

January to March

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

THIRD QUARTER

FY 2015-16

**FY 2015-16 Third quarter management report  
Table of contents**

Management report item		Page
Metro management report executive summary		2
Metro management report at-a-glance		3
Metro management report in detail		
Office of the COO	<a href="#">1.1 Diversity, equity and inclusion program</a>	11
Garbage and recycling	<a href="#">2.1 Resource conservation and recycling</a>	13
	<a href="#">2.2 Solid waste compliance and cleanup</a>	16
	<a href="#">2.3 Solid waste operations</a>	19
Land use and transportation	<a href="#">3.1 Development center</a>	21
	<a href="#">3.2 Investment areas</a>	22
	<a href="#">3.3 Regional planning and partnerships</a>	25
	<a href="#">3.4 Resource development</a>	26
Parks and Nature	<a href="#">4.1 Cemetery operations</a>	26
	<a href="#">4.2 Community investments and partnerships</a>	27
	<a href="#">4.3 Conservation</a>	28
	<a href="#">4.4 Visitor services</a>	33
Venues	<a href="#">5.1 Convention, trade and consumer shows</a>	34
	<a href="#">5.2 Performing arts, arts and culture</a>	36
	<a href="#">5.3 Zoo conservation and research</a>	37
	<a href="#">5.4 Zoo education</a>	38
	<a href="#">5.5 Zoo infrastructure bond (A Better Zoo)</a>	40
	<a href="#">5.6 Zoo visitor experience</a>	41

## **Metro Management Report executive summary | Q3 FY 2015-16**

This quarter, Metro saw diversity, equity and inclusion efforts integrating into projects and programs, from outreach on large transportation projects to bringing performing arts to low-income students.

Diversity, Equity and Inclusion staff released the 2014 Cultural Compass Diversity Survey results and launched the first phase of unconscious bias training. DEI Awareness Month events and distribution of a cultural and religious calendar honored different peoples and cultures. Equity staff collected feedback on the draft Strategic Plan to Advance Racial Equity, Diversity and Inclusion and began finalizing proposed actions and budget needs to carry out the plan.

Metro supported deconstruction activities through local policy and practice; four local jurisdictions announced first solicitation for community enhancement grant applications. The Recycling Information Center helped 16,061 customers and the Find-A-Recycler website received 27,906 visits. Solid waste compliance and cleanup staff cleaned up 631 illegal dump sites and 24 illegal camp sites.

The Southwest Corridor Steering Committee narrowed alignment options; a preferred package of investments for Southwest Corridor will be ready in May. Powell-Division project staff provided outreach options in five languages and continued to analyze alignment feasibility. The Regional Snapshots program focused on jobs and economic opportunity with a speaker series; Metro hosted a summit on equitable housing and the Council approved funding for equitable housing grants in FY 17. A public survey to inform the 2018 Regional Transportation Plan exceeded participation goals; a draft policy for Regional Flexible Funds investments was prepared for JPACT adoption. The Development Center received an advisory committee recommendation for ROSE CDC to redevelop the Furniture Store site in SE Portland.

The Metro Council approved a parks and natural areas system plan and adopted the Newell Creek Canyon Access Master Plan. Site improvements included docks replacement at Chinook Landing Marine Park, new restrooms at Blue Lake Park and completion of the Canemah Bluff Natural Area overlook and trail. Community engagement kicked off for the Chehalam Ridge Natural Areas planning process. Parks & Nature staff invited 16 proposals to apply for 2016 Conservation Education grants cycle and launched the Restoration and Community Stewardship grants cycle; the Council awarded the Nature in Neighborhoods Regional Trails grants for nine projects totaling \$500,000. A Willamette Falls Riverwalk Project event attracted 800 community members. Staff completed 60 planting projects and conducted restoration and maintenance work on approximately 2,900 acres.

The Oregon Convention Center hosted the USA and World Track and Field Indoor Championships and saw progress on the HQ Hotel. The Expo Center had its highest growing month ever in February and is partnering with the community to commemorate Vanport and Japanese Assembly Center history. Portland's had its best financial quarter ever and presented its first three shows to Title 1 schools.

The Oregon Zoo made progress on Education Center construction; the Metro Council approved budget and scope amendments for the polar bear habitat and adopted the COO's recommendation to not pursue an offsite elephant facility. Education staff completed the evaluation toolkit for the Environmental Literacy Framework and set a record for Spring Break camp attendance. Conservation staff released 1,500 Taylor's Checkerspot Butterflies and conducted outreach with sportsmen on reducing lead exposure in the wild. Guest attendance and revenues continue to be down; guest services staff is planning for summer concerts, including booking the new North Meadow Terrace picnic area and anticipating new zoo train platform completion before summer.

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

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

### **Q3 FY 2015-16**

#### **Office of the COO**

##### *Diversity, Equity and Inclusion highlights*

- The 2nd annual DEI Awareness Month occurred in January with lunch and learn events and diversity celebrations.
- The 2015 Cultural Compass Diversity Survey results were presented to the Senior Leadership Team and distributed to staff; DEI staff are scheduling forums at all Metro facilities to engage staff in the results and recommendations and to gather their ideas.
- The first phase of Unconscious Bias trainings began in March 2016. Discussions are facilitated by trained Metro staff volunteers and will be scheduled with every work team.
- DEI staff distributed a cultural and religious observances online calendar tool to staff.
- DEI and HR staff are working with Self Enhancement, Inc. to further develop a working relationship in regard to hiring at Metro and began a series of monthly meetings at SEI to explore internships and job application strategies.
- Staff completed the discussion draft of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion on February 22 and held a public comment period that resulted in close to 2,000 responses; feedback collected is being incorporated into the strategic plan to create the final version of the document, which is scheduled to be completed in early May 2016.
- With assistance from SLT, DEI staff are finalizing the proposed actions for the equity strategy and putting some budget range estimates to the actions; upon budget adoption, staff may need to request consideration of an amendment or SLT assistance in prioritizing.
- DEI staff have heard some confusion and concern from employees regarding the relationship of the Equity Strategy to the Diversity Action Plan and has spent time further clarifying how the two plans work together and support the interrelated goals of diversity, equity and inclusion.
- DEI and Powell-Division corridor program staff developed telephone voicemail options that will allow callers to choose one of five languages, including Spanish, Russian, Vietnamese, Cantonese and Mandarin.

#### **Garbage and recycling**

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

- Metro's tightened screening protocols for asbestos-containing materials boosted asbestos-related calls to the Recycling Information Center (RIC) to 16,061 for the quarter; 27,906 people used the Metro Find a Recycler web tool.
- The school education program made 9,276 K-12 student contacts this quarter through 269 age-appropriate classroom presentations, educational theater assemblies and puppet shows.
- Metro supported deconstruction activities through representation on the City of Portland's technical advisory group that informed the city's recent policy to require deconstruction of houses and duplexes built before 1916, co-presenting on the Portland policy and the growth of building material reuse in the Metro area at a national conference of the Building Materials Reuse Association, and an Oregon Department of Environmental Quality \$45,000 pass-through grant to Metro and Metro-area Habitat for Humanity chapters to help open a fourth ReStore in the region.
- Community Partnerships and waste reduction staff worked with Oregon Tradeswomen, Inc. (OTI) and the ReBuilding Center to design a deconstruction skills workshop for the Women in Trades career fair to be hosted by OTI on May 14, 2016. Property and Environmental Services (PES) is a sponsor of the event.

- Four of the local jurisdictions that became eligible to participate in Metro’s Solid Waste Community Enhancement Program in 2015 announced their first solicitation for community enhancement project applications.
- In the fourth quarter of this fiscal year, PES staff will re-engage with Council on the Solid Waste Roadmap’s landfill policy project.

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

- The RID Patrol cleaned up the Sullivan Gulch area just ahead of the International Track and Field event on March 17-20, collecting nearly 7 tons of waste; Metro entered into an agreement with Union Pacific Railroad that specifies roles and responsibilities between the railroad and Metro as it pertains to cleanups on railroad property.
- A subcommittee of the Solid Waste Alternatives Advisory Committee will consider whether and how to authorize, inspect and regulate facilities that process recyclable materials launched in January and intends to complete its work by summer 2016.
- Published proposed updates to Metro's solid waste regulations on our website; the changes are intended to provide greater consistency in how Metro authorizes solid waste facilities and provides greater transparency in how Metro protects public health and environment
- Completed 66 solid waste inspections/financial reviews and took 12 illegal dumping citations or enforcement actions.
- Cleaned up 631 illegal dump sites and 24 homeless camps, with a total of 80 tons of garbage collected.
- PES is planning to review and update a 2006 study that evaluated and recommended changes to Metro’s solid waste fee and tax exemptions; followed by a request for a SWAAC subcommittee to review the current public benefits of retaining, modifying or eliminating exemptions.
- Four solid waste license renewals are under consideration by the COO, each with its own set of issues and community concerns: City of Roses Disposal & Recycling (Portland District 5); McFarlane’s Bark (Milwaukie District 2); S&H Logging (Tualatin District 2); and Northwest Shingle Recyclers (Tigard District 3).
- Three solid waste non-system licenses will be under consideration at the Metro Council meeting on June 2: City of Roses Disposal & Recycling (Res 16-4692); Gresham Sanitary Service (Res 16-4693); and Waste Management Residential Food Waste (Res 16-4699).

#### *Solid waste operations highlights*

- New screening procedures were implemented January 1 at Metro’s transfer stations to more effectively prevent acceptance of materials suspected to contain asbestos.
- Staff received Metro Council direction to investigate the interest expressed by Covanta on long-term management of the region’s discards.
- PES staff held a meeting in January for stakeholders interested in producer responsibility for household hazardous waste in anticipation of introducing an improved bill in the 2017 session.
- Willamette Week featured MetroPaint in an article entitled “29 Reasons to Love Portland Right Now.”
- The City of Portland’s expected update of its comprehensive plan will likely include re-zoning portions of St. Johns Landfill currently zoned industrial to open space, consistent with the Metro’s Smith and Bybee Wetlands Comprehensive Natural Resource Plan adopted in 2013.
- Awarded contracts to design solar powered driver feedback signs at Metro South and construct a storm water treatment facility at Metro Central.
- GLEAN kicked off its sixth year with the selection of five new artists that will have an exhibition at Mark Woolley Gallery opening on September 9, 2016.

