

October to December

MAKING A GREAT PLACE



MANAGEMENT REPORT

SECOND QUARTER FY 2015-16

FY 2015-16 Second quarter management report
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Metro Management Report executive summary | Q2 FY 2015-16

This quarter, Metro advanced diversity, equity and inclusion efforts, prepared for large transportation project milestones made progress on zoo, parks and natural areas projects and improvements, and saw record revenues at several facilities.

Diversity, Equity and Inclusion staff prompted honest conversations about race through all-staff, all-manager and Senior Leadership Team engagements; conducted the agency's third diversity survey; designed unconscious bias training for all staff; and distributed a cultural and religious observances calendar. Awareness events honored veterans and indigenous peoples. Equity staff completed a first version of a Strategic Plan to Advance Equity, Diversity and Inclusion. .

Metro received the Sustainability Practices Award from the Oregon chapter of the American Public Works Association. MetroPaint broke paint processing and sales records and staff developed new transfer station screening procedures to intercept waste suspected for containing asbestos. The Recycling Information Center helped 14,939 customers and the Find-A-Recycler website received 17,441 visits. Solid waste compliance and cleanup staff cleaned up 469 illegal dump sites and 55 illegal camp sites.

The Metro Council unanimously decided against expanding the urban growth boundary and adopted a work program for the next update to the Regional Transportation Plan. Planning and Development staff continued public outreach for the Powell-Division and Southwest Corridor projects; a preferred package of investments for Southwest Corridor will be ready in May. The Development Center issued an FRP for redevelopment of the Furniture Store site in SE Portland and broke ground on two projects in Beaverton and one in Portland.

The Metro Council adopted the Killin Wetlands access master plan; staff brought master plans for North Tualatin Mountains and Newell Creek Canyon to the public. Parks & Nature staff launched the 2016 Conservation Education grants cycle with \$200,000 available, offered Nature in Neighborhood Regional Trails grants for the first time with \$500,000 available and finalized several Nature in Neighborhoods Capital Grants agreements. Staff conducted restoration and maintenance work on approximately 2,500 acres and Native Plant Center volunteers contributed 225 hours.

Cemetery staff reached a settlement agreement with the Oregon Mortuary and Cemetery Board and resolved 25 burial rights in conflict. Blue Lake Park levy projects neared completion. Parks facilities saw a visitor increase in Blue Lake and Chinook Landing with a slight decrease at Oxbow.

The Oregon Convention Center had record revenues this calendar year and contracted for ongoing LEED recertification efforts and a Facility Master Plan. The Expo Center completed Hall D revitalization. Both facilities are exploring how to collaborate to increase shared business. Portland's was recognized by *Venues Today* for top venues and had its best-selling show to-date with Portland's Presents.

The Oregon Zoo completed the Elephant Lands project and hosted a grand opening; the Remote Elephant Center task force recommended that an off-site facility was not feasible. Education staff began preparing for extensive programming at the Education Center, greeted 1,000 visitors to the Salmon Homecoming and trained 38 ZooGuides. Conservation staff signed a 3-year MOU for Forest Elephant Conservation in Borneo and hosted a "hunting with Non-lead Ammunition" Workshop that drew attendees from four states. Guest attendance and revenues were down but spending was up; guest services staff began planning for summer concerts.

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

Metro Management Report At-a-Glance

Q2 FY 2015-16

Office of the COO

Diversity, Equity and Inclusion highlights

- DEI staff is focused on three primary goals going into 2016: create an inclusive, welcoming internal culture for all Metro employees; recruit and retain diverse staff at all levels; deliver an effective strategic plan to advance diversity, equity and inclusion that is implemented at all staff levels across Metro.
- The FOTA task force presented recommendations on the FOTA boundaries and income requirements.
- Planned and facilitated Senior Leadership Team retreat in November on addressing issues of race and creating an inclusive culture at Metro.
- Facilitated having 50 Metro employees and 2 Metro Councilors participate in the NW Public Employees Diversity Conference at OCC in October, with a theme of equity.
- Conducted the employee Cultural Compass Survey with staff participation rising substantially from 465 in 2013 to 767 in 2015; results were presented to SLT in January, 2016.
- Contracted with damali ayo to lead a day of discussions and a presentation to an all-staff meeting on Oct. 29 on Unconscious Bias; damali's conversations with staff of color revealed a sense that Metro is not a safe and inclusive environment for staff of color.
- Honored veterans in November, with a Native American color guard and drumming circle event, an honor wall and participation in the Veterans Day parade in Hollywood.
- Worked with Diversity Action Plan internal awareness team to develop proposed training for staff on Unconscious Bias, to kick off in February; contracted with Cultures Connecting to conduct a racial equity training for staff trainers.
- Metro Council declared Oct. 12 Indigenous Peoples' Day.
- Distributed an Outlook calendar to staff which documents significant cultural and religious observance event throughout the year.
- Equity strategy program staff completed the first full version of the Strategic Plan to Advance Diversity, Equity and Inclusion; efforts informing the plan included a second round of community engagement with six culturally specific communities, completion of a Racial Equity Assessment of Metro, and internal Metro staff engagement.
- Recruited and selected seven new ESAC members.
- Presented recommendations to COO for Metro to take action on ensuring that Metro programs and facilities are accessible to people with disabilities.

Garbage and recycling

Resource Conservation and Recycling highlights

- Scott Klag, Senior Solid Waste Planner in Metro's Property and Environmental Services Department, was honored with the Product Stewardship Institute's (PSI) "2015 Loyal Steward Award" at the organization's national forum.
- The Recycling Information Center (RIC) provided direct customer service to 14,939 callers this quarter and the Metro Find a Recycler web tool had 17,441 users.
- The RCR's school programs reached 8,223 K-12 students through classroom presentations and educational theater assemblies; an additional 6,180 sixth grade students received 6.5+ hours of waste reduction and resource conservation education at Outdoor School.
- The Oregon Department of Transportation awarded Metro a \$540,000 grant for a project to develop and implement a business plan for construction and operation of a compressed natural

gas refueling station at the Metro Central transfer station; staff expects to seek Council approval for procurement of construction and operation services in spring or summer of this year.

- PES RCR seasonal educators engaged more than 3,000 visitors in hands-on family programs at the Blue Lake Natural Discovery Garden.
- Metro and Earth Advantage entered into a partnership to deploy a full-time used building material broker to work with property owners, developers and contractors to promote deconstruction, salvage and reuse of building materials in the demolition phase of development.
- Metro received the Sustainability Practices Award from the Oregon chapter of the American Public Works Association.
- Staff presented the FY 2014-15 Sustainability Report to the Metro Council in December, showing a decrease in greenhouse gas emissions, a strong foundation for reducing toxics, an increase in waste generation, decrease in water use and a slight decrease in impervious areas
- The Metro Central Enhancement Committee approved funding for 11 projects, awarding a total of \$377,406.
- The Sherwood Enhancement Committee met for the first time and selected five projects totaling \$68,852 for FY15-16.
- Metro drafted a concept bill at the state legislature under which manufacturers selling pesticides, solvents, and flammable liquids would be responsible for providing stewardship programs for the collection and proper management of waste from those products; Metro is hosting stakeholder meetings regarding the bill.

Solid waste compliance and cleanup highlights

- Metro's RID Patrol partnered with Union Pacific Railroad and the Multnomah County Sheriff's Office to remove waste in Sullivan's Gulch removing over nine tons of illegally dumped waste; RID Patrol also removed six tons of waste through cleanups at Smith & Bybee Lake and St. Johns Landfill.
- Completed 314 solid waste site inspections/financial reviews for the calendar year (72 for the last quarter), issued 56 regulatory authorizations or modifications during the calendar year (22 for the quarter), and took 62 illegal dumping citations or enforcement actions during the calendar year (18 for the last quarter)
- Cleaned up 2,075 illegal dump sites during the calendar year (469 for the quarter), 327 of which were large or medium in size for the calendar year (88 for the quarter), cleaned up 42 homeless camps the calendar year (16 for the quarter) and cleaned up 23 illegal camps on Metro-owned property (11 for the quarter); over 260 tons of garbage was collected at illegal sites for disposal during the calendar year
- The Solid Waste Alternative Advisory Committee (SWAAC) commissioned a subcommittee to review the regulation of certain material recovery facilities. This is the first subcommittee effort launched by SWAAC.
- Staff plan to take some Code updates and proposed Code changes to Metro Title V (Solid Waste) to SWAAC and possibly to a Metro Council work session in early 2016.
- Clackamas Compost, a major processor of yard debris for the region, closed its doors on December 31.
- The Colombia Biogas franchise expired without renewal or the facility ever being constructed.

Solid waste operations highlights

- Conducted first survey of commercial drivers at Metro Central and Metro South stations; the average score for both facilities was 4 "Good".
- Developed new transfer station screening procedures to more effectively intercept loads of construction and demolition waste that could be suspect for containing asbestos; procedures for

drop-box loads were implemented Jan. 1, 2016; other loads/customer types will soon need to comply.

- The market for wood waste collapsed with the closure of the SP Fiber Technologies mill in Newberg; this has significant implications for recovery operations at the stations as contractors can no longer meet recovery goals.
- MetroPaint continued to break records with all-time highs including volume of paint processed (397,530 gallons), volume of MetroPaint sold (233,094 gallons), and quantity of paint processed in a single day (47 “cages”, which hold 135 cans each, so about 6,345 cans).
- Household hazardous waste “roundup” events conducted in calendar year 2015 served 9,458 customers at 34 events.
- Reviewed preliminary and advanced design drawings and specifications for a Stormwater Treatment facility at Metro Central; submitted stormwater treatment plans to the City of Portland Building Services Department for building permits.
- Engineering evaluation and design has begun for the St. Johns Landfill Controls and Flare Replacement projects.

Planning and Development

Development center highlights

- Issued a Request for Qualifications for redevelopment of the Furniture Store site at 82nd and Division with regulated affordable apartments and an active ground floor use; submissions reviewed in January by an advisory committee, which will provide a developer recommendation that will go to the TOD Steering Committee and the Chief Operating Officer for endorsement and review by Metro Council via the 7-Day Notice process.
- The Signal (aka Main Square Living), an 87 unit apartment project in downtown Beaverton, broke ground on October 21.
- La Scala (aka Lombard Plaza), a 44 unit apartment project also in downtown Beaverton, broke ground in October.
- 5135 N Interstate Avenue a 51 unit apartment project near the Killingsworth Station of the Max Yellow Line broke ground in December.
- Construction continues on Concordia Apartments, Clay Creative and Block 75 projects.
- The Equitable Housing Initiative completed its Work Group process discussing best practices and prioritizing opportunities for Metro and its partners to support equitable housing; findings from this process have been synthesized in a draft framework and report that is being shared with Metro Council, MPAC, MTAC, and participants at the Equitable Housing Leadership Summit, scheduled for Feb. 1, 2016.
- Confirmed Seattle Mayor Ed Murray as a speaker for the Equitable Housing Leadership Summit.
- The Enterprising Places Steering Committee recommended award of four grants totaling \$75,000 for projects in NE Portland.

Investment areas highlights

- Public engagement on the Powell-Division Transit and Development Project included outreach to and discussions with key 82nd Avenue stakeholders, including business owners, neighborhood groups, bus riders and advocacy committees; the Federal Transit Administration (FTA) provided a letter approving the Powell-Division Transit project moving into the Project Development phase of the federal Small Starts funding process on October 2, 2015.
- Southwest Corridor Plan project staff continues implementing the steering committee’s 18-month work plan, which will culminate in a Preferred Package of investments for the corridor in May 2016.

