what tools and resources the zoo could provide to help them do more.
- The firm Pacific Research and Evaluation (PRE) has been selected to evaluate the Zoo’s Environmental Literacy Framework and develop a plan for using the framework to create measurable outcomes for Metro’s Conservation Education programs. A kick-off meeting with key staff will be held in early October. Thanks to OZF for generous support helping to fund this work.
- Fourteen teachers from Quatama Elementary School participated in a two-day professional development workshop to design a series of STEM-related activities correlated to the Next Generation Science Standards as part of a grant from the Gray Family Foundation.
- Urban Nature Overnights (UNO) had a successful summer with 290 youth and 55 adult chaperones having an outdoor camping experience (for many participants – their first!). UNO partnered with 15 community agencies; including 7 SUN Schools, 6 Boys & Girls Clubs, IRCO (Immigrant & Refugee Community Organization), & Human Solutions.
- ZooQuest was a hit! Zoo Quest is a collaborative project between the zoo and Metro’s Resource Conservation and Recycling Division focusing on reducing the consumption of consumer electronics through raising awareness about the impacts of electronics manufacturing on wildlife. Initial evaluation shows that guests had fun and got the message about resisting the purchase of new electronics. 120 ZooAmbassador volunteers distributed over 40,000 passports!

- We had 260 ZooTeens volunteer at the zoo this summer donating over 34,900 hours. Along with helping over 54,000 guests have an up-close goat experience, our ZooTeens also helped with the Zoo's Use Your Reach Palm Oil Campaign. They ran a cart in front of Orangutans in August, facilitating visitors sending 1,099 messages to companies thanking them for supporting the production of sustainable palm oil, 38% of the total messages sent.
- Another successful summer camp season has come to a close. Overall, we saw 2,961 campers this season. This year also marked the start of a successful new partnership camp with the Portland Children's Museum.
- Parks naturalists led more group programs with more participants than any summer in the last ten years! Several groups of disadvantaged/at-risk youth participated including Morrison Child and Family Services CounterPoint program, Mount Hood Community College – Project YESS and the Youth Guidance Association-Charis Ridge.
- Metro's Youth Ecology Corps (YEC) completed 1,507 hours of restoration work and conservation education this summer. Project highlights include completing bridge footings and railings at Oxbow Regional Park, repotting plants at the Native Plant Center, and mapping Oregon White Oaks at Mount Tabor as part of the Oak Quest collaboration (more information on this project can be found in the current Our Big Backyard).

### **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 due diligence and planning
- Construction project management
- Program governance

#### **Program highlights**

##### *Off-site elephant habitat due diligence and planning*

- Due diligence on the Roslyn Lake property in rural Clackamas County continues, with a focus on land use, permitting, and stormwater management. Metro has the option to purchase the property through December 31, 2014.

##### *Construction project management*

- Elephant Lands: Construction started in October 2013, with an estimated completion date of October 2015. Construction is more than 55 percent complete, with more than half of the \$57 million budget expended. The project is on schedule and within budget. The geothermal slinky system has been installed underground in the North Habitat, train trestle construction is complete, and two totem poles have been beautifully restored. Major construction activities underway include the large walls for Forest Hall and the Elephant Welfare Center, the 160,000 gallon pool, caging, Elephant Plaza, totem pole relocation, and the train tracks. Upcoming openings/events include the totem pole rededication (Oct. 2014), train opening (Nov. 2014), and Elephant Plaza and North Habitat completion (spring 2015). These openings will allow the zoo to initiate retail opportunities and provide guest amenities. Energy Trust of Oregon has approved the application for the photovoltaic solar panels and will provide a cash incentive in the amount of \$39,312. Staff continues to provide construction site tours to an est. 100 key stakeholders monthly.

- Education Center: Design consultants and CMGC have been meeting with zoo staff and other stakeholders in collaborative workshop sessions to develop a schematic design package. During the process multiple design options have been winnowed into one preferred plan for the project. All parties are now evaluating program priorities to right-size the project scope to the available budget. The 100 percent Schematic Design submittal, and project cost estimate, is due at the end of October. An on-line survey received over 3600 responses from the public regarding how they engage with nature; data will inform educational programming and interpretive events.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The Regional Arts Advisory Committee is coordinating procurement of the second art commission for the zoo bond projects to coincide with the design of the Education Center. The \$200,000 commission will be awarded in fall 2014, commencing review of the 232 proposals. The Oregon Zoo Foundation received a grant from the Oregon Cultural Trust to assist in the restoration of the Willard Martin Mosaic, which had been standing at the original zoo entrance since 1959 and will be restored and reinstalled as part of the Education Center project.
- Guest Experience: Construction equipment species identification signs have been a big hit with zoo visitors and staff. The zoo has hosted two Education Center design progress display events to provide zoo visitors with the latest information on design developments.