## **Planning and Development**

### *Development center highlights*

- On March 17, 2016, the TOD Steering Committee approved \$500,000 for Oliver Station, a 145 unit apartment projects in Lents Town Center, to be built to LEED Gold standards and expected to break ground in November 2016.
- An advisory committee recommended ROSE CDC to develop the Furniture Store site at 82nd and Division with affordable housing as well as ground floor retail and/or community space; development of the project is contingent upon receipt of a competitive low income housing tax credit allocation.
- Construction continues on The Signal, an 87 unit apartment project in downtown Beaverton; La Scala, a 44 unit apartment project also in downtown Beaverton; 5135 N Interstate Avenue, a 51 unit apartment project near the MAX Yellow Line's Killingsworth Station in Portland; Concordia Apartments, a 34-unit project at NE Killingsworth and 17th in Portland; Clay Creative, a mixed-use project; and Block 75, a 75-unit mixed-use project.
- More than 240 people attended the Equitable Housing Leadership Summit on Feb. 1, 2016.
- The Metro Council approved \$500,000 in funding available for Equitable Housing Planning and Development Grants in FY17; outreach to jurisdictions is now underway, with a pre-application meeting scheduled in May.
- Construction began on storefront improvements for the Mom & Pop Wine Shop on NE Sandy Blvd in Portland, which was awarded an Enterprising Places storefront grant of \$22,500.

### *Investment areas highlights*

- The Powell-Division Transit and Development project team met with the Steering Committee regarding project goals and outcomes, and new project concepts to address travel time concerns; the team will analyze the technical feasibility of an Inner Division/Outer Division alignment and engage the community to better determine routing preferences. The project team anticipates a Steering Committee meeting in early June to share findings on alignment feasibility and community input.
- The Southwest Corridor Steering Committee removed two high capacity transit alignment options in downtown Tigard and identified Bridgeport Village as the preferred terminus for the transit alignment; the committee is scheduled to consider whether to continue studying the PCC Sylvania light rail tunnel options in May 2016, at the same time as the decision between bus rapid transit and light rail. Upcoming public engagement will solicit feedback on the staff recommendations regarding light rail, including a combined steering committee meeting and public forum in April. After the May decision, project staff will compile a draft Preferred Package of transportation investments for the corridor for consideration at the June 2016 steering committee meeting, including proposed high capacity transit alignment and supporting roadway, bike and pedestrian projects.
- HB 4084, which authorizes local governments to adopt measures providing tax incentives to property owners who address environmental conditions on brownfield sites, passed unanimously in the Oregon State Legislature.
- The Willamette Falls TAC gave staff approval to apply for a Business Oregon assessment grant to focus on a hazardous building material assessment for Willamette Falls; staff anticipates making the final application in April.
- Staff developed a draft work plan for development of an Economic Value Atlas that serves as a spatial representation of the traded-sector industries and export economy of the Greater Portland region.

### *Regional planning and partnerships highlights*

- Staff began a series of technical working groups to prepare an existing conditions report that will form the factual basis for the Regional Transportation Plan update; staff also began work on the first of several RTP policy maker forums, scheduled for April 22.
- Staff completed and published the second Regional Snapshot which focused on jobs and economic opportunity; the third snapshot in the series will focus on transportation in the region, and is scheduled for a mid-April release to coincide with the first of RTP policy maker forums.
- As part of the Regional Snapshots Program staff continued with a speaker series including Denny Zane of Move LA, a panel discussion on building an inclusive economy in partnership with Dwayne Johnson of ScaleUp Partners and an event featuring Janette Sadik-Kahn, former transportation commissioner of New York City and author of “Street Fight!”
- Metro hosted an online questionnaire to garner public feedback that will inform the regional flexible funds allocation and the development of the 2018 Regional Transportation Plan; additional questions were designed to inform the strategic plan to advance racial equity, diversity and inclusion and the equitable housing program; participation greatly surpassed the goal of 1500 to 2000 people, with more than 5800 working through the questions.

#### *Resource development highlights*

- The negotiation of intergovernmental agreements (IGA) for Cycle 4 of Community Planning and Development Grants has been successful, with four jurisdictions completing their Cycle 3 projects.
- Following a public comment period in February, staff prepared a draft MTIP/RFFA policy document which outlines a series of additional Regional Flexible Funds investments; the document will go to JPACT for adoption at its April meeting.
- The Regional Travel Options program continues to manage its agreements with local grantees for their activities to encourage use of the region's transit, bike, and pedestrian transportation system.

#### **Parks and nature**

##### *Cemetery operations highlights*

- The cemetery program issued a notice of intent to award the burial services contract to Oregon Wilbert (formerly Suhor Industries) on March 25.
- Staff began actively offering marker sales to families, introducing a new source of income for the program.
- Work was completed by Poetry in Stone for installing the pillars at the east entrance of Lone Fir Cemetery; a dedication ceremony is scheduled for July 2016.
- The program resolved an additional 25 burial rights previously held in conflict by multiple owners.

##### *Community investments and partnerships highlights*

- Staff launched the 2016 Conservation Education grants and invited 16 proposals to submit full applications totaling \$400,087; full applications are due in April.
- Staff launched the 2016 Restoration and Community Stewardship grants cycle and began to recruit potential grant review committee members; pre-applications are due May 16.
- The Metro Council awarded the first-ever round of Nature in Neighborhoods grants dedicated solely to regional trails on March 31; nine projects were recommended for funding for a total of \$500,000 in grant awards.
- Finalized and signed several grant agreements (IGAs), including those with Clackamas Water Environmental Services for Mt. Scott Creek Restoration and the City of Tigard (along with the grant agreement) with Friends of Bull Mountain Nature Park for their park improvement project.

- Local Share IGAs expired on March 31; amendments extending those IGAs to March 31, 2017 were sent to Beaverton, Cornelius, Gladstone, Gresham, King City, Portland and Wood Village.
- Staff met with 19 of the 24 organizations that submitted letters of interest in 2015 for a Partners in Nature project and began connecting groups to programs and other jurisdictional partners such as Portland Parks and Recreation, along with co-creating scopes of work for larger collaborative partnerships.

#### *Conservation highlights*

- Completed 60 planting projects, totaling 553,026 plants.
- Implemented 66 natural areas restoration and/or maintenance activities on approximately 2,900 acres; stabilization of new acquisitions involved 26 properties.
- Native Plant Center volunteers contributed over 475 hours assisting with plant bed maintenance, seed harvesting and cleaning, training and field work for Seed Conservation Program.
- Staff trained 154 new amphibian monitoring volunteers, monitored 18 natural areas and found 2,800 egg masses; four terrestrial salamander surveys were completed with rare Oregon slender salamanders found at the East Buttes natural areas.
- The Acquisition team had three real estate closings in the quarter: a 1.3 acre trail easement for the Ice Age Tonquin Trail, a 1.06 trail easement adjacent to the above Ice Age Tonquin Trail easement parcel and a 9.8 acre property in the Chehalem Ridgetop to Refuge target area.

#### *Visitor services highlights*

- The Metro Council approved a parks and natural areas system plan and adopted the Newell Creek Canyon Access Master Plan.
- Community engagement kicked off for the Chehalem Ridge Natural Areas planning process.
- Public engagement on the preferred draft master plan for Blue Lake Regional Park begins in Q4.
- Both Orenco Woods Nature Park development and Oxbow campground renovation construction bids were advertised and bids were received; both contracts are expected to be awarded in Q4.
- The Fanno Creek Trail development contract was awarded.
- The new overlook and trail at Canemah Bluff Natural Area have been completed.
- Replaced docks at Chinook Landing Marine Park and installed new restrooms at Blue Lake Park.
- Construction documents are at 75% for the Farmington Boat Launch with land use permits expected to be received in Q4.
- The Willamette Falls Riverwalk Project held a well-attended community event with over 800 people estimate in attendance.
- More than 830 volunteers gave 3,713 hours of time at 30 sites; major events included the second annual MLK day of service at Glendoveer golf course, Springwater Environmental Science School's seventh annual "Peace Love and Pancakes" event at Clear Creek Natural Area and Maddy's Blue Lake Adventure, an egg hunt for kids with disabilities and Blue Lake Park.

#### **Visitor Venues**

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

- Portland International Auto show had record attendance this year with 54,858 tickets sold and an additional 2,500 attendees for a Sneak Peak Preview event. This show also generated \$947,412 in revenue for OCC, the highest ever for this show.
- The OCC issued an RFP for a new parking system. To date, five bids have been received. A finalist will be selected in April with hopes of a complete installation by the end of summer.
- The OCC issued an RFP for its National Marketing Contract; bids closed on Thursday, March 24.

- In March, the Hotel project progressed with the approval of a 3rd Amendment to the Development and Finance Agreement. Additionally, Mortenson and Hyatt have come close to finalizing the hotel purchase agreement and continue to make progress on hotel design.
- The OCC hosted the USA Track and Field Indoor Championships. This event featured top US athletes selected to compete the following weekend in the IAAF World Indoor Championships, also hosted by the OCC.
- The Portland Expo Center had its strongest quarter of the year with overall revenues over \$2.3 million, up almost \$54,000 over FY15; February was Expo's highest grossing month ever, with over \$1 million in revenue alone.
- pacificwild catering saw a \$24,000 increase in concessions at Expo and a \$10,000 increase in catering for the quarter.
- Expo operations has completed its renewal and replacement of its HVAC system; progress continues on the Electronic Signage project with wiring work in phase one.
- The Portland Expo Center suffered recent ATM thefts on our property; staff is working in conjunction with PPD, the Port of Portland, PIR, Portland Meadows, Expo's security provider, staff and Metro to improve safety and security.
- Expo is collaborating with Beaumont Middle School for a commemorative event for the Vanport Flood and the Japanese Assembly Center named Honoring Our History; the event will take place on Thursday, May 26 and be open to the public.
- The Expo Center recently entered into a partnership with the City of Portland and the Vanport Mosaic project that will give the group use of Expo's property for a 5K walk/run on Memorial Day weekend.