- In response to direction from the Southwest Corridor Steering Committee, project staff analyzed light rail access to PCC Sylvania in greater detail; the steering committee is scheduled to consider options for accessing the Sylvania campus via light rail in February 2016.
- Public engagement for Southwest Corridor Plan focused on community relations and public input related to PCC Sylvania connection options and conducting a brief online survey on high capacity transit modes.
- RISE and Investment Areas staff continue to convene and support the Oregon Brownfield Coalition, which is currently working with various State Legislators on brownfield legislation that will be introduced during the 2016 Session.
- Advanced work on the Economic Value Atlas, with a draft work plan for Council in late January or early February.

Regional planning and partnerships highlights

- The Metro Council unanimously decided against expanding the Portland region's urban growth boundary; instead, the Council will work with local partners to create more housing and job choices inside the existing boundary.
- The Metro Council adopted a work program for the next update to the Regional Transportation Plan, which will include updates to the regional transit, freight, safety and transportation system management plans, an update to the region's Livable Streets program and related policies in the RTP, an update to the regional parking policy and a new regional transit system plan that would augment the RTP.
- Staff completed the second Regional Snapshot, focused on jobs, which was released in January.

Resource development highlights

- The MTIP Program completed the annual obligation report, documenting all federally funded transportation projects in the region.
- Staff prepared regional flexible funds allocation policy options for public comment beginning in mid-January; the Regional Travel Options program executed most of its agreements with local grantees.
- Began negotiating intergovernmental agreements with 12 local governments that received Community Planning and Development Grants.

Parks and nature

Cemetery operations highlights

- Reached settlement agreement with the Oregon Mortuary and Cemetery Board; requirements were fulfilled and the second half of the penalty was waived.
- Updated soil protocol to include specific actions to be taken for Multnomah Park, Block I where excess extraneous materials have been found in the soil.
- The 10th Annual Tour of Untimely Departures at Lone Fir Cemetery was cancelled due to inclement weather; the 600 tickets offered online as advance sales had been sold out for weeks prior to the event, which shows the community is still very interested and engaged in this event.
- Resolved 25 burial rights previously held in conflict by multiple owners through transfers of ownership to other rights or by repurchasing the right from one of the owners.

Community investments and partnerships highlights

- A Metro Auditor report confirmed use of best practices in grant administration and ensuring grantees met established deliverables; staff will review individual program performance measures and develop a common evaluation framework for grants as a whole.

- Staff launched the 2016 Conservation Education grants cycle; \$200,000 is available for grants up to \$30,000 per project.
- Staff organized and supported the award by the Metro Council of 15 new Restoration and Community Stewardship grants, totaling \$599,947; 10 of these new grant agreements (contracts) have been executed to date.
- Nature in Neighborhood Regional Trails grants were offered for the first time ever in 2015 and Metro received 18 pre-applications, totaling \$1.2 million in funding requests for \$500,000 in funding available; 13 proposals were invited to submit full applications.
- Several Nature in Neighborhoods Capital Grants agreements (contracts) were finalized and signed, including those for Dirksen Nature Park; Hogan Butte Nature Park; Boones Ferry Fish, Wildlife and Trails Passage; and Oak Island Marsh Restoration.
- Staff launched a call for new partners through the Partners in Nature program and received 22 letters of interest; staff is working with internal and external advisors to review the letters and make recommendations for partner selection by February 2016.

Conservation highlights

- 45 natural areas had restoration and/or maintenance activities implemented on approximately 2,500 acres this quarter. Stabilization of new acquisitions involved 72 properties.
- Native Plant Center volunteers contributed 225 hours, assisting with plant bed maintenance, seed harvesting and cleaning and field work for the seed conservation program.
- 429 restoration volunteers, including several community and student groups, contributed to natural area restoration and maintenance.
- Nine site conservation plans were completed for Barton Natural Area, Burlington Creek Forest, Ennis Creek Forest, Howell Territorial Park, McCarthy Creek Natural Area and Richardson Creek Natural Area.
- The Acquisition team had three real estate closings: acquisition of a 1.15-acre trail easement in the Westside Trail target area and a 6-acre property in the Dairy and McKay Creeks Confluence target area, and sale of that will create better access to the adjacent 95-acre Metro site. The property will also allow a 10-acre surplus property north of Cornelius.

Visitor services highlights

- Parks and natural areas levy work projects neared completion: Blue Lake Regional Park's wetland trail improvement project is about 95% complete and four new restrooms were installed; new boarding docks for Chinook Landing Marine Park will be installed in January.
- Park visitation at Blue Lake Regional Park for Q2 totaled 28,145, up 47 percent (from 19,128) in 2014. Chinook Landing Marine Park received 28,267 patrons, up 22% (from 23,157) in 2014. Oxbow Regional Park had 24,183 visitors between October and December, slightly down 5% (from 25,493) in 2014. Visitation counters at Graham Oaks, Mount Talbert and Scouters Mountain nature parks, Smith & Bybee Wetlands, Sauvie Island Boat Ramp and Howell Territorial Park showed a combined total of 34,992 users.
- In Q2, 570 volunteers, including eight volunteer groups, contributed 1,690 hours in 17 parks, natural areas and historic cemeteries. Volunteers were on a Metro site 67 out of 92 days.
- The Metro Council adopted the Killin Wetlands access master plan; preferred access master plans for North Tualatin Mountains and Newell Creek Canyon were presented at open houses in November and December.
- Three alternatives for the Blue Lake master plan were posted for public comment to an online open house in November.
- Construction continued at Canemah Bluff Natural Area and is scheduled to be completed in early spring 2016.

Visitor Venues

Convention, trade and consumer show highlights

- OCC hosted a media event to introduce and celebrate the two-megawatt solar array installed on OCC's roof; the array will generate approximately 25% of OCC's annual electrical power need.
- OCC's calendar year 2015 had eight of 12 record revenue months and a record number of conventions – 50.
- OCC contracted with Green Building Services through an RFP process to assist with ongoing LEED recertification efforts and mechanical system commissioning and performance tracking.
- LMN Architects has been working with OCC staff on a Facility Master Plan for future interior finishes projects at OCC.
- Q2 at the Portland Expo Center saw new events and increased revenues, including increased rental revenues of over \$80,000 and substantial concession increases of \$30,000.
- The American Rabbit Breeders Association national convention at the Expo Center was its largest west coast convention ever, resulting in 7,449 room nights for local hotels and significant regional economic impact; the Fall RV Show saw a 24 percent increase in attendance and an overall 7 percent increase in total revenues.
- The Expo Center put the finishing touches on the Hall D revitalization with custom colors from Metro Paint.
- The Expo Center's electronic signage contract has been finalized and came in under budget.
- The Expo and OCC sales teams recently met to collaborate on ways to increase business for both facilities, including shared contracts for events with multiple date requests.

Performing arts, arts and culture highlights

- *Venues Today's* year-end report of top venues listed Keller and Schnitzer Concert Hall as #11 and #13 in venues 2,001 to 5,000 seats and the Newmark #2 for venues 2,000 seats or less.
- Recyclable polypropylene cups were introduced in all concession stands.
- Portland's 5 Presents presented its best selling show to date with Shaping Sound, which netted \$10,318; with additional fees and sales Portland's 5 made \$26,766.
- Portland's 5 participated in an invitation-only national performing arts venue executive forum.
- Portland's 5 began work on developing an educational DEI strategy to provide performing arts experiences to underserved students and communities.

Zoo conservation and research highlights

- Organized and held a "Hunting with Non-lead Ammunition" Workshop in collaboration with The Wildlife Society, Oregon Chapter at the Oregon, drawing 88 attendees from at least 4 states. .
- Hosted Taylors Checkerspot husbandry and recovery team meetings.
- Conducted behavior observation and recording training for over 20 volunteers to join the Visitor, Animal and Survey Team in October.
- Our new wildlife endocrine EIA (Enzyme Immuno Assay) lab successfully validated several new hormone assays for the following species: lions, Painted dogs, Speke's gazelle, and babirusa.
- Identified a best practice for elephant hormone analyses for the ongoing study on the impact of the new Elephant Lands habitat.
- Signed a 3 year MOU for Forest Elephant Conservation support in Sabah, Malaysian Borneo, with Hutan (NGO), Danau Girang Research Centre (Borneo), Houston Zoo and Woodland Park Zoo.
- Completed 13 outreach events reaching over 550 individuals with our Wildlife and Lead Outreach program that aims to educate hunters about the impact of lead ammunition on wildlife.

Zoo education highlights

- Contracted with Pivot Group to administer a zoo-wide visitor survey on grounds, which found that the perception of the Zoo's commitment to education and conservation is strong and that the majority of visitors saw or heard information on how people can take action to help animals.
- Volunteer interpreters played an important role in the opening of Elephant Lands; the new carts and interpretive materials across elephant lands have been very well received by zoo guests.
- Hired a Conservation Action Program Coordinator to build relationships organizational partners for the Education Center, develop ways for partners and volunteers to use the space and coordinate conservation action programming.
- The conservation education team led 40 school field trips at three sites this fall, including Oxbow Regional Park, Smith & Bybee Wetlands and Scouters Mountain Nature Park.
- Metro's Youth Ecology Corps partnered with the World Salmon Council to train eight YEC members in four Salmon Watch content areas: salmon biology, macro-invertebrate sampling, water quality testing and nature awareness; students then went on to teach two all-day field trips at Eagle Creek to sixty 6th graders from Walt Morey Middle School, located in Troutdale.
- Over 1,000 people attended Metro's annual Salmon Homecoming in October; with a record-setting fall Chinook run and fair weather, visitors were treated to some of the best salmon viewing in years.
- Congratulations to 38 new ZooGuides who completed training in October; more than 20 will also join Animal Talkers, who will provide information to guests at the new Elephant Lands exhibit.
- A group of ZooTeens who designed a program to bring conservation messages to elementary schools presented their project to Dr. Jane Goodall at a recent Roots and Shoots summit.
- Youth and instructors from the Siletz tribe visited the Jonsson Center for Wildlife Conservation to learn about the zoo's efforts to restore California Condor populations to the wild. .

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- The Remote Elephant Center task force recommended to Metro's COO that it is not feasible for the Oregon Zoo to construct and operate an offsite elephant facility.
- The Elephant Lands project is substantially complete, on time, and within budget; the grand opening of took place December 15, 2015.
- Metro Council approved a budget amendment (using unallocated bond program contingency) to keep the Education Center project vision whole while construction costs escalate; construction of the building foundations has started with final bid package for project issued mid-January.
- Elephant Lands art was installed and Education Center art is being fabricated into a full-size mock-up to test the structure, form, and color.
- Elephant Lands' interpretives were installed and Education Center interpretives are in design phase; Campus wayfinding contract awarded to an Oregon MWESB-certified woman-owned business.
- Construction costs in the region are escalating; staff is monitoring the potential impact closely.
- The project scope and/or budget for the polar bear habitat may need amending prior to releasing the RFP for design and construction given cost escalation since original budget estimate.

Zoo visitor experience highlights

- Attendance through December of 796,000, down six percent from last year's 844,000, resulted in year-to-date revenues below budget; overall revenues and per cap spending exceeds last year's performance which shows that guests are spending when they come to the zoo - the challenge has been overall attendance. Revenue growth compared to last year is attributed to per cap increases: food per cap revenues have increased 11 percent; admission per caps have increased 11 percent; and retail per caps have increased 18 percent. Including the train, overall per cap

enterprise revenue has grown from \$13.09 to \$14.73 (\$1.65 or 13 percent). The zoo is managing the revenue shortfall to budget by controlling costs.

- ZooLights: Instituted a peak and non-peak night pricing model for ZooLights to influence guest attendance away from historically peak attendance periods to less busy nights; results for this first year program were impressive with 20 percent of peak guests using mass transit.
- Summer Concert Planning: Concert planning for summer 2016 season started in mid-September, with an increased venue capacity and new layout due to completion of Elephant Lands; Zoo management will be attentive to the concert noise variance appeal period; depending upon neighbor actions, the zoo may need to respond to requests for additional information or an appeal before City Council.
- Turkey Trot: Thanksgiving Day brought more than 3,000 runners through the zoo for the Oregon Road Runner's annual Turkey Trot, generated more than \$22,000 in donations to support the zoo.
- New ticket scanners were purchased for access control to the zoo and train station, which reduced scanning times and increased sustainability due to less printed tickets.