#### **Program Governance**

- Due to term limitations, the Zoo Bond Citizens' Oversight Committee will transition leadership this fall with the council appointment of a new chair.

#### **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**

- Attendance continued its downward trend in the first quarter of fiscal year 2014 with an overall 11 percent decrease compared to the prior fiscal year. The decrease is most significant for members at 19 percent with non-members down 10 percent. Management believes the attendance decline is primarily the result of two issues: the transition of the main parking lots to paid parking and significant construction activity impacts on the guest visit.
- To drive attendance, the zoo offered a buy "one admission/receive a free admission" promotion midweek during August and September. The promotion generated about 9,100 mid-afternoon visits, a time period the zoo typically experiences lower attendance. In addition, additional construction interpretive and information signage has been placed in prominent construction areas to create understanding and excitement about the construction and the projects.
- Revenue associated with general attendance is down in the first quarter by just under \$1 million through September. Despite the overall gross revenue reduction driven by reduced attendance, the zoo has achieved increased per cap revenues of 13 cents, 6 cents and 54 cents in food, retail and admissions, respectively.

- Working with the Finance Department, Guest Services is focusing on more efficient management of food and gate operations. Labor and revenue reports are generated weekly and used to schedule variable labor appropriately. Food has developed new measurements to track profitability on a daily basis. The zoo is minimizing or deferring discretionary purchases in response to the lower revenues. These actions are helping to manage and better align expenditures with available resources.

### *Concerts*

- The zoo managed a successful 15 show concert season, ending on a high note with two sold-out Pink Martini shows. Other notable artists included Tori Amos, Pat Benatar, Rick Springfield and country legend Merle Haggard.
- Capacity for the concert area was 600 tickets less than the previous year's capacity of 3,600 due to Elephant Lands construction along the concert lawn perimeter. The zoo mitigated the reduced capacity and gross ticket revenue impacts through the addition of gold-reserved seating to about half the shows and the placement of seven bleachers around the back edge of the lawn. EXPO provided the bleachers to the zoo and the zoo is thankful for the cross-department collaboration.
- The new concert stage and canopy system proved beneficial to both the guest and artist experience. Sightlines are better from all venue locations and the sound and lighting upgrades afforded by the 80,000 pound capacity canopy created a top-notch experience. The increased size and clear-space of the stage and the production opportunities of the canopy for artist elements, such as AV monitors and show set pieces, enable the zoo to offer a new tier of artists desired by concert-goers.

### *Food*

- The zoo purchased a replacement Elephant Ears food cart last spring. The new cart received its final decorative signage wrap in August and per cap sales increased 8 percent. This shows how important location and visibility are to generating sales.
- Streamlined menus, improved quality and a focus on customer service during the summer concerts resulted in a per cap increase of 16 percent over the previous year for all food and beverage locations. The introduction of 16 oz. canned beer was a hit with attendees. Menu changes in the AfriCafe supported by packaged incentives achieved a 51 percent increase in per cap concert sales over the prior year.
- Remodel of the Cascade Grill finished in May with an excellent outcome. The final element — replacement of the wooden chairs — occurred in September. Recall that the restaurant had not been significantly improved since opening in the late '90s. Improvements included removal of the seating booths (to open the layout and provide the opportunity to use the space as a catering location), new paint, carpeting, window treatments and refinishing of the beautiful Douglas-fir trim work. Vertical grain fir from the removed seating booths was sustainably repurposed into stunning new table tops throughout the restaurant. The changes provide the flexibility to offer the space to catering clients. The space is so improved for catering that one client booked it mid-remodel based on descriptions of the space at completion.

### *Zoo Railway*

- The zoo's two iconic train engines, the Centennial Steamer and the ZooLiner, have been relocated to a repair shop in Ridgefield, Wash., for refurbishment. The timing of this work coincides with the new trestle and track installation that are part of Elephant Lands

construction. The mechanical and body work is nearly complete and the engines are scheduled to return to the zoo mid-October. Included with this report are recent photos of the engines -- note the beautiful new paint and polished chrome and brass pieces – WOW! The zoo will commission both the engines and the new track with public rides available after safety checks are complete. The trains are a welcome return to ZooLights 2014.

#### *Admissions*

- Working with the zoo finance and admissions team and the Oregon Zoo Foundation, the Metro IS department implemented a new test environment between the zoo's admission point of sale system and the Foundation's membership software system. Integrating and streamlining the membership processes by connecting these two systems will benefit both parties and create a better member transaction and admissions experience.

#### **Program issues**

The continued lower attendance is a concern for the zoo. Management continues to develop and offer promotions to drive attendance. Types of opportunities that have traditionally driven attendance and revenues for the zoo include the reopening of the zoo train rides, ZooLights, completion of new Elephant Lands areas, and the debut of the three lion cubs. Management is hopeful that the public's understanding and acceptance of parking meters will increase.