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

- Portland'5 Presents presented its first three student shows exclusively to Title I schools; all costs were covered by P5 so cost would not be a barrier to the schools participating.
- Peers from the Sydney Opera house, in the country studying best practices and top performing arts centers, were hosted by P5 staff.
- Sixteen performances of the Book of Mormon helped make the 3rd quarter the best ever financially for P5. Food and beverage revenues topped \$265,000.
- P5 participated in two meetings of business owners and stakeholders in the area around Keller Auditorium to explore opportunities to make this neighborhood more vibrant and alive during the times the Keller does not have performances.
- The Hatfield Hall marquee was retrofitted with LED bulbs.
- The City of Portland recently completed facility assessment studies of city owned venues including the Hatfield, Keller, and the Schnitz; this information will define the current state of the venue's capital needs for discussions with the city on possible solutions for long term fiscal sustainability.

#### *Zoo conservation and research highlights*

- Nadja Wielebnowski, David Shepherdson and Candace Scarlata helped organize and participated in the Pacific Northwest Zoo and Aquarium Alliance meeting held at Northwest Trek.
- Hosted the USFWS Snowy Plover Recovery Team Annual Meeting.
- Transported and helped to release nearly 1,500 Taylor's Checkerspot Butterfly; larvae were reared at the zoo and released at two field sites in Thurston Co., WA.
- Karen Lewis, Julia Low, Kim McEuen and Ronda Naseth participated in a Certificate Ceremony at Coffee Creek Correctional Facility organized by our partners at Institute for Applied Ecology; 35+

inmates who assisted in raising plants or planting violets for the Oregon Silverspot Butterfly habitat restoration were recognized for their contributions.

- Candace Scarlata, Wildlife Endocrine Lab, validated a new progesterone assay for river otters and monitored pregnancy in Tilly. She also validated a glucocorticoid hormone assay for polar bears and is working on assay validations for hedgehogs, Bontebok, and ringtails. In addition ongoing hormone monitoring continues for elephants, rhino, Visayan Warty pigs, babirusa, Speke's gazelle, lions, Painted dogs, and caracal.
- Leland Brown, Wildlife and Lead Outreach Program, attended and presented at six sportsmens shows contacting and interacting with 3,660 individuals; he also presented to the Umpqua Valley Audubon.

#### *Zoo education highlights*

- The zoo recently completed the evaluation toolkit for the Environmental Literacy Framework, which includes sample survey items; several conservation education programs are now in the process of developing evaluation tools utilizing these documents.
- The US Fish and Wildlife Service recently posted a full time interpretive ranger position that will be stationed at the Zoo's Education Center when it opens.
- The education division recently submitted an application for funding to OZF as part of its large grant process; the proposal would provide a free field trip to all Title I elementary schools in the Portland metropolitan region for the year after the Education Center.
- In late March the zoo was visited by two preeminent educational psychology researchers, Dr. Roy Ballantyne and Dr. Jan Packer from the University of Queensland, Australia. They will spend the next three years working with 12 zoos and aquariums (including the Oregon Zoo) to study the impact of values on conservation education initiatives; the focus exhibit for the zoo's part of the study will be Elephant Lands.
- Winter and Spring Break camps at the Oregon Zoo were extremely popular and successful with enrollment of 524 and 568 campers respectively for each week of camp; Spring Break set new records with attendance reaching 98% of capacity.
- The Behind the Scenes tour team continues to develop new opportunities for special visitor experiences with the addition in 2016 of a Sea Otter Encounter tour.
- Teen programs welcomed a cohort of 10 new Zoo Animal Presenters out of 100 applicants and accepted 115 new summer ZooTeens from 220 highly qualified applicants.
- In 2015, ZooGuides contributed 115,000 hours in dozens of areas around the zoo.

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

- The Metro Council adopted the COO's recommendation to not pursue an offsite elephant facility and to redirect the funds set aside for that project; staff will work with the Oregon Zoo Bond Citizens' Oversight Committee to review a process and recommendation for fund reallocation.
- The community celebration of Elephant Lands took place the weekend of February 13-15.
- Award recognition to date for Elephant Lands includes the Daily Journal of Commerce Newsmaker of the Year and Portland Business Journal Better Bricks sustainability award.
- Education Center construction progresses with the train platform and Education Center buildings; a budget amendment will be presented to the Metro Council for approval in Q4, utilizing the 2016 bond premium.
- An additional \$170,000 from the Oregon Zoo Foundation for Northwest species conservation will fund the species recovery lab and Western pond turtle conservation exhibits at the Education Center.
- Polar Bear project costs have escalated significantly since the original project budget estimate; Metro Council approved a budget addition and scope reduction for the polar bear habitat and

related infrastructure. RFPs for design and construction were released and Metro received four design proposals; construction is estimated to start October 2017.

- The Oregon Zoo Public Art Advisory Committee begins the third and final bond program art commission selection process in June as part of the new polar bear habitat.
- The campus wayfinding was contract awarded to an Oregon MWESB-certified woman-owned business; new wayfinding will be installed after Labor Day to avoid the zoo's heavy summer season.
- The Zoo Bond Citizens' Oversight Committee reported to the Metro Council in March and noted it would work closely with staff to review cost escalation, project modifications and budget reallocation options to meet the ballot measure commitments.
- The Metro Council will appoint a new Zoo Bond Citizens' Oversight Committee chair and reappoint six members; recruitment is underway, with a focus on animal care and diversity.

#### *Zoo visitor experience highlights*

- Overall per caps grew 4 percent in the third quarter compared to the prior year, with growth noted in all areas, but the zoo is lagging overall budgeted revenues by 2 percent). Quarter attendance was 19 percent below the prior year.
- Rabbit Romp returned to the whole concert lawn with total attendance reaching nearly 11,000.
- Elephantastic helped kick off festivities to celebrate the completion of Elephant Lands; attendance for the three-day weekend totaled more than 16,000 guests.
- The zoo partnered with community organizations to distribute 3,800 tickets admission tickets for use on Martin Luther King Jr. Day.
- Ticket sales for summer concerts began in March; the zoo team continues planning to identify how to control venue access, provide food and beverage service, and manage the new layout for summer concerts.
- The North Meadow Terrace picnic area is under development and will be ready to host guests by June; the zoo's catering team has already booked 20 events for this summer.
- The zoo is now both a Conservation and Business Partner to the Monterey Bay Aquarium Seafood Watch program.
- Construction on the new train platform began in mid-January; the station should be ready for summer ridership by Memorial Day weekend.
- The zoo has partnered with an outside vendor to operate a carousel; the new offering will generate needed revenue to help offset the train's closure due to construction.
- In April, the zoo will initiate a new seasonal admission pricing structure that includes a discount for veterans; implement a new guide dog procedure that improves the guest experience (aligning with Metro's inclusion goals); and kick off sales for the remaining concert artists.
- Year over year, zoo attendance is lower by more than 105,000 guests, attributable to weather changes; management is actively managing the financial impacts of this situation.

## **Metro Management Report in Detail**

### **Q3 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 2nd annual DEI Awareness Month occurred in January. Activities included: DEI Month book club which discussed the Book of Unknown Americans by Cristina Henriquez. Lunch & Learn events: Special screening of The March, a long-banned documentary by James Blue about the 1963 March on Washington to hear Martin Luther King Jr. deliver his "I have a Dream" speech. More than 50 staff and community partners had an opportunity to learn how Metro is working with the local Native American community to create access to "first foods" in our natural areas. Staff had a chance to visit with local Muslim organizations to learn more about the Muslim community. More than 75+ Metro staff attended Diversity Day and enjoyed food from different cultures, played Diversity Bingo, learned about their coworkers and honored DEI Difference Makers.
- The DEI team sponsored a table at the Skanner's Annual Martin Luther King breakfast on January 18, 2016 and a table at Partners in Diversity's 10th Anniversary Celebration on March 2, 2016.



Metro staff attending Partners in Diversity Luncheon



DEI Awareness Month: Amy Croover speaks at Native American First Foods event; presentation by Muslim Educational Trust

### *Diversity program*

- The Cultural Compass Diversity Survey closed with more than 760 responses; survey administrator Lexicon and Line presented final results to the Senior Leadership Team on Jan. 13, 2016. DEI staff are scheduling Diversity Survey forums at all Metro facilities to engage staff in the results, recommendations and to gather their ideas.
- The Unconscious Bias Part 1 trainings began in March 2016. Discussions are facilitated by trained Metro staff volunteers and will be scheduled with every work team.
- DEI staff developed a cultural and religious observances calendar which was introduced to staff in December. Anyone with Outlook can upload the calendar to check for conflicts when scheduling meetings and events, as well as click on links to learn more about the significance of the observance day. More training will be happening with staff to inform them of this resource.
- DEI and HR staff are working with Self Enhancement, Inc. to further develop a working relationship in regard to hiring at Metro; began a series of monthly meetings at SEI to explore internships and job application strategies.