Metro Management Report in Detail

Q2 FY 2015-16

1.1 | Diversity, Equity and Inclusion program

Metro is committed to diversity, equity and inclusion and recognizes that addressing diversity and equity-related issues is central to the future prosperity of our region. The Diversity, Equity and Inclusion (DEI) program was created in September 2014 to better coordinate Metro's efforts to cultivate diversity, advance equity and practice inclusion. Metro's DEI team aligns work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and effectively build relationships with community stakeholders. The DEI team helps develop standards, provide coordination and resources to create an inclusive process and conditions that allow everyone to participate in making this a great place today and for generations to come.

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 committee membership, and procurement.

Equity Strategy Program

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. The strategy will build on understanding community needs and Metro's roles and responsibilities to define how the agency will work to advance equity. The Equity Strategy will be implemented through an Equity Action Plan.

Inclusion

Metro seeks to ensure that all residents of the region are able to access services and participate fully in decision-making processes. DEI works with staff across the agency to develop standards, best practices and resources to build and maintain long-term, meaningful relationships with community based organizations and engage community members using the language or communication method that meets their needs.

Program highlights

Diversity Equity and Inclusion

- The second quarter brought significant accomplishments as well as heightened awareness of the need to address Metro's work culture. Following extensive engagement with community members and Metro staff across the agency, DEI staff developed the first full draft of the Strategic Plan to Advance Diversity, Equity and Inclusion. Staff proposes merging the Diversity Action Plan with the strategic plan, since the goals overlap and in order to streamline efforts and avoid confusion with competing plans.
- DEI staff brought in facilitators with experience in leading conversations about race to plan and implement an all-day SLT retreat on Nov. 18. Feedback from the retreat indicated that we made some progress but that there was a lot more work to do.
- Also in the fall, the FOTA task force, made up of community members from the African American community, presented recommendations on the FOTA boundaries and income requirements. The task force also held additional meetings focused on Metro's procurement processes and the upcoming OCC hotel construction project. The focus of the FOTA task force, as well as community feedback in the equity strategy, has served to continue to spotlight the need for

Metro to diversify its staff, particularly at the professional and management levels. This is a key goal and action item in the Diversity Action Plan.

- Therefore, DEI staff is focused on three primary goals going into 2016:
 - Create an inclusive, welcoming internal culture for all Metro employees
 - Recruit and retain diverse staff at all levels
 - Deliver an effective strategic plan to advance diversity, equity and inclusion that is implemented at all staff levels across Metro
- Facilitated having 50 Metro employees and 2 Metro Councilors participate in the NW Public Employees Diversity Conference at OCC in October, with a theme of equity.
- In collaboration with HR, conducted the employee Cultural Compass Survey. Staff participation rose substantially, from 465 in 2013 to 767 in 2015, in part due to expanding the survey to include part-time, temporary and seasonal workers. Results were presented to SLT in January, 2016.

Diversity program

- Contracted with damali ayo to lead a day of discussions and a presentation to an all-staff meeting on Oct. 29 to continue learning opportunities on Unconscious Bias. The two conversations with staff of color (the latter including deputy COO and some Councilors) revealed a sense that Metro is not a safe and inclusive environment for staff of color. The discussion with managers at the end of the day produced a range of feedback, from some being offended at the tone to some supporting candid conversations about race.
- Conducted a celebration at OCC In November for staff who are veterans, featuring a Native American color guard and drumming circle. Also asked staff to take selfies if they are veterans and identify where/when they served or note family members who have served. Pictures were posted in MRC for Veterans Week. Metro staff and Councilors also participated in the Veterans Day parade in Hollywood.
- Worked with Diversity Action Plan internal awareness team to develop proposed training for staff on Unconscious Bias, to kick off in February
- Contracted with Cultures Connecting to conduct a racial equity training for staff who will be facilitators for Unconscious Bias training. Feedback from the last round of the Ouch trainings suggested that staff facilitators need more preparation in how to talk about race and address uncomfortable issues.
- Conducted two trainings for staff Unconscious Bias facilitators to prepare them to lead staff learning opportunities in 2016
- Metro Council declared Oct. 12 Indigenous Peoples' Day
- Developed and distributed an Outlook calendar to staff which documents significant cultural and religious observance event throughout the year. The calendar is used when scheduling meetings or events to be mindful of potential conflicts and also to learn more about cultural and religious holidays and events through links provided in the calendar. More training will be provided in 2016 to staff on how to use the calendar.



Equity strategy program

- Equity strategy program staff completed the first full version of the Strategic Plan to Advance Diversity, Equity and Inclusion. This document is based on research conducted by staff and consultants, and community and Metro staff engagement processes described below.
- Staff and the Multicultural Collaborative consultants completed the second round of community engagement with six culturally specific communities (African American, African immigrants, Asian, Latino, Native American and Slavic), youth, and experts in parks, housing and transportation. The results of this second round of engagement inform the creation of the Strategic plan and are summarized in a report.
- Staff completed the Racial Equity Assessment of Metro, utilizing the tool developed locally by the Coalition of Communities of Color and All Hands Raised. The results of this assessment inform the creation of the Strategic plan and are summarized in a report.
- Staff, in collaboration with five community-based organizations (Adelante Mujeres, APANO, CIO, OPAL Environmental Justice and the Urban League of Portland), Radix Consulting, and ESAC members, completed internal Metro staff engagement activities to inform the creation of the strategic plan.
- Staff and two existing ESAC members conducted the recruitment and selection of 7 new ESAC members. The 7 new members, appointed by the Metro COO in November, are: Israel Johnson (Portland Community College student), Janet LaBar (Greater Portland, Inc. CEO), Camilo Sánchez (Clackamas Community College instructor), Andrew Singelakis (Washington County Transportation and Land Use Director), Alejandro Vidales (Small business owner), Amanda

Whalen (Portland Public Schools Chief of Staff), and Desirée Williams-Rajee (City of Portland, Bureau of Planning and Sustainability).

- Staff strengthened relationships with local and national equity practitioners through participation in the PolicyLink Equity Summit and Los Angeles and activities coordinated by the Government Alliance on Race & Equity.

Inclusion

- The Diversity Action Plan has always contained a placeholder for addressing accessibility issues at Metro. A staff work group led by Joe Durr developed a set of recommendations for Metro to take action on ensuring that Metro programs and facilities are accessible to people with disabilities. The recommendations were presented to Martha Bennett who requested some additional research into our current practices before deciding next steps.

2.1 | 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

Regional Waste Reduction

- Scott Klag, Senior Solid Waste Planner in Metro's Property and Environmental Services Department, was honored with the Product Stewardship Institute's (PSI) "2015 Loyal Steward Award" at the organization's national forum. PSI is a membership-based nonprofit organization committed to reducing the health, safety, and environmental impacts of consumer products across their lifecycles with a strong focus on sustainable end-of-life management. The award cited Scott's 15 years of leadership in product stewardship efforts, including the vital roles he played in PSI's national paint and electronics projects, passage of Oregon's first-in-the-nation paint stewardship law in 2009, and passage of the state's electronics take-back law. (See attached photo)
- The Recycling Information Center (RIC) provided direct customer service to 14,939 callers this quarter. In addition, there were 17,441 users of the Metro Find a Recycler web tool, of which 63% were new users. The RIC also distributed 11,722 publications to individuals and to Metro's local government and community partners.
- The RCR's school programs reached 8,223 K-12 students during the second quarter of 2015-16 through 252 age-appropriate classroom presentations and educational theater assemblies. An additional 6,180 sixth grade students received 6.5+ hours of waste reduction and resource conservation education through their experience at Outdoor School during the fall season. (See attached Outdoor School photo)
- PES staff continues to work with NW Natural and others to develop and implement a business plan for construction and operation of a compressed natural gas refueling station at the Metro Central transfer station. The Oregon Department of Transportation has awarded Metro a \$540,000 grant for this project and PES is working through grant distribution details with ODOT. Staff expects to seek Council approval for procurement of construction and operation services in spring or summer of this year.
- PES RCR seasonal educators engaged more than 3,000 visitors in hands-on family programs at the Blue Lake Natural Discovery Garden during the summer and fall seasons. Culturally diverse participants, about half of them youth, learned fun ways to connect with nature in a garden, how to grow plants without pesticides and how to attract and support wildlife into a garden. (see attached photo)

- Metro and Earth Advantage entered into a partnership to deploy a full-time used building material broker to work with property owners, developers and contractors to provide technical assistance and make the business case for deconstruction, salvage and reuse of building materials in the demolition phase of development.



Internal Sustainability

- In October, Metro received the Sustainability Practices Award from the Oregon chapter of the American Public Works Association (OAPWA). OAPWA plans to nominate Metro for the national APWA award in 2016. (See attached photo)
- Staff presented the FY 2014-15 Sustainability Report to the Metro Council in December.

Following is a high level summary of progress toward Metro's goals:

- Greenhouse gas emissions: Both electricity and natural gas consumption have decreased from the previous fiscal year and have declined by 17% and 40%, respectively, from their baseline years.
- Toxics: Refinements in the way that Metro tracks the toxicity of its product inventory, as well as an enhanced capability to identify the most toxic products and less toxic replacements, have laid a strong foundation for accelerated future progress.
- Waste: The Metro-wide waste generation rate has gone up, and the recycling recovery rate has gone down, compared to the previous fiscal year. However, some Metro facilities have made significant progress, such as the Zoo's 81 percent recovery rate for FY 2014-15.
- Water: Overall water use declined 19% from the baseline year. Water use increased slightly this past fiscal year, however use has trended downward since 2008.

- Reducing impervious areas: The amount of effective impervious area, a habitat and stormwater metric, has decreased slightly since 2008, however there is considerable opportunity for progress across Metro's facilities.



Community Partnerships

- The Metro Central Enhancement Committee met to review and select grantees for 2016. The committee approved funding for 11 projects, awarding a total of \$377,406. The 2016 grantees are: Chapman PTA, Forest Park Conservancy, Friendly House (awarded two grants), Friends of Trees, Linnton Community Center, Meals on Wheels People, Neighbors for Clean Air, Portland Harbor Community Advisory Group, Sauvie Island Center and Store to Door.
- The Sherwood Enhancement Committee met for the first time since incorporation into Metro's Community Enhancement Program for Pride Recycling. The committee selected five projects totaling \$68,852 for FY15-16. The grantees are: City of Sherwood recycling program in city parks and community garden, Sherwood Regional Family YMCA, Sherwood Public Library and Sherwood Cultural Arts Commission.

Items for leadership attention

- During the last Oregon legislative session, Metro drafted a concept bill under which manufacturers selling designated products such as pesticides, solvents, and flammable liquids into the state would be responsible for providing stewardship programs for the collection and proper management of waste from those products. An informational hearing was held on the proposal (HB 3251-1) and Metro testified it would be holding a series of stakeholder meetings on the proposal. The first of three stakeholder meetings will take place on Jan. 25, 2016 at the Metro Regional Center. The stakeholder meetings will be designed to provide the opportunity for producers, local governments, state government, the solid waste disposal and recycling industry and other members of the community to share their perspectives on the proposal.

- At the Jan. 26, 2016 Council work session, PES staff will provide the Council with estimates of the impacts of a scenario in which Riverbend landfill is no longer eligible to receive waste from the Metro region. Data will address ratepayer costs, certain environmental impacts and jobs.