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

Continued attention to attendance, per cap revenue and operational efficiencies is essential for the remainder of the fiscal year. As stated elsewhere in this report, zoo net enterprise revenue outcomes are important to underwrite the balance of the fiscal year and associated zoo operations and strategic mandates.

#### **7.1 | Regional Infrastructure Supporting our Economy (RISE)**

This program implements major projects, delivers new resources, and advances policy objectives that address critical infrastructure needs and support regional economic development.

#### **Program highlights**

##### *Brownfields*

- Signed a contract with ECONorthwest to provide a statewide ROI analysis for brownfield tools the coalition is pursuing for the 2015 legislative agenda.
- The Metro team is developing several outreach materials to use for communications and engagement strategy for legislative support from stakeholders.

##### *Willamette Falls Legacy project*

- Navigated the WFLP Memorandum of Understanding for the project Riverwalk through all four commissions and councils, solidifying their commitment to delivering public access to the falls.
- Continued work with an internal team to develop an RFP for schematic design and multidisciplinary site analysis. At the October WF Partners' meeting, participants were pleased with direction and pace of process.
- Submitted a \$100,000 Clackamas County Tourism Development grant application for schematic design.

- Developed and paid for communication materials (vision strategy docs, trifold, pins, etc.) to supplement fundraising efforts for Riverwalk.
- Oregon City Commission unanimously passed the framework master plan; RISE provided technical assistance throughout the master plan process.

#### *SW Corridor project support*

- Funded CFM contract to analyze political feasibility of SW Corridor project in Washington County.

#### *Infrastructure*

- RISE sponsored/supported a report on sustainable infrastructure written by Rhys Roth, Director of the Center for Sustainable Infrastructure at the Evergreen State College in Olympia, Washington. The report will be released in the middle of November and we are currently looking for a platform in the near future to present the results.
- Along with the sponsorships of Metro Councilor Bob Stacey and 1000 Friends, the RISE team provided logistical support for an Urban Land Institute Thriving Cities Alliance event titled “Advanced Metrics and Urban Land Value”. Joseph Minicozzi, an analytics expert from Asheville, North Carolina, spoke about how tax systems across the country are incentivizing sprawl and how that relates to the Portland metro region. Gerard Mildner of PSU also spoke about the vertical housing tax credit and its relationship to Orenco Station in Hillsboro.

### **7.2 | Convention Center Hotel**

The Convention Center Hotel project is an effort to locate a 600 room, upper-upscale hotel adjacent to the Oregon Convention Center, for the purpose of attracting more lucrative conventions to the Portland region. The project is led by the OCC Room Block project team, comprised of staff from RISE, OMA, FRS, visitor venues and the Council office.

#### **Program highlights**

- The project team held its first Design Advice Review session with the City of Portland’s Design Review Commission, which is responsible for reviewing the design characteristics of major projects within the city.
- The project also initiated the process to obtain the necessary construction and other permits from the City of Portland.
- With regards to the legal challenges, Metro filed a Motion for Summary Judgment in validation proceeding, which it argued before the Multnomah County Circuit Court. Staff expects a decision on the proceeding early in Q2.
- Staff, along with the project’s financial consultants, briefed the Metro Council on the decision to pursue negotiated sale for revenue bonds, given the complexity of the Visitor Facilities Trust Account financing mechanism.
- Hyatt Agreement with Mortenson pending

#### **Program issues**

Staff remains concerned that legal appeals will threaten ability to receive a clean bond opinion from bond counsel and therefore potentially prevent sale, potentially impacting project schedule.

### **7.3 | Solid Waste Roadmap**

The Solid Waste Roadmap is Metro’s planning and preparatory work to better manage our region’s long-term waste.

#### **Project highlights**

- Long-term Management: Staff presented to Council over a dozen options for the long-term management of garbage, and the Metro Council helped narrow that list to about five for further investigation.
- Transfer System Configuration: Conducted wide ranging interviews with stakeholders who stand to be most directly affected by changes to the region’s transfer system.
- Food Scraps Capacity: Developed policy options for expanding regional food scraps recycling and sought input from stakeholders on concerns relative to actions Metro could take.
- Let’s Talk Trash: Commissioned the “Waste Not” art show, telling the stories of a dozen Recology employees who work at Metro Central station. This took place in conjunction with the annual GLEAN art show at Disjecta Art Gallery throughout the month of August. An estimated 350 people attended the opening night of both shows on August 8.
- Let’s Talk Trash: Received original short films from over a dozen local filmmakers as part of the Let’s Talk Trash Film Contest, the winner of which will be chosen by an audience of the public in the second fiscal quarter.
- Let’s Talk Trash: Invited Pulitzer Prize-winning author, Ed Humes, to Oregon for two public appearances, at PSU and at City Club of Portland, to discuss his book “Garbology.”