### *Equity strategy program*

- Staff completed the discussion draft of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion on February 22. This version includes the feedback provided by the Equity Strategy Advisory Committee (ESAC), Metro Council members and senior leadership staff.
- Immediately following the completion of the discussion draft, staff kicked off the public comment period for the strategic plan, deploying a variety of tools and mechanisms to obtain feedback from the general public and specific stakeholders throughout the region.
- The tools to solicit feedback included an online survey that closed on March 18 and received close to 2,000 responses (and was translated into four languages other than English), community conversations with specific cultural groups, presentations to Metro staff teams, and one-on-one meetings with stakeholders from the private and non-profit sectors.
- Staff have also conducted presentations to Metro advisory committees and other jurisdictional partners' meetings throughout the region to inform them about the discussion draft of the strategic plan and request their feedback.
- The feedback collected through these efforts is currently being incorporated into the strategic plan to create the final version of the document, which is scheduled to be completed in early May 2016.

#### *Inclusion*

- DEI and Powell-Division corridor program staff developed telephone voicemail options that will allow callers to choose one of five languages, including Spanish, Russian, Vietnamese, Cantonese and Mandarin. Callers will be able to leave a message and receive a follow-up call in their native language. We're exploring keeping this multi-lingual phone as a permanent option for callers to Metro.

#### **Program issues**

DEI staff have heard some confusion and concern from employees regarding the relationship of the Equity Strategy to the Diversity Action Plan. Because we are taking a racial equity approach to the strategic plan and we have talked about integrating the two plans, staff were concerned that we not lose the broader definition of diversity. We have spent time furthering clarifying how the two plans work together and support the interrelated goals of diversity, equity and inclusion.

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

With assistance from SLT, DEI staff are finalizing the proposed actions for the equity strategy and putting some budget range estimates to the actions. Most of the actions in the first year are initiatives that are already underway or budgeted; however, there could be some that require either additional budget or reprioritizing resources. Because the strategy, if adopted in June, will not be completed before the next FY budget, we may need to request consideration of an amendment or SLT assistance in prioritizing.

#### **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*

- On January 1st, Metro's transfer stations tightened screening protocols for asbestos-containing materials. This resulted in a considerable increase in asbestos-related calls to the Recycling Information Center (RIC) from contractors, do-it-yourself remodelers and haulers, from 107 in the previous quarter to 541 this quarter. These calls also lasted much longer on average than a

standard informational call, with callers expressing concern about how the change in screening might affect them or their business. The RIC worked closely with the Metro solid waste operations and communications teams to ensure consistent and correct information was shared with callers. Overall, the total RIC call volume for the quarter was 16,061, a modest increase from the previous period. In addition, there were 27,906 users of the Metro Find a Recycler web tool. The RIC also distributed 46,498 publications to individuals and to Metro's local government and community partners.

- The school education program made 9,276 K-12 student contacts this quarter through 269 age-appropriate classroom presentations, educational theater assemblies and puppet shows. Delivery of waste reduction puppet shows for students in grades K-3 re-launched in late January, with a local professional theater company, Tears of Joy Theatre, now contracted to deliver these shows. The shows were previously delivered by Metro seasonal staff.
- Consistent with the solid waste hierarchy, much of Metro's work with the construction sector focuses on increasing reuse of construction materials through building deconstruction and salvage, rather than seeing those materials disposed in a landfill. Deconstruction not only diverts valuable building materials from disposal, it reduces greenhouse gas emissions, increases discovery and safe removal of materials containing lead and asbestos, creates pathways to construction careers, and generates affordable used building materials. A number of activities in this area occurred last quarter:
  - In February, the Portland City Council approved a resolution directing development of code language to require deconstruction, rather than demolition, of houses and duplexes built before 1916. Metro solid waste planner Bryce Jacobson served on the technical advisory group that informed this policy. Currently, less than 10 percent of house removals are deconstructed. After the code changes take effect, that is expected to increase to approximately 33 percent, recovering more than 4,000 tons per year of building materials and spurring creation of 30-40 new jobs (see Oregon Tradeswomen information below).
  - Bryce and Shawn Wood of the City of Portland co-presented on the Portland policy and the growth of building material reuse in the Metro area at a national conference of the Building Materials Reuse Association.
  - The Oregon Department of Environmental Quality awarded a \$45,000 pass-through grant to Metro and Metro-area Habitat for Humanity chapters to help open a fourth ReStore in southwest Washington County or Gresham. These parts of the Metro area lack convenient access to used building materials. ReStores are nonprofit home improvement stores and donation centers that sell new and gently used building materials to the public at a fraction of the retail price. Bryce collaborated with ReStore management to write the grant proposal. The new ReStore will likely open in late 2016.



Classroom education

### *Internal Sustainability*

- Gary Heath, Golf Course Superintendent at Glendoveer Golf Course, was honored as a 2015 Environmental Leader in Golf by the Golf Course Superintendents Association of America and Golf Digest. Gary has been superintendent at Glendoveer since 2013, and in collaboration with Metro has transformed Glendoveer into a recognized leader in sustainable practices.
- Operations employees from the Metro Regional Center (MRC), Portland’s, and the Expo Center are participating in the Energy Trust of Oregon’s Strategic Energy Management program to identify and implement energy savings opportunities through building operations and employee engagement. More information, including a case study video on the Oregon Convention Center, is available at <http://energytrust.org/commercial/equipment-upgrades-remodels/strategic-energy-management/>.
- Internal Sustainability program staff continued to support Metro’s visitor venues and facilities in implementing sustainability projects, including:
  - MRC Campus Operations installed an occupancy sensor connected to the heating and cooling system in the Council Chambers, which allows the system to turn off when during the approximately 25 percent of the time when the Chambers are unoccupied. This improvement is expected to save approximately 200 kilowatt hours of energy per day and \$5,200 in utility costs per year. Staff also installed 50 motion-sensor power strips at employee work stations to reduce the energy consumption from computers, lamps, and other plug loads.
  - Procurement staff held workshops for MWESB vendors on Metro’s procurement policies, including training on sustainable procurement requirements,
- Internal Sustainability program staff is completing the steps necessary for Metro to comply with the City of Portland’s new Commercial Energy Performance Reporting Policy that requires owners of commercial buildings 20,000 square feet and over to report annual energy use of those buildings to the City.



Gary Heath with award at Glendoveer

### *Community Partnerships*

- Community Partnerships and waste reduction staff worked with Oregon Tradeswomen, Inc. (OTI) and the ReBuilding Center to design a deconstruction skills workshop for the Women in Trades career fair to be hosted by OTI on May 14, 2016. Property and Environmental Services (PES) is a sponsor of the event.
- In January, PES director Paul Slyman and Community Partnerships manager Molly Chidsey hosted a half-day tour of PES work sites for Self Enhancement, Inc.'s (SEI) workforce development manager. The tour included the RIC, Metro Central transfer station, Metro Central household hazardous waste and the Metro Paint latex recycling facility. The purpose was to further develop the Metro-SEI relationship, inform SEI about the types of PES jobs, and support SEI's workforce development staff to match clients with job opportunities.
- Four of the local jurisdictions that became eligible to participate in Metro's Solid Waste Community Enhancement Program in 2015 announced their first solicitation for community enhancement project applications:
  - City of Wilsonville: proposal deadline closed January 29, 2016
  - City of Forest Grove: proposal deadline closed March 31, 2016
  - City of Troutdale: proposal deadline is April 29, 2016 at 5:00 PM
  - City of Oregon City: proposal deadline is May 27, 2016 at 5:00 PM

### **Items for leadership attention**

In the fourth quarter of this fiscal year, PES staff will re-engage with Council on the Solid Waste Roadmap's landfill policy project. This will start at a work session and then be followed by first and second readings of a proposed ordinance to codify the policy.

### **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

- Metro's RID Patrol, working closely with the Portland Mayor's Office, cleaned up the Sullivan Gulch area just ahead of the International Track and Field event on March 17-20. Three days of cleaning from the riverfront to NE 28th Street yielded nearly 7 tons of waste. Metro also entered into an agreement with the Union Pacific Railroad that specifies roles and responsibilities between the railroad and Metro as it pertains to cleanups on railroad property. Metro also entered into an agreement with the city of Portland so that the Mayor's Office can directly request camp cleanup assistance from RID Patrol.
- As Metro Council directed, the Solid Waste Alternatives Advisory Committee (SWAAC), commissioned a subcommittee to consider whether and how to authorize, inspect and regulate facilities that process recyclable materials from curbside collection and commercial accounts. The subcommittee was launched in January and is made up of industry, local government, recycling advocates and citizen representatives. The subcommittee intends to complete its work by summer 2016.
- Metro staff, upon the review and support of the SWAAC, published proposed updates to Metro's solid waste regulations on its website. These changes are intended to provide greater consistency in how Metro authorizes solid waste facilities and provides greater transparency in how Metro protects public health and environment. The proposed changes include general improvements, housekeeping, and extensive non-substantive editing to make the regulations easier to understand and use.
- Began using new RID Patrol trailer.
- Completed 66 solid waste inspections/financial reviews and took 12 illegal dumping citations or enforcement actions.
- Cleaned up 631 illegal dump sites and 24 homeless camps, with a total of 80 tons of garbage collected.



New RID Cleanup Trailer; new public notice format for solid waste facilities



Sullivan Gulch cleanup before and after

### Program issues

- A request for information (RFI) was released to local and state law and code enforcement agencies to see if there is any interest in the open police investigation position in the RID Patrol. (The Tigard police officer, who has been in the position for the last six years, will return to the city on July 1.)
- Gresham/Springwater Trail -- The city of Gresham has been dealing with a series of issues related to illegal camps along the Springwater Trail. Staff have met with city officials and neighborhood groups to provide assistance. RID now devotes 2-4 days per month to assist in illegal dump and camp cleanups.