2.2 | 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

- 2016 allocation of wet waste -- Based on the Metro Council framework established in 2014, staff allocated wet waste tonnage in 2016 to three companies that have historically sought a share of the tonnage -- at roughly the same level as in past years. This waste is part of the "10%" of wet waste that is not required to go to Metro's disposal contractor (Waste Management). A small portion of tonnage has been "reserved" for potential new entrants that seek a portion of the share by July 1, 2016.
- Greenway Recycling enforcement and license renewal -- Metro issued a notice of violation for generation of off-site wood dust by Greenway Recycling. Greenway agreed to not grind its wood waste during the dry summer months unless the wood grinding operation was enclosed. As part of the settlement, Metro agreed to begin reviewing a request by Greenway to renew its solid waste license earlier than normal -- by about a year. The renewal will go through a public notice and comment period. This case was resolved without further legal proceedings.
- Sullivan Gulch Cleanup -- Metro's RID Patrol again partnered with Union Pacific Railroad and the Multnomah County Sheriff's Office to remove waste in Sullivan's Gulch -- along I-84 from the Willamette River to NE 92nd. Over four days in November and December, crews removed over nine tons of illegally dumped waste and waste from abandoned homeless camps (see pictures).
- Smith & Bybee Lake Cleanup -- RID Patrol cleaned up four homeless camps on November 19 along the eastern boundary, including a major camp located inside a large drainage culvert (see before and after pictures). Over two tons of waste was collected.
- Portland Cleanup near St. John's Landfill -- In early December, RID Patrol cleaned up a very large illegal dump on city property near the old St. John's Landfill. Four tons of waste was collected, including \$217 in cash that was donated to the JOIN organization in Portland (see pictures).
- Completed 314 solid waste site inspections/financial reviews for the calendar year (72 for the last quarter), issued 56 regulatory authorizations or modifications during the calendar year (22 for the quarter), and took 62 illegal dumping citations or enforcement actions during the calendar year (18 for the last quarter)
- Cleaned up 2,075 illegal dump sites during the calendar year (469 for the quarter), 327 of which were large or medium in size for the calendar year (88 for the quarter), cleaned up 42 homeless camps the calendar year (16 for the quarter) and cleaned up 23 illegal camps on Metro-owned property (11 for the quarter); over 260 tons of garbage was collected at illegal sites for disposal during the calendar year



Sullivan Gulch and St. Johns Landfill cleanups



Before and after: Smith & Bybee Lake culvert cleanup

Program issues

- The Solid Waste Alternative Advisory Committee (SWAAC) commissioned a subcommittee to review the regulation of certain material recovery facilities. This is the first subcommittee effort launched by SWAAC.
- Staff plan to take some Code updates and proposed Code changes to Metro Title V (Solid Waste) to SWAAC and possibly to a Metro Council work session in early 2016.

Items for leadership attention

- The moratorium on Metro accepting franchise applications from facilities seeking to become wet waste transfer stations expired December 31 (Metro Code Section 5.01.072). At least, two private companies have expressed interest in applying.
- RID Patrol staff plan to organize a one-day internal training on illegal dump sites and homeless camps. The course will provide training on process and procedures and be conducted in early 2016.
- Clackamas Compost, a major processor of yard debris for the region, closed its doors on December 31.
- The Colombia Biogas franchise expired without renewal or the facility ever being constructed.
- Over 3,000 information packets will be mailed in early January to local construction contractors that are licensed by Metro through the regional contractor business license program. The packets provide information to the contractor community about their waste recovery obligations, need to use Metro-authorized facilities and a reminder to pay solid waste fees and taxes. Newly licensed contractors will be routinely provided this information in the future.

2.3 | 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

- As part of a comprehensive assessment of the Metro Central and Metro South stations, a survey of commercial haulers was conducted. This was the first survey of commercial drivers as they were using the facilities. 45% of the drivers at both facilities rated the Metro station they were using as “Very Good” - a score of 5 on the scale of 1 to 5. The average score for both facilities was 4 “Good”.
- New screening procedures were developed for both transfer stations to more effectively intercept loads of construction and demolition waste that could be suspect for containing asbestos. These procedures will be implemented on January 1, 2016 for all drop-box loads. Other loads/customer types will need to comply with these procedures shortly thereafter.
- The market for wood waste collapsed in mid-October with the closure of the SP Fiber Technologies mill in Newberg, the primary facility accepting wood waste from the region. While there remains a limited market for raw wood, all other wood (painted, treated and engineered wood), must now be managed as garbage at Metro’s two transfer stations. This has significant implications for recovery operations at the stations: in the past, wood made up more than one-half of all materials recovered from mixed waste but with the wood market collapse, our station contractors are no longer able to meet recovery goals. Republic Services (Metro South Station) has a recovery goal of 15% but in the past two months, recovery performance has been about six percent; Recology (Metro Central Station) has a goal of 40% but is now averaging around 18%.

Hazardous Waste Operations

- In calendar year 2015 MetroPaint continued to break records. All-time highs include: volume of paint processed (397,530 gallons), volume of MetroPaint sold (233,094 gallons), and quantity of paint processed in a single day (47 “cages”, which hold 135 cans each, so about 6,345 cans).
- Household hazardous waste “roundup” events conducted in calendar year 2015 served 9,458 customers at 34 events.

Landfill Stewardship

- Provided support to Parks & Nature for assessing trail alignment and design issues, liability issues, permits and regulations, and contractual arrangements (Portland Parks IGA for project partnership; ODOT grant agreement for new Columbia Blvd. trail bridge).
- Coordinated with OMA in drafting a new consent order for the St Johns Landfill remediation for DEQ review. Also worked with OMA to outline a contract procurement strategy for implementation of the required remediation at the landfill.

Facility and Asset Management

- Reviewed preliminary and advanced design drawings and specifications for a Stormwater Treatment facility at Metro Central, which is required to comply with the stormwater discharge permit for the facility. Submitted stormwater treatment plans to the City of Portland Building Services Department for building permits.

- Engineering evaluation and design has begun for the St. Johns Landfill Controls and Flare Replacement projects. The flare is used to combust excess gas collected from the closed landfill which is not used for fuel at a nearby lime kiln plant.

How would you rate your overall satisfaction with the facility and its services on a scale of 1-5, with 1 being "Very poor" and 5 being "Very good"?

Response Category	Total N=211	Central N=128	South N=83
1 – Very Poor	6%	5%	7%
2	5%	5%	3%
3	17%	15%	20%
4	28%	31%	24%
5 – Very Good	45%	45%	45%
Mean	4.0	4.1	3.9

Transfer Station Survey



Clean wood, hazardous waste collection



St Johns Landfill Flare Facility

3.1 | Development Center

The Development Center implements the region's vision for vibrant downtowns, main streets and station areas by stimulating private investment in compact development, equitable housing, and enterprising places.

Program highlights

- Furniture Store Property - A Request for Qualifications ("RFQ") for redevelopment of the Furniture Store site at 82nd and Division with regulated affordable apartments and an active ground floor use was issued on October 15 with a closing date of December 17. Submissions reviewed in January by an advisory committee consisting of representation from the Jade District Steering Committee, the South Tabor Neighborhood Association, the Portland Development Commission, TriMet, Portland Community College, the Portland Housing Bureau, and a developer with extensive affordable housing experience. The advisory committee will provide a developer recommendation to staff which will then present the recommendation to the TOD Steering Committee and the Chief Operating Officer for endorsement and review by Metro Council via the 7-Day Notice process.
- The Signal (aka Main Square Living), broke ground on October 21. The Signal is an 87 unit apartment project in downtown Beaverton is being developed by Rembold Company. The project will be built on land purchased by the City of Beaverton and sold to the developer as part of the City's downtown revitalization efforts. Metro's TOD program committed \$350,000 to support density related cost premiums.
- La Scala (aka Lombard Plaza) broke ground in October. La Scala is a 44 unit apartment project also in downtown Beaverton being developed by Roy Kim Development. The project will be built on land purchased by the City of Beaverton and leased to the developer as part of the City's downtown revitalization efforts. Metro's TOD program committed \$300,000 to support density related cost premiums.
- 5135 N Interstate Avenue a 51 unit apartment project near the Killingsworth Station of the Max Yellow Line broke ground in December. Metro's TOD program committed \$160,000 in the form of a TOD easement and \$90,000 in Urban Living Infrastructure funds to support a ground floor restaurant.
- Construction is continuing on Concordia Apartments, a four story building located at NE Killingsworth and 17th that will provide 34 residential units master leased by Concordia University for student housing, 2774 sq.ft. of ground floor retail, ten vehicular parking spaces and a bicycle storage locker for 25 bikes. Metro's TOD program committed \$250,000 to support density related cost premiums.
- Construction is continuing on Clay Creative (formerly known as 240 Clay), a five-story heavy-timber building with 61,943 sq.ft. of office, 5000 sq.ft. of retail, and not to exceed 92 below-grade and surface parking spaces; and Block 75, a ten-story high rise building over underground parking with 75 apartments, approximately 8,335 square of retail and 31,340 square feet of creative office /workspace, abundant secure bike parking/storage, and not to exceed 42 parking spaces. Metro's TOD program committed \$300,000 to support density related cost premiums.
- The Equitable Housing Initiative completed a six-meeting Work Group process of discussing best practices and prioritizing opportunities for Metro and its partners to support equitable housing. Findings from this process have been synthesized in a draft framework and report that is being shared with Metro Council, MPAC, MTAC, and participants at the Equitable Housing Leadership Summit, scheduled for Feb. 1, 2016. In addition, staff have provided Council with policy recommendations for the upcoming state legislative cycle and program recommendations for the next phase of the Equitable Housing Initiative.

- Seattle Mayor Ed Murray was confirmed as a speaker for the Equitable Housing Leadership Summit. The venue has been confirmed, and invitations have been sent out to more than 300 leaders representing a range of jurisdictions and sectors.
- In the Enterprising Places program's November review of grant applications, the Enterprising Places Steering Committee recommended award of a \$50,000 Storefront Improvement Grant for O'Neills Tools at 7133 NE Glisan in Portland, and an additional \$10,000 of funding for the storefront project for Cheap Charlie's at 79 NE Roberts (now receiving a total grant of \$50,000.) The steering committee recommended award of a \$9,880 District Transformation grant to support the 42nd Avenue Business On-Ramp, a neighborhood business incubator program implemented by the non-profit Our 42nd Avenue in NE Portland. Additionally, the Enterprising Places Steering Committee recommended the award of an additional \$15,000 of funding for the storefront improvement project on NE Sandy Blvd in the Roseway neighborhood.

3.2 | Investment Areas

The Investment Areas section, one of the three sections within the Resource and Project Development division, allows Metro to efficiently and strategically integrate efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment in communities region wide. The Investment Areas group includes the staff who do transit corridor planning and land use implementation such as brownfields, economic development and industrial site readiness.

Powell-Division Transit and Development Project

- Since September 24, when the Metro Council endorsed the Powell-Division Transit and Development Project Transit Action Plan, the project team has engaged in technical analysis and public engagement to inform remaining route decisions. On February 1, 2016, the project team is anticipating that the Steering Committee will make decisions on routing in downtown Portland, between Powell and Division in Portland, and between Division and Stark in Gresham. A Steering Committee decision on station locations is expected to be made in March 2016. These decisions will identify a Locally Preferred Alternative.
- Public engagement included outreach to property and business owners along 82nd Avenue that consisted of direct mailing, door-to-door canvassing, multilingual discussion groups and drop-in hours. Discussions were held with key 82nd Avenue stakeholders, including the Jade District, Portland Development Commission, Portland Community College, and 82nd Avenue Improvement Coalition. Bus riders were engaged to weigh in on proposed bus rapid transit station locations through an online survey. The survey was available in English, Spanish, Russian, Chinese and Vietnamese, and signs advertising the survey were posted at all bus stops along the 15-mile alignment. Project information was also shared at neighborhood associations, business associations and advocacy committees, such as Portland's bicycle and pedestrian advisory committees.
- Technical work included developing and evaluating additional transit designs and traffic modeling to better understand the travel time benefits, potential pedestrian and bike improvements, and property impacts of various design options on 82nd Avenue in Portland and Hogan, Cleveland and Main/223rd in Gresham.
- The Federal Transit Administration (FTA) provided a letter approving the Powell-Division Transit project moving into the Project Development phase of the federal Small Starts funding process on October 2, 2015. This allows project-eligible expenses to be counted as match toward a future federally-funded grant of up to \$75 million. Project Development provides a two-year timeframe for the project to move through the FTA funding process, which should be completed in September 2017.