### **8.1 | Communications**

- Supported region-wide presentation of draft Climate Smart Strategy analysis, designed and launched online survey attracting 2,350 visitors and generating almost 12,000 comments, developed six video clips to promote survey and advertised link through Facebook ad campaign.
- Conducted Phase I stakeholder engagement to implement new and improved online engagement options and tools.
- Introduced Metro services to new community members through “Ask Metro,” the targeted and collaborative campaign supporting the Recycling Information Center, MetroPaint and Regional Travel Options programs.
- Conducted extensive public and stakeholder engagement for Parks and Natural Areas System Plan.
- Coordinated successful grand opening concert for more than 500 attendees at Souter Mountain Nature Park.
- Completed inaugural year of “Our Big Backyard” parks and nature magazine, including successful targeted distribution to audiences based on key stories.
- Let’s Talk Trash: Brought Pulitzer Prize-winning author, Ed Humes, to Oregon to discuss his book *Garbology: Our Dirty Love Affair with Trash*. Humes made local public appearances at PSU and at City Club of Portland.
- Let’s Talk Trash: Hosted the “Waste Not” art show, illustrating the stories of a dozen Recology employees at Metro Central station, presented together with the annual GLEAN art show at Disjecta. An estimated 350 people attended the August 8 opening night reception.
- Worked with website stakeholders to respond to feedback and improve and refine web content: more than 100 pages added or significantly enhanced, 68 people trained, 1,500 web desk requests met, and 230 contractor tickets closed out.

- Implemented the first phase of web governance, establishing the core web team to coordinate day-to-day customer service, engage program stakeholders in scoping and executing content and structural improvement projects, and forecast, prioritize and support new projects.
- Supported dozens of other priority programs and projects.

### **8.2 | Finance and Regulatory Services**

- Kicked off Peoplesoft 9.2 upgrade, which is expected to be completed by May 2015.
- Reaffirmed Metro's AAA Credit rating.

### **8.3 | Human Resources**

- Completed negotiations to ratify successor collective bargaining agreements with AFSCME 3580 and LIUNA and bringing Med Techs under ILWU contract and subsequent work to implement terms.
- Modified the Sightline Survey to add more questions directly related to employee engagement in anticipation of it being released during the 2<sup>nd</sup> quarter.
- Laid the foundation for changing the PPO health insurance offering effective January 1, 2015.

### **8.4 | Information Services**

- Completed scoping phase for consolidated voice over IP (VoIP) communication system. Implementation would replace aging single phone systems and would provide a modern and integrated system capable of integrated video conferencing and direct 4-digit dialing throughout the enterprise. Scoping includes high-level assessment of wiring and network infrastructure at major sites and will aid Information Services in budget and timeline projections for project.
- Intranet re-write project launched, the completion of which will sunset our last cold fusion site, a platform which is out of date and unsupported. The new platform will be hosted in SharePoint and will include external access and more collaborative elements. The new site is expected to be released summer 2015.

### **8.5 | Research Center**

- Led regional consortium for imagery and elevation data and coordinated summer 2014 region-wide collection of LiDAR and orthophoto imagery
- Completed and published RLIS Live quarterly data updates ahead of schedule
- Updated and enhanced multimodal transportation datasets (streets, trails, bike network) and supported the Natural Areas System Plan and Regional Trails Plan.
- Received grant award and kicked off SHRP2 Project L04 – Incorporating Reliability performance Measures in Operations and Planning Modeling Tools
- Initiated research under SHRP2 C-20 Implementation Assistance Program grant for development of a behavior based freight model that incorporates logistic decisions through the entire supply chain in response to various economic stimuli.
- Initiated and hosted first meeting of regional Transportation Model Development Advisory Committee.
- Provided supplemental information on demand and revisions to the draft urban growth report analysis and research findings

- Provided coordination, data, tools, analysis, modeling and other support for major agency and partner initiatives including:
  - Title VI and Environmental Justice compliance and reporting
  - Equity Strategy Program
  - State of the Corridors
  - TOD Strategic Plan Update
  - Foreign Direct Investment for Greater Portland Inc.
  - First Opportunity Target Area (FOTA)
  - Coalition for a Livable Future (CLF) Equity Atlas and the Greater Portland Pulse
  - Grants and investments data mapping

### **Issues**

Current staffing includes interim management assignments and two vacancies which are expected to be filled with current and upcoming recruitments.

### **Items for leadership attention**

Department-wide advisory committee is in development, and will provide input to work plan priorities. Additionally, the new financial model is designed with a phased implementation plan with further adjustments expected FY 15-16.