### Items for leadership attention

- PES is planning to review a study that was conducted in 2006 that evaluated and recommended changes to Metro's solid waste fee and tax exemptions. Once the study is updated, PES will ask SWAAC to commission another subcommittee to review the current public benefits of retaining, modifying or eliminating exemptions.
- Four solid waste license renewals are under consideration by the COO. Each has its own set of issues and community concerns:
  - City of Roses Disposal & Recycling (Portland District 5) -- Application to continue receiving and processing construction and demolition waste to recover recyclables.
  - McFarlane's Bark (Milwaukie District 2) -- Application to continue to operate as a yard debris compost facility. Local concerns have been expressed about odors.
  - S&H Logging (Tualatin District 2) -- Application to continue to accept yard debris for processing and reloading to compost facilities.
  - Northwest Shingle Recyclers (Tigard District 3) -- Application to continue to receive and process roofing debris to recover asphalt shingles.
- Three solid waste non-system licenses will be under consideration at the Metro Council meeting on June 2. Although they are likely to be on the consent agenda, some new issues are raised related to use of out-of-district facilities and disposal sites:
  - City of Roses Disposal & Recycling (Res 16-4692) -- CORE is seeking authorization to deliver wet waste directly to the Wasco County Landfill and Cowlitz County Landfill (Washington).
  - Gresham Sanitary Service (Res 16-4693) -- GSS is seeking authorization to deliver wet waste directly to the Wasco County Landfill.
  - Waste Management Residential Food Waste (Res 16-4699) -- WM is seeking authorization to deliver residential food waste from various local jurisdictions (Forest Grove, Beaverton, Troutdale, etc.) directly from route trucks or through the Troutdale Transfer Station to Recology's Nature's Needs compost facility in Washington County.

### **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*

- New screening procedures were implemented January 1 at Metro’s transfer stations to more effectively prevent acceptance of materials suspected to contain asbestos. Many materials that were used in construction may contain asbestos and can be found in construction and demolition waste loads. These procedures are being modified to improve them as more effective approaches are identified.
- GLEAN, a project that gives artists access to Metro Central Station to recover discarded materials to create works of art that draw attention to the issue of wasted resources, kicked off its sixth year with the selection of five new artists. These artists will spend the next five months gleaning discarded materials to make art for an exhibition at Mark Woolley Gallery that opens on September 9, 2016.
- Staff briefed the Metro Council on results from the Long Term Management of discards project (a Solid Waste Roadmap project) and received direction to investigate the interest expressed by Covanta, a firm that owns a waste to energy facility in Marion County, for managing the region’s discards.



GLEAN Artists for 2016

##### *Hazardous Waste Operations*

- PES staff held a meeting in January for stakeholders interested in producer responsibility for household hazardous waste and the bill that Metro introduced on this topic in the 2015 Oregon legislative session. Stakeholders included representatives of the companies that manufacture and distribute products, local governments, Oregon DEQ, service providers, and NGOs. Two more meetings are scheduled for further work on the bill, in anticipation of introducing an improved bill in the 2017 session.
- The household hazardous waste program kicked off its 16th season of providing HHW “roundups” across the region, providing service to locations that are more distant from Metro’s

permanent HHW facilities. The first three events in March served a total of 675 customers, at locations in Forest Grove, Beaverton, and east Portland.

- Willamette Week featured MetroPaint in an article entitled “29 Reasons to Love Portland Right Now”, with reason #13 being “Because we recycle enough paint to coat the Golden Gate Bridge seven times every year”, along with a picture of the recycling process. The complete article is at: <http://www.wweek.com/2016/02/09/28-reasons-to-love-portland-right-now-part-iv/>



Hazardous Waste Roundup, MetroPaint

#### *Landfill Stewardship*

- The City of Portland is expected to complete the update of its comprehensive plan in Spring 2016 and the plan will likely include re-zoning portions of St. Johns currently zoned industrial to open space. This change is consistent with the Metro’s Smith and Bybee Wetlands Comprehensive Natural Resource Plan adopted in 2013, and is not expected to affect landfill closure operations.

#### *Facility and Asset Management*

- A study to replace the landfill gas flare and associated controls at the St. Johns Landfill is underway. The flare combusts the portion of landfill gas that is not used by a nearby commercial customer. The flare facility is required by the site’s closure permit issued by DEQ.
- After completing a Metro South Station entrance study with traffic safety recommendations, a contract was awarded to a consultant to design one recommendation -solar powered driver feedback signs.
- A contract to construct a storm water treatment facility at Metro Central Station was awarded. The facility is required to comply with the City of Portland’s stormwater permit for the site.



Rendering of Stormwater Treatment at Metro Central

### **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**

- On March 17, 2016, the TOD Steering Committee approved \$500,000 for Oliver Station, a 145 unit apartment projects in Lents Town Center, which is being developed by Palindrome Communities. The project will include 120 units regulated at 60% of AMI and 6 units regulated at 30% of AMI as well as 19 market rate units and 29,565 square feet of retail space. The project, which will be built to LEED Gold standards, is receiving significant support from the Portland Development Commission as well as the Portland Housing Bureau, and is expected to break ground in November 2016. The TOD program is reviewing applications for two additional PDC/PHB supported projects in the Lents Town Center area.
- Furniture Store Property – Responses to the Request for Qualifications (“RFQ”) for redevelopment of the Furniture Store site at 82nd and Division were reviewed in February 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 has recommended ROSE CDC which anticipates developing the site with affordable housing as well as ground floor retail and/or community space. Metro staff and ROSE are currently negotiating an Exclusive Negotiating Agreement which will guide the next phase of the project. This agreement along with a preliminary design concept for use in ROSE’s tax credit application will be presented to the TOD Steering Committee and the Chief Operating Officer for endorsement and review by Metro Council via the 7-Day Notice process. Development of the project is contingent upon the project receiving a competitive low income housing tax credit allocation.
- Construction is continuing on The Signal (aka Main Square Living) which 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.
- Construction is continuing on La Scala (aka Lombard Plaza) which 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.
- Construction is continuing on 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.
- Over 240 people attended the Equitable Housing Leadership Summit on February 1, 2016. Attendees included government staff, elected officials, advocacy, nonprofit developers, private developers, consultants, community-based organizations, nonprofit service providers, philanthropy, lenders, academia, other businesses, and land trusts. Seattle Mayor Ed Murray delivered the keynote address.
- In February, Metro Council approved \$500,000 in funding available for Equitable Housing Planning and Development Grants in FY17. The grant program will function as a subset of the Community Planning and Development Grant (CPDG) program and will adhere to the ordinance and Administrative Rules that currently govern the CPDG program and the use of the regional Construction Excise Tax. The Equitable Housing Grants Handbook was published in March and outreach to jurisdictions is now underway, with a pre-application meeting scheduled in May.
- Construction began on storefront improvements for the Mom & Pop Wine Shop on NE Sandy Blvd in Portland, which has been awarded an Enterprising Places storefront grant of \$22,500. Permitting and design work continued on other storefront improvement projects slated to begin construction in spring-summer 2016.

### **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, 2015 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.
- The project team began more in depth engineering analysis to understand design, potential impacts, and travel times for the project on the Steering Committee's preferred route (including 82nd Ave and inner Powell). In late January, the project team learned that congestion, physical constraints, and engineering standards for inner Powell Boulevard and 82nd Avenue would require significant property impacts to improve bus travel times. With the out-of-direction travel south to Powell Boulevard and the constraints on engineering design to improve travel times, key trips from outer Portland and Gresham would take longer to reach the heart of downtown Portland than they would on TriMet's current line 4.
- On March 28, 2016 the project team met with the Steering Committee and walked through the issues, the project goals and outcomes, and new project concepts to address travel time concerns. A phased investment approach appears to meet project outcomes by breaking the corridor into a near term and future phase with an inner Division and outer Division BRT alignment running to Gresham transit center and Mount Hood Community College followed by a later project on Powell Boulevard. The revised concepts will be analyzed to understand technical performance and brought to the community for input.

- The project team will analyze the technical feasibility of an Inner Division/Outer Division alignment and as well as engage the community. The team will also work with the public and interested Steering Committee members in service planning workshops/meetings to better determine underlying and connecting routing preferences.
- The project team anticipates a Steering Committee meeting in early June to share findings on the feasibility of the alignment and community input. In fall 2016, we anticipate the Steering Committee will make decisions on routing in downtown Portland, access to Division from downtown Portland, and between Division and Stark in Gresham, and station locations. These decisions will define a Locally Preferred Alternative.
- 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 \$100 million. Project Development provides a two-year timeframe for the project to move through the FTA funding process, however three years can be feasible with more certainty around the project description. So the project can push out a year without needing to start the Project Development process over.

#### *Southwest Corridor*

- The Southwest Corridor Plan is nearing completion of an 18-month work plan, which will culminate in a Preferred Package of transit, bike, pedestrian and roadway investments for the corridor in June 2016. Staff from Metro and project partners continue to meet on a regular basis to deliberate planning strategy and coordinate action and analysis.
- At its January 2016 meeting, the Southwest Corridor Steering Committee removed two high capacity transit alignment options in downtown Tigard and the downtown Tualatin terminus option, identifying Bridgeport Village as the preferred terminus for the transit alignment.
- In response to direction from the steering committee, project staff continued to analyze direct and indirect transit access to PCC Sylvania in greater detail during the 3rd quarter and released a technical evaluation report to supplement the December 2015 PCC Sylvania options memo. The steering committee is scheduled to consider whether to continue studying the PCC Sylvania light rail tunnel options in May 2016, at the same time as the decision between bus rapid transit and light rail. Further refinement of the alternative connection options to the campus will be undertaken later, during the Environment Review phase of the project.
- At the end of March, project staff released a recommendation report for the May 2016 steering committee decisions. Staff recommended further study of light rail as the preferred high capacity transit mode and removal of the PCC Sylvania tunnel options from further consideration. Upcoming public engagement will solicit feedback on the staff recommendations prior to the May decision, including a combined steering committee meeting and public forum in April.
- From January-March project staff conducted multiple outreach and engagement activities, including multiple online surveys with more than 3,000 respondents, community meetings and regular email and social media communication.
- After the May decision, project staff will compile a draft Preferred Package of transportation investments for the corridor for consideration at the June 2016 steering committee meeting, which will include the proposed high capacity transit alignment and supporting roadway, bike and pedestrian projects.