- Once a Locally Preferred Alternative is approved by the Metro Council, the project will enter into the National Environmental Policy Act (NEPA) process. The Metro project team will lead this process and work plans and contracting documents for consultant assistance are being developed.

Southwest Corridor

- The Southwest Corridor Plan continues implementing the steering committee's 18-month work plan, which will culminate in a Preferred Package of investments for the corridor in May 2016. Staff from Metro and project partners continue to meet on a regular basis to deliberate planning strategy and coordinate action and analysis.
- In response to direction from the Southwest Corridor Steering Committee at their July and October meetings, project staff analyzed light rail access to PCC Sylvania in greater detail during the 2nd quarter, including multiple tunnel options that would provide direct service to the campus, as well as several alternative connection options that could complement a light rail alignment with a station on Barbur Boulevard near PCC Sylvania. The steering committee is scheduled to consider options for accessing the Sylvania campus via light rail in February 2016, at the same time as the decision between bus rapid transit and light rail.
- Project staff released several reports throughout the quarter, including a technical report on PCC Sylvania light rail tunnel options, a Key Issues memo on alignment options in Tigard and Tualatin, a comparison of light rail and bus rapid transit modes, and an analysis of several alternative connection options for PCC Sylvania.
- Staff continued executing their public engagement strategy. Outreach in the 2nd quarter included efforts focused on community relations and public input related to PCC Sylvania connection options, including presentations to the Far Southwest and West Portland Park neighborhood associations. Additionally, a brief online survey on high capacity transit mode gathered questions from the public to inform the December mode report and asked respondents to indicate their preference between bus rapid transit and light rail.
- Actions anticipated in the 3rd quarter include steering committee decisions on which HCT alignment and terminus options to continue studying in Tigard and Tualatin, whether to continue study of a light rail tunnel connection to PCC Sylvania, and selection of a preferred HCT mode. Staff will also begin conversations related to roadway, bike and pedestrian project funding and a land use and development strategy. Upcoming public engagement efforts will include an online survey related to the steering committee decisions on HCT mode and PCC Sylvania access. Project staff will also be attending multiple neighborhood, business and civic meetings to present information about the project and engage with interested stakeholders.

Brownfields

- RISE and Investment Areas staff continue to convene and support the Oregon Brownfield Coalition, through research and attendance of regularly scheduled meetings. The Coalition is currently working with various State Legislators on brownfield legislation that will be introduced during the 2016 Session.
- Between October and December of 2015, staff worked with an outside grant writer to apply for a \$600,000 EPA Coalition Assessment Grant. The grant application is a partnership between Oregon City, Clackamas County and Metro. The focus of the grant is the McLoughlin Investment Area, which includes Oregon City, the cities of Gladstone and Milwaukie, parts of unincorporated Clackamas County, and the communities of Jennings Lodge and Oaks Grove. The grant would focus on the assessment of properties with hazardous waste or petroleum contamination.
- Staff continued discussions with Business Oregon regarding an application to their brownfield program for a \$60,000 grant to start hazardous material building assessments on the Willamette

Falls site.

Economic Development

- In October 2015, Jeffrey Raker was hired as a Project Analyst to help clarify Metro's role in advancing economic development in the region and support the Investment Areas division in facilitating a better understanding of economic development issues to inform future investment choices. The purpose of the work is to create a more robust data-based tool for estimating economic outcomes from public investments in transportation and other infrastructure investment scenarios. Metro, together with key partners and stakeholders, will develop an Economic Value Atlas (EVA) that serves as a spatial representation of the traded-sector industries and export economy of the Greater Portland region.
- In November 2015, progress was made on the two primary next steps for the Economic Value Atlas presented to the Metro Council at the November Work Session:
 - A draft work plan, which will be shared internally and staff will return to Council for discussion in late January or early February.
 - Internal discussions with DRC, MTIP, and other Metro staff have been initiated to ensure that the Economic Value Atlas is developed in a manner that supports future multi-criteria evaluation, potential adjustments to the scoring criteria as part of the MTIP and RFFA process, RTP updates, as well as the identification of future investment areas.
- In December 2015, an initial review of peer MPO's approach to economic development was initiated to explore best practices and identify opportunities for improved coordination with agency-wide planning activities.
- Anticipated work tasks in the 3rd quarter will depend on additional internal discussions with communications staff and other departments, input from Metro Council, issue date of an RFP and acquisition of consultant support that depends on ODOT's procurement process, as well as external input from key economic and workforce development partners. Expected outputs during this quarter include:
 - Informal outreach to key partners + Metro staff participation in key meetings/events
 - Draw out pertinent data/information from related published reports and plans
 - Final work plan and presentations to Metro Council Work Session, JPACT, + MPAC
 - Discuss key constraints/opportunities and learn about key priorities within individual interest areas as part of an Economic Development Listening Tour
 - Convene stakeholder working group that will guide the project
 - Issue RFP for consultant services

3.3 | Regional Planning and Partnerships

The Regional Planning program provides a broad scope of planning services that assure Metro's compliance with state and federal land use and transportation planning requirements and support other planning efforts in Planning and Development. The program is responsible for periodic reviews of the Urban Growth Boundary (UGB) and Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role, such as the recent adopted Climate Smart Strategy and Active Transportation Plan.

As the region's designated Metropolitan Planning Organization (MPO), Metro is responsible for a wide variety of MPO planning and function activities. The Regional Planning program takes the lead on most planning requirements required for MPOs, including updates to the RTP, development and adoption of an annual Unified Planning Work Program (UPWP), continued federal certification of our planning process and other related planning activities. The Regional Planning program is also responsible for

ongoing engagement with statewide planning activities, including periodic involvement in rulemaking and other state planning efforts.

Program highlights

- **2015 Growth Management Decision:** On Nov. 12, the Metro Council decided not to expand the Portland region's urban growth boundary this year. Instead of expanding onto more farm and forest lands, the Council will work with local partners to create more housing and job choices inside the existing growth boundary, including areas added in the past. The Council's unanimous decision follows the recommendations of the Metro Policy Advisory Committee and Metro's chief operating officer. The Council will next consider an urban growth boundary expansion in 2018.
- **2018 Regional Transportation Plan:** in December, Council adopted a work program for the next update to the Regional Transportation Plan, which must be completed in 2018. Major elements of the update identified in the work program are updates to the regional transit, freight, safety and transportation system management plans, an update to the region's Livable Streets program and related policies in the RTP, an update to the regional parking policy and a new regional transit system plan that would augment the RTP. A final work program for the project is expected to be adopted by JPACT and the Council by December.
- **Regional Snapshots:** staff largely completed the second in a series of communications efforts to focus on a specific issue facing the region in a way that engages a broader public and helps frame future policy and investment decisions. The first snapshot focused on housing and was released in September 2015, with nearly 10,000 page views to date since it was published. The second snapshot focuses on jobs and economic opportunity, with a web and interactive print presence similar to the first snapshot. The jobs snapshot will be released in January 2016. The next snapshot in the series will focus on transportation in the region, and is scheduled for a spring release to coincide with the first of several RTP policy forums.

3.4 Resource Development

The Resource Development program manages grant funding to public agencies and community based organizations to implement Metro's desired outcomes for the region. This includes four funding programs: the regional flexible fund allocation, the transportation system management & operations project allocation, the regional travel options allocation, and the community development & planning grants. The program also administers the region's transportation financial program (a.k.a. the Metropolitan Transportation Improvement Program or MTIP) to balance federal transportation revenues with project costs and ensure projects are approved and remain eligible for funds as they progress through design and construction. Finally, the program provides transportation demand and system management programs for the region to help maximize the benefits and efficiency of the existing transportation network.

Program highlights

- The MTIP Program completed the annual obligation report, documenting all federally funded transportation projects in the region that have successfully established contract authority spend project funding.
- Staff has prepared RFFA policy options for public comment beginning in mid-January. The policy options were developed with extensive stakeholder input and were presented to JPACT for their approval at their December meeting. JPACT and Metro Council are scheduled for adoption of a final MTIP/RFFA policy document in April 2016. The Regional Travel Options program executed most of its agreements with local grantees for their activities to encourage use of the region's transit, bike, and pedestrian transportation system.

- At the beginning of this quarter, staff notified 12 local governments about the award of Community Planning and Development Grants to their jurisdictions by the Metro Council. The negotiation of intergovernmental agreements (IGA) with grantees has started, and the goal is sign all of the IGAs by March 2016. Staff met face to face with staff of some local governments who wanted to make sure that they understood the IGA negotiation process, and used the meeting to express the assistance they will need to complete the IGA. Five grantees requested amendment of the due dates of their projects awarded grants in Cycle 3 (2013).

4.1 | 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

- Oregon Mortuary and Cemetery Board settlement agreement requirements fulfilled and the second half of the penalty (\$50,000) waived; the Metro Cemeteries Program is considered to be in good standing now with the regulatory agency.
- Updated soil protocol to include specific actions to be taken for Multnomah Park, Block I where excess extraneous materials have been found in the soil; these materials cannot be used at St. Johns Landfill and will require additional efforts by staff to dispose of materials.
- The 10th Annual Tour of Untimely Departures at Lone Fir Cemetery was cancelled due to extreme high winds and inclement weather. The 600 tickets offered online as advance sales had been sold out for weeks prior to the event, which shows the community is still very interested and engaged in this event.
- Park rangers were trained on proper techniques for stabilizing historic markers which allows for continued safety improvement in the historic cemeteries as well as ensuring the properties are accessible, attractive and well-maintained.
- Staff has continued to engage in industry connections throughout Oregon by attending the Commission for Historic Cemetery meeting held in Paisley and the Cemetery Association for Oregon meeting held in Hood River.

Items for leadership attention

- Program has been able to resolve an additional 25 burial rights previously held in conflict by multiple owners. These have been resolved through transfers of ownership to other rights or by repurchasing the right from one of the owners. The cost for this fiscal year is \$16,725 through the end of December.

4.2 | Community investments and partnerships

For nearly two decades, Metro has provided support to communities for habitat restoration, conservation education and other projects that connect people to nature close to home. Parks and Nature's Community Partnership programs are intended to serve people of all ages and abilities from all backgrounds. This includes funding for programs serving school-aged children to the elderly, job training and life skills for youth, and outreach and engagement programs for residents from around the region. Funding criteria intentionally directs support to programs or projects that engage the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities.

Nature in Neighborhood grants support partnerships. Successful applications typically feature multiple

partners actively engaged in leveraging financial or in-kind services in order to make the program a success. Partnerships can maximize inclusiveness and lead to creative approaches that address multiple social, economic and ecological needs of the community.

Program Highlights

Nature in Neighborhoods grants (levy funded)

- The Metro Auditor presented to the Metro Council an audit titled, “Nature in Neighborhoods grants: Improve performance measurement system and grant monitoring,” which confirmed use of best practices in grant administration and ensuring that grantees met deliverables established in grant agreements; staff will review the individual program performance measures and work on developing a common evaluation framework for the Nature in Neighborhood grants as a whole.
- In Q2 staff continued migrating grant administration to ZoomGrants for existing and new levy grants and creating efficiencies. Staff conducted a workshop in October for grantees required to use the system for grant submittals and used the web-based system for the Trails grant review committee.
- Staff launched the 2016 Conservation Education grants cycle by updating the website, creating outreach materials, sending out emails to Nature in Neighborhoods listservs, and attending events, meetings and conferences, etc. Staff also began to recruit potential grant review committee members. \$200,000 is available for grants up to \$30,000 per project.
- On November 9, 2015, staff organized and supported the award by the Metro Council of 15 new Restoration and Community Stewardship grants, totaling \$599,947. Ten (of 15) of these new grant agreements (contracts) have been executed to date.
- Nature in Neighborhood Regional Trails grants were offered for the first time ever in 2015. Staff supported potential grantees with extensive outreach, technical assistance to applicants and recruited a seven-person review committee with broad expertise in trail planning, design and construction as well as environmental planning and habitat restoration.
- Metro received 18 pre-applications, totaling \$1.2 million in funding requests for \$500,000 in funding available. Staff facilitated the grant review committee process. Thirteen proposals were invited to submit full applications, due in January. The Metro Council is scheduled to review and approve trails grants in spring 2016.

Nature in Neighborhoods Capital Grants (bond funded)

- New projects: Several grant agreements (contracts) were finalized and signed in Q2 including those for Dirksen Nature Park; Hogan Butte Nature Park; Boones Ferry Fish, Wildlife and Trails Passage; and Oak Island Marsh Restoration.
- Past projects: In Q2 the Baltimore Woods Acquisition and Restoration Project (Phase II) was completed. The Overlook Oak Project was declared infeasible when the Overlook Neighborhood Association informed staff that the property they planned to acquire was sold. Funds earmarked for this project will be added to the amount available for the final funding round (2016). Clackamas Community College requested additional time to raise matching funds for the John Inskeep Environmental Learning Center restoration.
- Several community events related to grant-funded capital projects occurred this quarter including community tree plantings at Rock Creek Confluence in Clackamas County and Hall Creek in Beaverton; public design open houses for Whitaker Ponds and Beaver Creek Culverts; and a community celebration at Cully Park.

Partners in Nature program

- Staff prepared and launched a call for new partners through the Partners in Nature program and received 22 letters of interest. Staff is working with internal and external advisors to review the letters and make recommendations for partner selection by February 2016. A committee of

internal staff from Parks and Nature and DEI designed the process for recruiting new partners including a letter of interest approach, eligibility criteria, program goals and an outreach plan.

- In partnership with colleagues from Center for Intercultural Organizing, staff hosted a community open house attended by representatives from 10 different eligible organizations. Fifty-nine culturally-specific groups received focused outreach through email, phone calls and in person meetings. An additional 85 groups were asked to share the opportunity with their networks.
- Three formal partnerships are ongoing, including year three of a partnership with Center for Intercultural Organizing; support for Self Enhancement Inc. to provide opportunities for youth to connect with Metro-managed properties through the second year of the Youth Engaged in Nature Sciences after school program; finalizing curriculum and afterschool program support for Latino Greenspaces, a collaboration between Latino Network, Hacienda CDC and Metro.

4.3 | Conservation

The conservation program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality. The conservation program also manages and leases agricultural land to farmers in the region as well as a portfolio of single family homes acquired through the purchase of natural areas.

Program highlights

- 45 natural areas had restoration and/or maintenance activities implemented on approximately 2,500 acres this quarter. Stabilization of new acquisitions involved 72 properties.
- Native Plant Center volunteers contributed 225 hours, assisting with plant bed maintenance, seed harvesting and cleaning and field work for the seed conservation program.
- 429 restoration volunteers, including several community and student groups, contributed to natural area restoration and maintenance.
- The Acquisition team had three real estate closings in Q2: On October 29, Metro acquired a 1.15-acre trail easement in the Westside Trail target area, providing a vital link to the trail from a densely populated Tigard neighborhood. On November 12, Metro acquired a 6-acre property in the Dairy and McKay Creeks Confluence target area that will create better access to the adjacent 95-acre Metro site. The property will also allow better control of the floodplain hydrology in the area. On November 11, Metro sold a 10-acre surplus property north of Cornelius as ownership of the property was not needed for the protection of the stream resource.

Parks and Natural Areas Levy

PROGRAM HIGHLIGHTS (YEAR 3, Q2)

JANUARY 2016

PROJECTS COMPLETED OR UNDERWAY

- 75 natural areas restoration and maintenance projects
- 25 regional parks operations projects
- 12 parks and natural areas access projects

PROGRAMS OR INITIATIVES UNDERWAY

- Volunteer services
- Community partnerships
- Conservation education & Youth Ecology Corps
- Nature in Neighborhood community grants

BUDGET

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

NATURAL AREAS RESTORATION AND MAINTENANCE

The largest share of the levy proceeds fund restoration and maintenance of Metro's natural areas in order to improve habitat conditions and protect water quality across the region. During the third year of the levy's spending period, planning and project development continued to lay the foundation for future projects, and on-the-ground work began or continued at high priority sites. Restoration and/or maintenance activities were implemented on approximately 2,500 acres (including 45 natural areas), improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Stabilization of new acquisitions involved 72 properties. Q2 highlights include:

- Heavy rains in December pushed streams like Corral and Johnson creeks into their floodplains, providing refuges for salmon against high-velocity flows. These flood events highlight the importance of Metro's work to protect and restore Corral Creek Natural Area and land along Johnson Creek.
- The heavy rains also provided an opportunity for Metro and agency partners to ensure that the recently constructed riparian dike breaches at Multnomah Channel are working as they were intended. Fish monitoring teams mobilized to collect samples during the high water event, and verified that juvenile coho salmon were indeed using the newly-created connection between the channel and the wetlands.
- Restoration and enhancement projects took place at the upper bench of Clear Creek Natural Area. The team planted 25 acres with over 300 pounds of seed to restore native grass and wildflowers as part of a multi-year effort to restore rare white oak savannah habitat at the site.
- An Oregon white oak release project was completed at Graham Oaks Nature Park. The crew removed Douglas fir and Oregon ash trees that were overtopping large oaks, and created snags and strategically placed downed wood piles for wildlife. Shrubs were mowed to stimulate the growth of native forbs and the site was reseeded with seed previously collected by the Native Plant Center.

- A stream erosion mitigation project was completed along approximately 1,500 feet of an unnamed tributary to Davis Creek at the Chehalem Ridge Natural Area.
- Site conservation plans were completed for Barton Natural Area, Burlington Creek Forest, Ennis Creek Forest, Howell Territorial Park, McCarthy Creek Natural Area and Richardson Creek Natural Area, laying the groundwork for long-term restoration and management.

REGIONAL PARKS OPERATIONS

After a multi-year effort involving numerous Metro staff, Multnomah County issued a land use decision in December that granted Metro the necessary approvals to move forward on several important levy projects to improve Oxbow Regional Park. The projects include a new office building, maintenance yard renovations, two grant-funded nature play areas and a new grant-funded campground section to replace one lost to erosion.

ACCESS TO NATURAL AREAS

Levy funds are providing an opportunity to develop well-designed public access to Metro's natural areas, with a focus on safety improvements, hiking and walking opportunities for visitors. Along with design and permitting processes underway, a couple of significant milestones were reached in Q2:

- Metro completed a draft system plan that provides a comprehensive overview of Metro's system of parks, natural areas, trails and historic cemeteries, and a roadmap for the future. Drafts were circulated in November and December for review and feedback, and the Metro Council will consider adoption of the plan in Q3.
- The Metro Council adopted a master plan for providing public access at Killin Wetlands Natural Area, the first levy-funded plan adopted by the Council. Preferred comprehensive plans for Newell Creek Canyon and North Tualatin Mountains natural areas were presented to the public for comment in Q2. These plans will be considered by the Metro Council for adoption in spring 2016.

VOLUNTEER PROGRAM

Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q2, 570 volunteers, including eight volunteer groups, contributed 1,690 hours in 17 Metro parks, natural areas and historic cemeteries. This includes 225 hours of work by volunteers at the Native Plant Center.

CONSERVATION EDUCATION & YOUTH ECOLOGY CORPS

The levy continues to enable Metro to engage more groups and members of the public in conservation education than ever before. The conservation education team led 40 school field trips this fall at Oxbow Regional Park, Smith & Bybee Wetlands and Scouters Mountain Nature Park. Of those trips, 22 were granted fee waivers because at least 50 percent of participating students were considered low-income under federal standards.

For the second year, Metro's Youth Ecology Corps partnered with the World Salmon Council to train eight YEC members, aged 16-21, in the four Salmon Watch content areas: salmon biology, macro-invertebrate sampling, water quality testing and nature awareness. In the two weeks following, corps members practiced what they learned and compiled additional information and resources. The students then went on to teach two all-day field trips at Eagle Creek to 60 Troutdale sixth graders.

NATURE IN NEIGHBORHOODS RESTORATION, EDUCATION AND TRAILS GRANTS

In November, the Metro Council awarded 15 new restoration and community stewardship grants, totaling approximately \$600,000. Nature in Neighborhoods staff also launched the 2016 conservation education grants cycle by preparing and distributing materials and performing outreach to potential grantees, and began recruiting grant review committee members.

Metro offered the first ever round of regional trails grants in 2015. Staff supported potential grantees with extensive outreach and technical assistance, and recruited a seven-person review committee. Thirteen proposals were invited to submit full applications, due in January.

EQUITY

One of the core desired outcomes of the levy is expanded opportunities for all people – particularly historically underserved communities – to engage with Metro’s parks and natural areas and educational programming. To that end, staff have been working to improve access and culturally-relevant programming. In addition to Metro’s work with the Youth Ecology Corps, accomplishments in Q2 include:

- Metro science and land management staff met with Groundwork Portland to begin planning for a joint field monitoring internship program which will start in Q3. Through this program, Metro staff will work with one or two interns from historically underserved communities interesting in gaining experience in biological field monitoring and coordination of science volunteers.
- Metro staff met with members of the Native American community to gather 372 camas bulbs from Quamash Prairie Natural Area. The bulbs were sent to Columbia Food Labs and evaluated for the presence of herbicides used at the wetlands for farming and restoration. Metro’s levy-funded intertribal cultural resource specialist is coordinating with the Native community to develop next steps. Members of the community offered positive feedback after the harvest and requested additional opportunities to partner with Metro.
- New work was scoped for several Minority/Women/Emerging Small Business firms in the last quarter that will be implemented in early 2016 when Metro plants hundreds of thousands of bareroot trees and shrubs at many of the natural areas it manages. Metro held a special planting workshop for new firms in December to assist in this endeavor.
- The Partners in Nature program invited organizations to submit letters of interest for new partnerships. Criteria limited eligibility to culturally-specific organizations and/or organizations that serve communities of color. Metro received 22 letters of interest and staff is working on reviewing letters and developing a response. Metro’s partnerships continue to evolve with Partners in Nature pilot organizations Center for Cultural Organizing, Self Enhancement Inc., Latino Network and Hacienda CDC.
- Three Nature in Neighborhood conservation education grants supporting communities of color were completed this quarter. Momentum Alliance reported on their successful summer partnership with Northwest Youth Corps. The program included one of NYC’s most diverse crews to date, and partnership provided the youth with the opportunity to gain positive outdoor experiences, job training, environmental education and income. The Center for Diversity and the Environment completed the second of two trainings for nearly 40 environmental education leaders from local community-of-color-led and traditional mainstream environmental organizations. The third grant provided funding for Coalition of Communities of Color to build the environmental knowledge of organizations of color by implementing their “Environmental Education Training Series.”

4.4 | Visitor Services

The Visitor Services program includes three main divisions: Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. Volunteer Services is responsible for creating and managing opportunities for people to connect to our sites and partners through service projects at our properties. Reaching a large number of people from children to underserved populations and more, the program produces a variety of choices that generate thousands of hours a year in service. Parks and Natural Areas Planning helps manage the planning, design and construction of parks in Metro's portfolio, including new and renovated amenities within existing facilities. They also serve as a key convener for regionally significant planning work around topics such as trails. Parks and Visitor Services helps manage Metro's developed park properties, welcoming over 1.3 million visitors per year.