#### *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 to solidify legislative goals for the 2017 Session.

- With the support of the Oregon Brownfield Coalition, HB 4084 passed unanimously in both the House and Senate in February. HB 4084 authorizes local governments to adopt measures providing tax incentives to property owners who address environmental conditions on brownfield sites. Incentives may include special assessments for land value, exemption for value improvements, and personal property. Those incentives can be offered for up to 10 years, with an option to extend for 5 years, according to locally determined criteria. Tax incentives can't exceed cost of cleanup, which must be conducted according to an agreement with Oregon Department of Environmental Quality. This tax incentive program was a central feature of the Coalition's legislative efforts in 2015. It was unsuccessful during that session, but the work that was done then led to several Oregon Legislators re-introducing this similar bill in 2016.
- Staff presented the Willamette Falls TAC with information regarding a Business Oregon assessment grant for Willamette Falls. The grant request is for \$60,000 (with an additional \$12,000 match requirement from Metro), and will focus on a hazardous building material assessment for 1-2 buildings on site, likely those associated with the first phase of the River Walk design process. The TAC approved the application and staff have begun working on assembling the necessary documentation for that effort. Staff anticipates making the final application in April of 2016.

#### *Economic Development*

- Investment Areas staff are working to clarify Metro's role in advancing economic development in the region and facilitating a better understanding of economic development issues to inform future investment choices. The most immediate initiative involves creating 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.
- Staff developed a draft work plan and conducted research on additional data/information from related reports and plans.
  - Staff continues to conduct an Economic Development Listening Tour to discuss key constraints/opportunities and learn about key priorities with key partners, expanding beyond regional organizations to include relevant county and city staff.
- Staff engaged the DRC to help frame the development of the EVA and identify a robust set of metrics that can be incorporated into the assessment tool. The State of the Centers Context Tool and Equity Atlas are being used as a partial model for the EVA.
  - Staff is collaborating with GPI and WSI to develop a scope of work for holding an Economic Development Learning Series that will align stakeholder interests, share input from key expertise, facilitate future engagement, kick off the development of the Economic Value Atlas, and advance dialogue that will support implementation actions in Greater Portland 2020 – the region's comprehensive plan for economic development.
- Anticipated work tasks in the next quarter will depend on input from Metro Council and timing of consultant support. Expected outputs during this quarter include:
  - Conduct Economic Development Learning Series in collaboration with economic and workforce development partners
  - Issue RFP for consultant services
  - Convene stakeholder working group that will guide the project

### **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**

- In December, Council adopted a final 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. In January, staff work began with a series of technical working group to prepare an existing conditions report that will form the factual basis for the update. Staff also began work on the first of several RTP policy maker forums, scheduled for April 22.
- Regional Snapshots: in January, staff completed and published 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 second snapshot focuses on jobs and economic opportunity, with a web and interactive print presence similar to the first snapshot, and has had nearly 5,000 page views to date since it was published. The third snapshot in the series will focus on transportation in the region, and is scheduled for a mid-April release to coincide with the first of RTP policy maker forums.
- Speaker Series: in January, staff continued coordinating the Council's regional speaker series, part of the Regional Snapshots Program. The January speaker was Denny Zane of Move LA, who presented the Los Angeles region's unique, collaborative effort to fund transportation at a lunch and learn event at Metro. In February, Metro hosted a panel discussion on building an inclusive economy in partnership with Dwayne Johnson of ScaleUp Partners. In March, Metro hosted a major event at the Mission Street Theater featuring Janette Sadik-Kahn, former transportation commissioner of New York City and author of "Street Fight!", on reimagining urban streets to better fit the emerging way in which people live and travel.
- Online engagement: From Jan. 14 through Feb. 16, 2016 Metro hosted an online questionnaire to garner public feedback on several programs. The questionnaire included questions to inform the regional flexible funds allocation (RFFA) and the development of the 2018 Regional Transportation Plan; additional questions were designed to inform the strategic plan to advance racial equity, diversity and inclusion and the equitable housing program. The goal and estimate was for 1500 to 2000 people to participate in the poll; we had 7885 people start the poll, with more than 5800 working through the questions.

### **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**

- Management response was provided for Metro Auditor's report on the Community Planning and Development Program. Representative of the Planning and Development Department management team joined the Metro Auditor in the presentation of the Auditor's report and management response on March 3, 2016. Staff have started developing the work plan for addressing the Auditor's recommendations.
- The negotiation of intergovernmental agreements (IGA) for Cycle 4 of Community Planning and Development Grants has been successful. Due to unforeseen circumstances beyond Metro and affected local governments, the negotiation of two IGAs were extended beyond the March 31, 2016 deadline. Four jurisdictions (Beaverton, Cornelius, Oregon City and Washington County) completed their Cycle 3 projects, whereas Happy Valley requested extension of milestone due dates for its project.
- Following a public comment period in February, staff has prepared a draft MTIP/RFFA policy document for adoption by JPACT at their April meeting. The draft policy is based on extensive input from regional stakeholders. It outlines a series of additional investments that the region could make using the Regional Flexible Funds, while continuing to invest in existing programs and project categories.
- The Regional Travel Options program continues to manage its agreements with local grantees for their activities to encourage use of the region's transit, bike, and pedestrian transportation system.

### **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**

- Cemetery Program issued a Request for Proposal related to the Burial Services Contract. A Notice of Intent to Award the contract to Oregon Wilbert (formerly Suhor Industries) was issued on March 25.
- Buckman Elementary held its 3rd Annual play about Lone Fir Cemetery. The play raises awareness about historical events in Portland through the residents that are interred at the site. The evening showing of the play is open to the public.
- Cemetery Program began actively offering marker sales to families. The sales revenue will be a new source of income for the program. The vendor for this contract is Vancouver Granite Works.
- Cemetery Program contracted to have corner markers installed for Multnomah Park, Block I.

- Work was completed by Poetry in Stone for installing the pillars at the east entrance of Lone Fir Cemetery. The project was funded by Friends of Lone Fir Cemetery. A dedication ceremony is scheduled for July 2016.

#### **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)*

- Staff continues to monitor progress and manage grants awarded by the Metro Council. Currently there are approximately 68 active grants worth approximately \$3.3M funded by Metro's 2013 local-option levy. Staff actively promotes grantee events and success through social media and sponsorships. Staff conducts additional outreach, grant management and relationship building by attending fundraisers, meetings, volunteer events and site visits outside of normal business hours.

##### *Conservation Education*

- Staff launched the 2016 Conservation Education grants in Q3. Metro received 35 pre-applications totaling \$812,303 in funding requests. Staff organized the grant materials, facilitated committee review, gave verbal and written specific feedback to more than 22 successful and unsuccessful applicants ultimately inviting 16 proposals to submit full applications totaling \$400,087 (approximately 200% of available funding). Full applications are due in April.

##### *Restoration and Community Stewardship*

- Staff launched the 2016 Restoration and Community Stewardship 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 \$50,000 per project. Pre-applications are due May 16, 2016.

### *Regional Trails*

- The Metro Council awarded the first-ever round of Nature in Neighborhoods grants dedicated solely to regional trails before a large audience of grantees and their partners on March 31, 2016 in Oregon City. Staff supported the 13 applicants invited to submit full applications with technical assistance and detailed feedback from the review committee about their pre-application proposals. Ultimately, nine projects were recommended for funding for a total of \$500,000 in grant awards.

### *Capital Grants (bond funded)*

- New projects: Several grant agreements (IGAs) were finalized and signed in Q3 including those with Clackamas Water Environmental Services for Mt. Scott Creek Restoration and the City of Tigard (along with the grant agreement) with Friends of Bull Mountain Nature Park for their park improvement project.
- Past projects: The City of Portland approved a Local Improvement District (LID) for NE 47th Avenue, providing funding for improvements in pedestrian access to Whitaker Ponds Nature Park. This is an outcome of the capital grant awarded to Portland Parks & Recreation in 2014. Deadline for new Letters of Interest is April 18. Full applications will be due in August 2016.

### *Natural Areas Bond Local Share Program (bond funded)*

- Local Share IGAs expired on March 31. Amendments extending those IGAs to March 31, 2017 were sent to Beaverton, Cornelius, Gladstone, Gresham, King City, Portland and Wood Village.
- Portland made four acquisitions totaling 1.37 acres. Three were important inholdings within Marquam Nature Park and one was adjacent to Whitaker Ponds Natural Area where an informal trail has been crossing private property for years.

### *Partners in Nature Program*

- In Q3 staff met with 19 of the 24 organizations that submitted letters of interest in 2015 for a Partners in Nature project. From these initial conversations, we are connecting groups to existing natural areas conservation education programs, building connections with other jurisdictional partners such as Portland Parks and Recreation, and beginning to co-create scopes of work for larger collaborative partnerships such as support for community engagement in access planning at Chehalem Ridge Natural Area.
- Staff connected several of these new partners to existing resources and programs within Metro: including Ahiska Turkish Community Center, Oregon Somali Family Education Center and School Assistance for Refugee Newcomers.
- Metro's Parks and Nature team continues to support existing partnerships with Center for Cultural Organizing, Self Enhancement Inc., Latino Network and Hacienda CDC.

## **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**

- 60 planting projects were completed this quarter within natural areas ranging from 2 to 200 acres, with 553,026 bare root species planted.
- 66 natural areas had restoration and/or maintenance activities implemented on approximately 2,900 acres this quarter. Stabilization of new acquisitions involved 26 properties.