Program Highlights

Park Operations

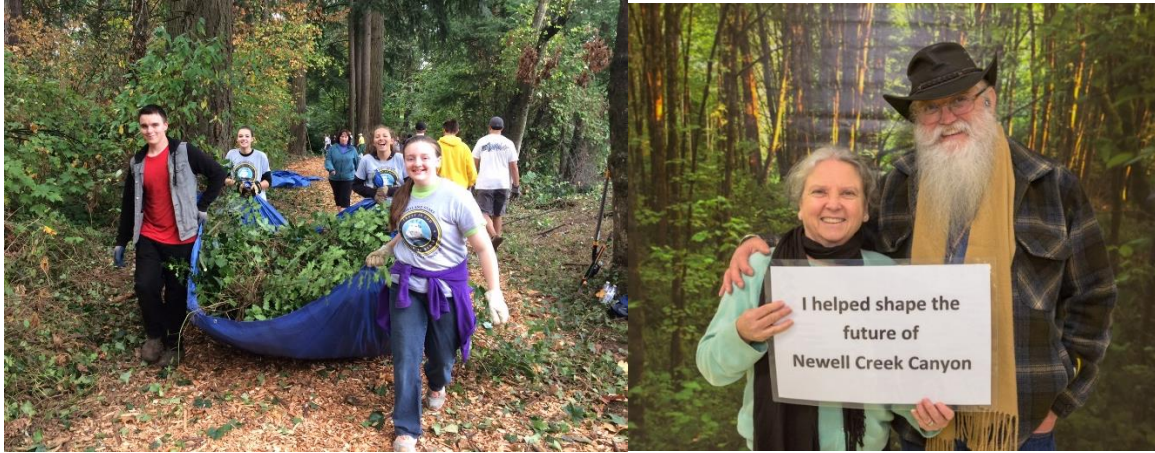
- Year 3 of the parks and natural areas levy work continues to go according to plan with two major projects close to completion. Blue Lake Regional Park's wetland trail improvement project is about 95% complete with new boardwalks, pathway surfaces and a viewing platform having been constructed. Four new pre-fab restroom buildings were constructed off-site and have been installed at Blue Lake with plumbing, electrical and site work being completed. New boarding docks for Chinook Landing Marine Park have been fabricated off-site with installation scheduled for January.
- Park visitation at Blue Lake Regional Park for Q2 totaled 28,145, up 47 percent (from 19,128) in 2014. Chinook Landing Marine Park received 28,267 patrons, up 22% (from 23,157) in 2014. Oxbow Regional Park had 24,183 visitors between October and December, slightly down 5% (from 25,493) in 2014. Visitation counters at Graham Oaks, Mount Talbert and Scouters Mountain nature parks, Smith & Bybee Wetlands, Sauvie Island Boat Ramp and Howell Territorial Park showed a combined total of 34,992 users.

Volunteer Services

- Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q2, 570 volunteers, including eight volunteer groups, contributed 1,690 hours in 17 parks, natural areas and historic cemeteries. Volunteers were on a Metro site 67 out of 92 days.

Parks and Natural Areas Planning

- The Killin Wetlands access master plan was adopted by the Metro Council on December 10. The preferred access master plans for North Tualatin Mountains and Newell Creek Canyon were presented at open houses in November and December. These public engagement events were the last in a series of open houses that began in 2014. Collectively approximately 300 members of the public attended the two open houses and significant input was gathered to inform the final draft master plans that will be available in early spring.
- Three alternatives for the Blue Lake master plan were posted for public comment to an online open house in November.
- Construction continued at Canemah Bluff Natural Area and is scheduled to be completed in early spring 2016. Development of the construction and permit documents for Orenco Woods Nature Park, Tualatin River Boat Launch and Oxbow Regional Park improvements continued in Q2. Trail planning continued as demonstrated by the submission of an ODOT Statewide Transportation Improvement Program Enhancement Grant application for construction of the North Slough Bridge, which is part of the North Portland Greenway connecting St. Johns Prairie with Kelly Point Park. Additionally, work on the Willamette Falls Riverwalk continued, as the partners continued to coordinate and finalize a design contract for concept plans.



LDS Youth help remove invasives at Glendoveer; photo op at Newell Creek Canyon open house

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

- On November 19, the OCC hosted a media event to introduce and celebrate the two-megawatt solar array installed on OCC's roof. The array will generate approximately 25% of OCC's annual electrical power need. Due to generous grants from Pacific Power and Energy Trust of Oregon, the array, owned by Solar City, came at no cost to the OCC.
- Calendar year 2015 has proven to be a great revenue year with 8 of 12 months being record revenue months – showing improving revenues across the board in rental, food and beverage, parking, audio visual and technology services. 2015 also was a record year in number of conventions – 50.
- Tracktown USA held its second press conference at OCC promoting the IAAF Indoor Track and Field event coming in March, 2016.
- Staff from OCC, Metro, City of Portland, Multnomah County and Travel Portland are involved in discussions with the Governor's office, Oregon Restaurant and Lodging Association and Travel Oregon regarding a possible doubling of the statewide lodging tax. The purpose of the increase is to help fund promotion for the 2021 IAAF Track and Field Championships hosted in Eugene. Collective parties are concerned that the need for Eugene is reasonable but if this is an ongoing tax increase, regional needs must be considered, not just double Travel Oregon's budget in perpetuity.
- Travel Portland and OCC hosted its winter Client Familiarization Event (FAM). In particular, OCC hosted a breakfast and local hospitality industry trade show for these potential national client.
- OCC contracted with Green Building Services through an RFP process to assist with ongoing LEED recertification efforts and mechanical system commissioning and performance tracking. This multiyear contract will ensure that OCC stays on course with tracking and reporting requirements for future LEED recertification.

- LMN Architects has been working with OCC staff on a Facility Master Plan for future interior finishes projects at OCC. An upcoming meeting in February will showcase color boards, design concepts, and a prioritized project list.
- In December, the OCC held an all staff meeting that focused on various safety and security elements. Specific items included evacuation procedures, the Cascadia Project, active shooter procedures and the proactive practice of See Something, Say Something.

	2nd Qtr 2014-15		2nd Qtr 2015-16		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	23	36,297	22	42,863	(1)	6,566
Consumer Public Shows	16	60,658	16	68,576	-	7,918
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	35	778	50	1,470	15	692
Meetings	52	19,105	46	15,366	(6)	(3,739)
Catering	31	15,315	28	15,403	(3)	88
OCC Total	157	132,153	162	143,678	5	11,525

Portland Expo Center

- Q2 at the Portland Expo Center saw new events and increased revenues, including increased rental revenues of over \$80,000 and saw substantial concession increases.
- The American Rabbit Breeders Association national convention at the Expo Center was its largest west coast convention ever, resulting in 7,449 room nights for local hotels and significant regional economic impact; Expo saw over \$200,000 in total revenue for the event. We also hosted several new events in Q2 including the Bravo! Live Tradeshaw, the Oregon State Compulsory Gymnastic Tournaments and a product launch with Camaro. Our Fall RV Show saw a 24 percent increase in attendance and an overall 7 percent increase in total revenues.
- Expo saw excellent concession gains of \$30,000 as well as strong numbers for West Delta with the ARBA Convention and the Portland Tattoo Expo collectively bringing in \$20,000 in revenue.
- The Expo Center put the finishing touches on the Hall D revitalization with custom colors from Metro Paint. The Expo Center made a large donation of furniture and other office equipment to Habitat for Humanity in November, creating additional storage space and avoiding sending usable items to the landfill.
- Our electronic signage contract has been finalized – we have partnered with Allure Global to provide modern way-finding signage and ample advertising opportunities throughout the facility, including dynamic sale options in our concession areas. The contract came in under budget and will allow more funds to proceed with phase 2 outdoor electronic signage in FY17.
- Continued to leverage new features on expocenter.org in order to promote advance ticket sales through TicketsWest. Clark Moss, our Ticketing and Parking Manager, held a client kick-off meeting and are off to a good start and expect sales and efficiencies to increase over Q3 & Q4.
- The Expo and OCC sales teams recently met to collaborate on ways to increase business for both facilities, including shared contracts for events with multiple date requests.

- Through a partnership with Parks and Environmental services, Expo recently secured a new truck from our events, parking and operations department. This vehicle supports a security presence in the parking lot for mobile patrols as well as our golf cart fleet.
- Expo Center staff chose to raise money for the Regence Boys & Girls Club during the Metro Charitable Giving Campaign. Expo raised over \$350.00 during the 3rd Annual Expo EXCER-Thon, plus had a 77 percent participation rate throughout the entire campaign.



Who knew that bunnies would create such significant economic impact? Thank you ARBA! Come again!

	2nd Qtr 2014-15		2nd Qtr 2015-16		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	13	93,378	13	85,175	-	(8,203)
Miscellaneous	8	2,210	9	4,161	1	1,951
Meetings	2	64	7	282	5	218
Catering	-	-	-	-	-	-
Tradeshows/Conventions	4	5,966	4	12,920	-	6,954
Totals	27	101,618	33	102,538	6	920
Expo Total w/Cirque du Soleil	27	101,618	33	102,538	6	920

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

- Keller and Schnitzer Concert Hall were #11 and #13 respectively in venues 2,001 to 5,000 seats and the Newmark #2 for venues 2,000 seats or less in Venues Today's year-end report of top venues.
- Recyclable polypropylene cups were introduced in all concession stands.
- Portland's Presents presented its best selling show to date with Shaping Sound, which netted \$10,318. With rent, ticket service fees, souvenir sales, user fee, and food and beverage sales added, Portland's made \$26,766.
- Keller Café food is no longer produced at the Oregon Convention Center but is being prepared in the Artbar kitchen. This allows a more accurate response to reservations as well as providing fresher food.
- The Portland's Foundation hired a consultant to work with them on a revitalization plan.
- Portland's participated in a performing arts venue executive forum. This is an invitation-only group of 40 executives from some of the top venues around the country, who gather to discuss data and common problems and issues.
- Portland's began work on developing an educational DEI strategy to provide performing arts experiences to underserved students and communities.

PCPA	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	26	33,322	23	34,497	(3)	1,175
Broadway	16	32,816	21	43,172	5	10,356
Resident Company	81	123,598	77	113,455	(4)	(10,143)
Non-Profit	131	32,301	115	45,238	(16)	12,937
Promoted/Co-Promoted	4	326	8	3,195	4	2,869
Student	16	10,880	21	11,530	5	650
Miscellaneous	2	282	2	231	-	(51)
Portland's Total	276	233,525	267	251,318	(9)	17,793

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

- Leland Brown and David Shepherdson organized and held a "Hunting with Non-lead Ammunition" Workshop in collaboration with TWS (The Wildlife Society, Oregon Chapter) at the Oregon Zoo. The workshop was quite successful, drawing 88 attendees, from at least 4 states. Participating organizations included ODFW, USFWS, OHA, High Desert Museum, OSU, NPS, USGS, Ventana Wildlife Society and The Peregrine Fund.
- Karen Lewis and David Shepherdson hosted the Taylors Checkerspot husbandry meeting at the Zoo and the recovery team meeting.
- David Shepherdson attended Lower Willamette Valley Turtle Working group meeting at MRC.
- Leland Brown completed 13 outreach events reaching over 550 individuals with our Wildlife and Lead Outreach program that aims to educate hunters about the impact of lead ammunition on wildlife.
- Karen Lewis conducted behavior observation and recording training for over 20 volunteers to join the Visitor, Animal and Survey Team (VAST) in October.
- David Shepherdson attended the ZACC (Zoos & Aquariums committing to conservation) at Denver Zoo.
- Nadja Wielebnowski attended and presented at the ISWE conference (International Society for Wildlife Endocrinology) held in Berlin, Germany, at the Institute of Zoo and Wildlife Biology.
- Our new wildlife endocrine EIA (Enzyme Immuno Assay) lab successfully validated several new hormone assays for the following species: lions, Painted dogs, Speke's gazelle, and babirusa.
- Sharon Glaeser and Candace Scarlata identified the best extraction method for the elephant fecal hormone analyses for our ongoing elephant study on the impact of the new exhibit.
- We signed a 3 year MOU for Forest Elephant Conservation support in Sabah, Malaysian Borneo, with Hutan (NGO), Danau Girang Research Centre (Borneo), Houston Zoo and Woodland Park Zoo.
- Publications: Meghan S. Martin-Wintle, David Shepherdson, Giquan Zhang, Hermin Zhang, Desheng Li, Xiaping Zhou, Rengui Li, and Ronald R. Swaisgood. 2015. Free mate choice enhances conservation breeding in the endangered giant panda.