- Native Plant Center volunteers contributed over 475 hours assisting with plant bed maintenance, seed harvesting and cleaning, training and field work for Seed Conservation Program.
- Staff trained 154 new amphibian monitoring volunteers, monitored 18 natural areas and found 2,800 egg masses; four terrestrial salamander surveys were completed with rare Oregon slender salamanders found at the East Buttes natural areas; under a new program these volunteers can complete similar surveys for regional partners Clean Water Services and Wetlands Conservancy.
- Conservation staff organized the first Intertwine Alliance quarterly conservation forum workshop, with a focus on pollinators.
- The Acquisition team had three real estate closings in the quarter:
  - On Feb. 11, Metro acquired a 1.3 acre trail easement for the Ice Age Tonquin Trail, providing future access to nature in a rapidly developing part of Tualatin; the first trail easement acquisition since completion of the Ice Age Tonquin Trail master plan in 2013.
  - Also on Feb. 11, Metro acquired a 1.06 trail easement adjacent to the above Ice Age Tonquin Trail easement parcel. The future trail will offer glimpses of wetlands and geologic features associated with the Missoula Floods.
  - On March 11, Metro acquired a 9.8 acre property in the Chehalem Ridgetop to Refuge target area. The property's strategic location midway between Metro's large holdings at the Chehalem Ridge Natural Area and the Penstemon Prairie complex supports the vision of a future connection for wildlife and people.



Conservation forum workshop



Amphibian monitoring

## Parks and Natural Areas Levy

### PROGRAM HIGHLIGHTS (YEAR 3, Q3)

APRIL 2016

#### PROJECTS COMPLETED OR UNDERWAY

- 81 natural areas restoration and maintenance projects
- 26 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 are improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Q3 highlights include:

- The focus for first few months of 2016 was on planting native species across Metro's portfolio. Metro had a record-breaking planting season, with approximately 550,000 bare root plants put in the ground at 34 sites. Additionally, the Native Plant Center procured over 750 pounds of native seed, most of which has been planted.
- Metro's partner Mosaic Ecology LLC provided Verde Landscape with mentorship and training in natural area restoration. Through this partnership, Mosaic and Verde planted approximately 58,000 native plants at Smith and Bybee Lakes Wetlands.
- The Native Plant Center began using the plant materials module, a new feature of the custom Terramet database. The module allows the NPC to track seed and bare root materials according to sources and seed growers, which is important information for monitoring for long term planting success. This tool and tracking capability also helps with achieving higher levels of genetic diversity which promotes increased habitat resilience in a changing climate.
- Staff selected a construction contractor to complete in-stream restoration work at River Island North and Goose Creek in 2016. Restoration work is anticipated to include placing over 1,000 large logs for fish habitat and moving more than 100,000 cubic yards of soil to rebuild riparian and floodplain areas along Goose Creek and the Clackamas River at the River Island Natural Area.

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

The Nature in Neighborhood team continues to monitor progress and manage grants awarded by the Metro Council. Currently the levy has funded 68 active grants worth approximately \$3.3 million. The grants team actively promotes grantee events and successes through social media and sponsorships. In Q3 staff conducted additional outreach, grant management and relationship building by attending fundraisers, meetings, volunteer events and site visits outside of normal business hours.

### **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 is working to improve access and culturally-relevant programming. In addition to Metro’s work with the Youth Ecology Corps, accomplishments in Q3 include:

- Metro’s levy-funded intertribal cultural resource specialist partnered with Portland State University’s Center for Public Service to host an international gathering at Metro with representatives from the town of Shiraoui, Japan. The group from Shiraoui is exploring ways to partner with indigenous peoples of Northern Japan, and was interested in learning how Metro is working with the local Native American community, including through last year’s harvest of camas bulbs at Quamash Prairie Natural Area.
- Seven Minority/Women/Emerging Small Business firms that had not previously worked with Metro implemented restoration projects across Metro’s portfolio. These firms planted almost 185,000 native bareroot and shrub plants on 16 sites. The firms were introduced to opportunities with Metro through Parks and Nature’s innovative procurement process in 2015 to target a greater number of MWESB contractors.
- The Partners in Nature program has held conversations with 19 of the 24 organizations that submitted letters of interest in Q3. From these initial conversations, staff is connecting new groups to existing programs such as natural areas conservation education programs and programs at the Oregon Zoo. Staff is also building connections with other jurisdictional partners like Portland Parks and Recreation, and beginning to co-create scopes of work for larger collaborative partnerships such as support for community outreach around public access planning at Chehalem Ridge Natural Area. Metro’s Parks and Nature team continues to support existing partnerships with Center for Intercultural Organizing, Self Enhancement Inc., Latino Network and Hacienda CDC.
- Recruitment for Nature in Neighborhood conservation education grant review committee members resulted in the most diverse group to date. Committee members include staff or volunteers of Asian Pacific American Network of Oregon, Adelante Mujeres and Center for Diversity and the Environment.
- Of the 35 pre-applications received for 2016 Nature in Neighborhoods conservation education grants, ten applicants were culturally-specific organizations and approximately half planned programs with underrepresented communities.

- A thinning project took place at North Tualatin Mountains over approximately 370 acres, spanning three sites. The removal of trees will accelerate old growth characteristics by reducing density, stimulating the growth of shrubs and providing habitat structure.
- Site conservation plans were completed for Corral Creek and Farmington natural areas and Orenco Woods Nature Park, laying the groundwork for long-term restoration and management.

### REGIONAL PARKS OPERATIONS

Several park improvement projects were completed in Q3. At Chinook Landing Marine Park heavily-used docks that were 25 years old were replaced with three new docks. At Blue Lake Regional Park, four new restroom buildings were installed, replacing restrooms that were more than 50 years old and required significant ongoing maintenance. Also at Blue Lake an improved, wheelchair-accessible wetland trail of crushed rock replaced a less-sustainable asphalt version, and a new viewing platform and boardwalks were installed.

### 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, significant milestones were reached in Q3:

- The Metro Council approved a 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.
- The Metro Council adopted a master plan for access improvements at Newell Creek Canyon Natural Area.
- Community engagement began in the planning process for the 1,200 acre Chehalem Ridge Natural Area, with a kickoff event in February to help shape the future of the site.

### VOLUNTEER PROGRAM

Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q3, 832 volunteers contributed 3,713 hours at 30 Metro parks, natural areas, historic cemeteries and the Zoo (as volunteer naturalists). Blue Lake Regional Park hosted a first-of-its kind special event: “Maddy’s Blue Lake Adventure” was an egg hunt for kids with disabilities, their families and friends. It brought out 40 families who walked, rolled and explored on a trail of discovery finding eggs and having a wonderful time.

### CONSERVATION EDUCATION & YOUTH ECOLOGY CORPS

When it became apparent that the usual recruitment process was not resulting in a diverse applicant pool for an open naturalist position, Metro’s conservation education team manager paused the recruitment process. With input from Zoo, Parks and Nature, and Diversity, Equity, and Inclusion program leadership, the process was extensively modified to encourage diversity at each stage of the screening process. As a result, the nature education team hired a woman of color to join the ranks of Metro naturalists.

This winter Youth Ecology Corps crew members continued to work at 11 Metro sites, including River Island and Deep Creek natural areas, the Native Plant Center and Lone Fir Cemetery. They also participated in Metro’s amphibian egg mass monitoring program for the second year, learning specific techniques as well as the importance of monitoring to evaluate the success of restoration efforts. The conservation education team recently hired a YEC graduate as a paid nature education intern.

#### **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**

##### *Volunteer Program*

- This quarter volunteers shared 3,713 hours. More than 830 volunteers shared their time, including 178 ongoing volunteers, 82 done-in-a-day volunteers, 548 volunteers in groups, and 16 youth volunteers. This included 131 new volunteers, including 50 ongoing volunteers, 64 done-in-day volunteers, 13 youth volunteers and one new volunteer group. Volunteers worked at 30 sites, including nine parks, 17 natural areas, three centers (MRC, Zoo and Native Plant Center) and one historic cemetery. Volunteers were on sites 80 out of 91 days. Major events:
  - The second annual MLK day of service brought out 38 volunteers, including local businesses, organizations, trail walkers, new friends to the Glendoveer Fitness Trail, neighbors, Metro families and staff ,who filled a 40-yard dumpster with invasive plants, helped spread chips on the trail and picked up litter.
  - For the seventh year, Springwater Environmental Science School held its annual “Peace Love and Pancakes” volunteering event at Clear Creek Natural Area. The event brought out 233 students, teachers and parents to help plant 1,000 native shrubs.
  - On March 26, Blue Lake Regional Park hosted a first-of-its kind egg hunt. Maddy's Blue Lake Adventure was an egg hunt for kids with disabilities, their families and friends. Forty families walked, rolled and wandered around on a trail of discovery finding eggs and had a wonderful time. The event was supported by 15 volunteers and staff members.

##### *Parks and Natural Areas Planning*

- The Newell Creek Canyon Access Master Plan was adopted by the Metro Council on March 31 culminating a 2-year planning process.
- A preferred draft master plan for Blue Lake Regional Park has been prepared; public engagement for this plan will begin in Q4.
- Path lighting and electrical improvements at Borland were also completed.
- A first meeting was held to share lessons learned about inclusive and universal design to inform the upcoming Oxbow play area improvements with interested parties and local jurisdictions.
- The Sellwood Gap (Springwater Corridor Trail) crossing orders were submitted for approval to ODOT Rail.
- Both Orenco Woods Nature Park development and Oxbow campground renovation construction bids were advertised and bids were received; both contracts are expected to be awarded in Q4.
- Chimney Park, Columbia Boulevard Bridge Trail IGA with ODOT is still under review at ODOT.
- The Fanno Creek Trail development contract was awarded.
- The Willamette Falls Riverwalk Project held a well-attended community event with over 800 people estimated in attendance.
- The new overlook and trail at Canemah Bluff Natural Area have been completed.
- The Connect with Nature project team has met twice.

- Construction documents are at 75% for the Farmington Boat Launch with land use permits expected to be received in Q4.