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

- During July and August 2015, the zoo contracted with Pivot Group to administer a zoo-wide visitor survey on grounds. This survey (funded by the Oregon Zoo Foundation) focused on providing statistically valid demographic information and information about the zoo visit experience. Key findings connected to education include:
 - The perception of the Zoo's commitment to education and conservation is strong, as 95% and 96%, respectively, agree with the statement that the "Oregon Zoo is committed" to each.
 - 72% of all visitors said they'd seen or heard information on how people can take action to help animals.
- Volunteer interpreters played an important role in the opening of Elephant Lands, explaining the significance of everything from Oregon Zoo's history with elephants to how the habitat supports incredible welfare. This was the culmination of early involvement of the volunteers in the interpretive plan. Several new props (including a puppet trunk and shellacked elephant poo!) are available for Zoo Guides to use and new Animal Talk materials were developed by Wendy Doerner and Cody Fort. The new carts and interpretive materials across elephant lands have been very well received by zoo guests.
- As education center construction continues, planning has shifted from design of the spaces to developing the programming that will take place in the education center when it opens in 2017. To that end, the zoo (with funding support from the Oregon Zoo Foundation) recently hired Amanda Greenvoss as our Conservation Action Program Coordinator. Amanda has been meeting with many potential organizational partners for the education center as well as developing new ways for partners and volunteers to utilize the space. Amanda's role also involves coordinating conservation action programming around the zoo including animal awareness days, conservation lectures and working with the zoo's marketing division on conservation action campaigns.
- The conservation education team led 40 school field trips at three sites this fall, including Oxbow Regional Park, Smith & Bybee Wetlands and Scouters Mountain Nature Park. Of those 40 trips, 22 were granted fee waivers because at least half--and usually significantly more--of participating students were considered low-income under federal standards.
- For the second straight year, Metro's Youth Ecology Corps partnered with the World Salmon Council to train eight YEC members, aged 16-21, in the four Salmon Watch content areas: salmon biology, macro-invertebrate sampling, water quality testing and nature awareness. In the two weeks following, corps members practiced what they learned and compiled additional information and resources. The students then went on to teach two all-day field trips at Eagle Creek to sixty 6th graders from Walt Morey Middle School, located in Troutdale. For Hanna, a corps member who co-taught water quality testing, the experience was rewarding and she hopes that she might continue doing similar work in the future. "Overall, this experience made me realize that I really do love working with kids and I didn't know that before because I never got the opportunity."
- Over 1,000 people attended Metro's annual Salmon Homecoming in October. With a record-setting fall Chinook run and fair weather, those who came to the shores of the Sandy River at Oxbow Regional Park were treated to some of the best salmon viewing in years. Volunteer salmon interpreters were on hand to help visitors old and young better understand the importance of the natural spectacle they were witnessing.
- An increased marketing effort for Winter Break Camps appears to be paying off as we surpassed last year's registrations for the 7 days of quest driven adventures highlighting the various animal kingdoms included in the zoo's living collections.

- Congratulations to 38 new ZooGuides who completed training in October. More than 20 will also join Animal Talkers, who are busy providing information to guests at the new Elephant Lands exhibit. A big thanks to all of them for being so enthusiastic about teaching guests about elephants and their threats in the wild.
- A group of ZooTeens who designed a program to bring conservation messages to elementary schools got to present their project to Dr. Jane Goodall at a recent Roots and Shoots summit.
- A small group of youth and instructors from the Siletz tribe traveled out to the Jonsson Center for Wildlife Conservation to learn about the zoo's efforts to restore California Condor populations to the wild. Dr. David Shepherdson, Kelli Walker, and Leland Brown presented background on the facility, restoration work, condor biology, and the threat of lead to wildlife.

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

- The Remote Elephant Center task force recommended to Metro's COO that it is not feasible for the Oregon Zoo to construct and operate an offsite elephant facility.

Construction project management

- Elephant Lands:
 - The project is substantially complete, on time, and within budget.
 - The grand opening of Elephant Lands took place December 15, 2015.
- Education Center:
 - Metro Council approved a budget amendment (using unallocated bond program contingency) to keep the project vision whole while construction costs escalate.
 - Construction of the building foundations has started.
 - Final bid package for project, to establish the CM/GC guaranteed maximum price (GMP) will be issued mid-January. Scopes of work to be bid include interpretive experience and insect zoo packages.
- Polar Bear:
 - Metro Council approved alternative procurement of construction management by general contractor
- Art:
 - Elephant Lands art, Forest Lights, by Catherine Widgery was installed.
 - Education Center art by Rob Ley is being fabricated into a full-size mock-up to test the structure, form, and color.
- Interpretives:
 - Elephant Lands' interpretives were installed.
 - Education Center interpretives are in design phase.
 - Campus wayfinding contract awarded to an Oregon MWESB-certified woman-owned business.

Program issues

- Construction costs in the region are escalating; staff is monitoring the potential impact closely.

Items for leadership attention

- The project scope and/or budget for the polar bear habitat may need amending prior to releasing the RFP for design and construction given cost escalation since original budget estimate.

6.6 | Zoo visitor experience

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

- Guest Services generated many successes during the second quarter while impacted by several weather challenges. Attendance through December of 796,000, down six percent from last year's 844,000, resulted in year-to-date revenues below budget. Overall revenues and per cap spending exceeds last year's performance which shows that guests are spending when they come to the zoo - the challenge has been overall attendance. Revenue growth compared to last year is attributed to per cap increases: food per cap revenues have increased 11 percent; admission per caps have increased 11 percent; and retail per caps have increased 18 percent. Including the train, overall per cap enterprise revenue has grown from \$13.09 to \$14.73 (\$1.65 or 13 percent). The zoo is managing the revenue shortfall to budget by controlling costs. Below are notable accomplishments from the quarter.
- Immediately following conclusion of the summer concerts in early September, the events team began ZooLights setup, making the following improvements:
 - To smooth attendance across the 37 days of ZooLights, the zoo instituted a peak and non-peak night pricing model to influence guest attendance away from historically peak attendance periods to less busy nights. The most common guest comment about ZooLights is the challenge of parking and accessing the zoo. The peak general admission price for an adult was \$15, which is \$5 greater than the non-peak price of \$10. To incent mass transit usage, the zoo discounted peak night admission by \$5 per ticket with proof of ridership. This meant that guests could receive non-peak pricing any night of ZooLights if they used mass transit to arrive at the zoo. The results for this first year program were impressive with 20 percent of peak guests using mass transit. The zoo is excited for this program to grow in the future as more guests become aware of the offer.
 - To reduce the time that guests spent queuing to obtain admission tickets, the zoo more heavily promoted online ticket purchases for both admission and train tickets. Guests with print-at-home tickets could bypass the ticket lines and proceed directly to ticket scanners. This helped reduce lines and congestion at the front gate area for all.
 - To reduce the time that guests spent queuing to ride the train, the zoo instituted timed tickets. Tickets were sold for half hour increments to a limited number of riders. It may not sound difficult, but this was a huge challenge due to the ticket system, physical set-up and communication requirements to enact the change. Wait times were reduced by two hours on busy nights and guest response was overwhelmingly positive.
 - The zoo enhanced the ZooLights train experience with a surprise costumed character, either a princess or Yeti, interacting with train riders midway through the ride. Rider response was positive with cheers, clapping, and overall excitement.
 - Through better point-of-sale location placement, guests purchased the same number of hot cocoa souvenir cups in exactly half the time as last year. New Avenues for Youth

continued their partnership with the zoo by offering Ben and Jerry's ice cream from the BearWalk Cafe. The zoo added Old School Peanut Roasters, a new third party local partnership, featuring freshly roasted peanuts. Another new guest food highlight was bacon maple cotton candy that was blogged by a national blogger as a must try item.

- Intel Corp. again partnered with the zoo for a ZooLights experience with 7,000 employees enjoying the lights, cocoa, cookies and the train. This night occurred before the general ZooLights season began and was a great soft-opening activity to hone offerings and staff routines.
- High wind forecasts, snow, particularly heavy days of rain and one of the heaviest December rainfall totals in Oregon history resulted in closure of ZooLights for three nights in December. These conditions caused a large decrease in attendance with 54,000 fewer guests compared to the record breaking prior year of 214,000. That said, overall per cap revenues were up 24 percent over the prior year.
- Summer Concert Planning: Concert planning for summer 2016 season started in mid-September. With the completion of Elephant Lands, venue capacity will increase from 2,500 to 3,800 (venue capacity prior to the new habitat was 4,000). Planning began to identify how to control venue access, provide food and beverage service, and manage the new layout and larger capacity. In December, the City of Portland Noise Review Board held a hearing that resulted in approval of a new three-year variance for the zoo. The appeal period for this decision has not been completed and there are a handful of neighbors in the neighborhood across highway 26 from the zoo that have voiced concerns about concert noise.
- Turkey Trot: Thanksgiving Day brought more than 3,000 runners through the zoo for the Oregon Road Runner's annual Turkey Trot. This year's new feature, Tot Trot, allowed children to run along the Elephant Lands' North Meadows service road and cross the finish line with adult racers. Drinks and light snacks were provided to participants in Elephant Plaza. This event generated donations totaling more than \$22,000 to support the zoo.
- Elephant Lands Opening: Elephant Lands opened on December 15. Feedback from guests has been extremely positive. The zoo continues to plan for the big celebration and promotion of the new scheduled for February.
- Food and Beverage Update: In addition to the information reported under ZooLights, above, restaurant per caps are up 16 percent over the prior year. Elephant Ears per cap revenues increased by 20 cents to \$.63 or 45 percent compared to prior year.
- Admission Update: New ticket scanners were purchased for access control to the zoo and train station. This reduced scanning times and efficiency of guest through-put. In addition, the new hardware can scan barcodes from phone screens. Guests appreciate this functionality and the feature is more sustainable because paper tickets do not need to be printed.

Program issues

- In the upcoming quarter, Guest Services will be focusing on spring vacation, concerts, seasonal hiring and staff training. The team will continue to actively monitor operating costs and explore new revenue opportunities. With Elephant Lands opening and the celebration occurring in mid-February, Guest Services is expecting higher than normal attendance throughout the third quarter.

Items for leadership attention

- As noted in the summer concert planning section, above, zoo management will be attentive to the concert noise variance appeal period. Depending upon neighbor actions, the zoo may need to respond to requests for additional information or an appeal before City Council.

**Oregon Zoo Visitor Experience – 2nd Quarter, Fiscal Year 2016
Attendance and Event Results – FY16 compared to FY15**

Oregon Zoo

Fiscal Year 2016 Quarter-to-Date Totals						
2nd Qtr FY15		2nd Qtr FY16		Net Change from Prior Year		
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		204,737		168,074		-36,663
Member Attendance		141,998		130,555		-11,443
Catered Events	109	16,213	121	16,754	+12	+541
Totals	109	362,948	121	315,383	+12	-47,565

Fiscal Year-to-Date Totals						
FY15 Totals		FY16 Totals		Net Change from Prior Year		
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		514,692		474,261		-40,431
Member Attendance		299,782		293,984		-5,798
Catered Events	237	29,099	248	27,626	+11	-1,473
Totals	237	843,573	248	795,871	+11	-47,702