Canemah Bluff trail and overlook



Tunnel of fun at Maddie's Blue Lake Adventure; Springwater Environmental Sciences School students plant trees at Clear Creek.

## **5.1 | 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*

- Portland International Auto show had record attendance this year with 54,858 tickets sold and an additional 2,500 attendees for a Sneak Peak Preview event. This show also generated \$947,412 in revenue for OCC; highest ever for this show.
- William Shatner came to OCC in February to participate in Wizard World Comic Con.
- The OCC issued an RFP's for a new parking system. To date, five bids have been received. A finalist will be selected in April with hopes of a complete installation by the end of summer.

- The OCC issued an RFP for its National Marketing Contract. Bids closed on Thursday, March 24. This is the contract currently held by Travel Portland which expires in June.
- In March, the Hotel project progressed with the approval of a 3rd Amendment to the Development and Finance Agreement. Additionally, Mortenson and Hyatt have come close to finalizing the hotel purchase agreement and continue to make progress on hotel design.
- The OCC hosted the USA Track and Field Indoor Championships. This event featured top US athletes selected to compete the following weekend in the IAAF World Indoor Championships.
- The OCC hosted the IAAF Track and Field World Indoor Championships, an event which has not been held on U.S. soil since 1987. For both the USATF and Indoor Worlds, specialized vendors created a 200 meter banked track and 7,000 seat stadium within the OCC exhibit halls. They built the set in under two weeks, as well as a variety of suites and spaces dedicated to insuring guest satisfaction. The USA dominated the competition earning 23 total medals – 13 gold!!
- On March 1, Cindy Wallace, Assistant Director of Sales, was promoted to Director of Sales. The high marks for revenue and future bookings exemplify Cindy’s successful leadership and direction of the sales department. Her innovative use of technology has made for a more efficient and hence effective team, while still providing that special service touch.

	3rd Qtr 2014-15		3rd Qtr 2015-16		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	21	37,469	18	52,117	(3)	14,648
Consumer Public Shows	20	201,360	18	184,232	(2)	(17,128)
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	46	786	63	1,317	17	531
Meetings	40	17,456	24	12,902	(16)	(4,554)
Catering	13	7,974	15	9,400	2	1,426
<b>OCC Total</b>	<b>140</b>	<b>265,045</b>	<b>138</b>	<b>259,968</b>	<b>(2)</b>	<b>(5,077)</b>

#### Portland Expo Center

- The Portland Expo Center had its strongest quarter of the year. Overall revenues were over \$2.3 million, up almost \$54,000 over FY15.
- February was Expo’s highest grossing month ever, with over \$1 million in revenue alone. Already the biggest month of the year, Expo added 5 new shows to the month, including the Cannabis Collaborative Conference, the OLCC Seed to Sale Seminars, Marry Me! Wedding event and the Holy Cross School Auction and Banquet. Collectively, the new calendar additions brought in over \$91,000 in additional revenue for the month. Other standout events were KidFest NW (200% attendance increase), Portland Metro RV Dealers Association (9% overall increase) and the Portland Roadster Show (9% overall increase).
- pacificwild catering saw a \$24,000 increase in concessions and a \$10,000 increase in catering for the quarter. New points of sale were added during the Sportsmen’s and Home & Garden Show to capitalize on larger crowds. An outdoor beer garden, complete with tenting and a food truck in the Greenwall area, were added to both shows to great success with a \$23,000 revenue ROI.

- Expo recently hosted the Metro Sustainability Committee with a focus on discussing the successes of Expo’s internationally recognized Stormwater Greenwall and ways that it can be replicated at other Metro properties.
- Expo operations has completed its renewal and replacement of its HVAC system – the project will allow our systems to run more efficiently and will reduce our utility costs. Progress continues on our Electronic Signage project with wiring work in phase one.
- The Expo Center has suffered from recent ATM thefts on our property and throughout North Portland area. Staff is working in conjunction with PPD, the Port of Portland, PIR, Portland Meadows, our security provider, staff and Metro to improve our safety and security.
- Expo is collaborating with Beaumont Middle School for a commemorative event for the Vanport Flood and the Japanese Assembly Center named Honoring Our History. Students will gather oral histories, display artifacts and view a documentary that was a part their 8th grade project. The event will take place on Thursday, May 26 and be open to the public.
- Staff transitioned to a new newsletter program to improve outreach to patrons and clients.
- The Expo Center recently entered into a partnership with the City of Portland and the Vanport Mosaic project that will give the group use of Expo’s property for a 5K walk/run on Memorial Day weekend. This event will be separate from the Vanport event taking place at Expo on May 26.

	3rd Qtr 2014-15		3rd Qtr 2015-16		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	16	157,521	14	154,367	(2)	(3,154)
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	4	73	2	35	(2)	(38)
Meetings	7	295	5	700	(2)	405
Catering	-	-	1	400	1	400
Tradeshows/Conventions	2	5,450	3	8,505	1	3,055
<b>Totals</b>	<b>29</b>	<b>163,339</b>	<b>25</b>	<b>164,007</b>	<b>(4)</b>	<b>668</b>

## 5.2 | 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

- Portland's Presents presented its first three student shows exclusively to Title I schools. All costs were covered by P5 so cost would not be a barrier to the schools participating. Turtle Island

String Quartet went to Sitton Elementary and Black Violin and Mariachi Sol de Mexico were presented at the Schnitz.

- Peers from the Sydney Opera house, in the country studying best practices and top performing arts centers, were hosted by P5 staff.
- Sixteen performances of the Book of Mormon helped make the 3rd quarter the best ever financially for P5. Food and beverage revenues topped \$265,000.
- P5 participated in two meetings of business owners and stakeholders in the area around Keller Auditorium. Discussion centered around opportunities to make this neighborhood more vibrant and alive during the times the Keller does not have performances, to sustain restaurants, coffee shops, retail stores and other areas that would help make the site a destination spot every day.
- The Hatfield Hall marquee was retrofitted with LED bulbs. Not only are they more energy efficient but the clarity and vibrancy of the sign is vastly improved.

### Items for leadership attention

The City of Portland recently completed facility assessment studies of city owned venues including the Hatfield, Keller, and the Schnitz. This information will define the current state of the venue's capital needs for discussions with the city on possible solutions for long term fiscal sustainability.

PCPA	Performances	Attendance	Performances	Attendance	Performances	Attendance
<b>Commercial (Non-Broadway)</b>	18	26,229	16	29,843	(2)	3,614
<b>Broadway</b>	24	59,474	24	63,496	-	4,022
<b>Resident Company</b>	80	93,066	75	74,572	(5)	(18,494)
<b>Non-Profit</b>	70	30,306	74	26,302	4	(4,004)
<b>Promoted/Co-Promoted</b>	14	2,492	19	7,935	5	5,443
<b>Student</b>	63	44,337	62	52,326	(1)	7,989
<b>Miscellaneous</b>	2	162	4	237	2	75
<b>Portland's Total</b>	<b>271</b>	<b>256,066</b>	<b>274</b>	<b>254,711</b>	<b>3</b>	<b>(1,355)</b>

### 5.3 | 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**

- Nadja Wielebnowski, David Shepherdson and Candace Scarlata helped organize, attended and participated in the Pacific Northwest Zoo and Aquarium Alliance meeting held at Northwest Trek February 25th.
- Hosted the USFWS Snowy Plover Recovery Team Annual Meeting at the Zoo in January.
- Transported and helped to release nearly 1,500 Taylor's Checkerspot Butterfly; larvae were reared at the zoo and released at two field sites in Thurston Co., WA, in February.
- Karen Lewis, Julia Low, Kim McEuen and Ronda Naseth, participated in a Certificate Ceremony at Coffee Creek Correctional Facility organized by our partners at Institute for Applied Ecology on March 18th, 2016. The 35-40 inmates who assisted in raising *Viola adunca* (for Oregon Silverspot Butterfly habitat restoration and use by the zoo to help feed our caterpillars) or out-planting violets were given certificates to recognize their contributions to the projects.
- Candace Scarlata, Wildlife Endocrine Lab, validated a new progesterone assay for river otters and monitored pregnancy in Tilly. She also validated a glucocorticoid hormone assay for polar bears and is working on assay validations for hedgehogs, Bontebok, and ringtails. In addition ongoing hormone monitoring continues for elephants, rhino, Visayan Warty pigs, babirusa, Speke's gazelle, lions, Painted dogs, and caracal.
- Leland Brown, Wildlife and Lead Outreach Program, attended/presented at 6 sportsmens shows contacting and interacting with 3,660 individuals; Leland also presented to the Umpqua Valley Audubon.
- Publications: Bryant, J., Wielebnowski, N., Gierhahn D., Bellem, A., Daniels, J., and T. Nieman (2016). "Using Non-invasive Fecal Hormone Monitoring to Detect Reproductive Patterns, Seasonality, and Pregnancy in Red River Hogs (*Potamochoerus porcus*).” *Journal of Zoo and Aquarium Research, JZAR 4(1): 1-8.*

### **5.4 | 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**

- With support from the Oregon Zoo Foundation and Pacific Research and Evaluation, the zoo recently completed the creation of the evaluation toolkit for the Environmental Literacy Framework. This toolkit is designed to help educators develop and implement their own program evaluations as well as work with contracted evaluators when appropriate. It includes suggested sample survey items connected to many of the outcome categories from the Environmental Literacy Framework. Several conservation education programs are now in the process of developing evaluation tools utilizing these documents, most notably the Zoo Animal Presenter (ZAP) program which will be undergoing a comprehensive evaluation in 2016.
- As education center construction moves forward quickly (walls are going up!), the planning for the programming that will take place inside the center continues as well. Zoo staff met in January with the Education Center Advisory Group for the fourth time. This group is made up of representatives of various local conservation and education organizations (Nature Conservancy, Portland Audubon, Intertwine Alliance) who have an interest in partnering with the zoo. The focus of the meeting was for the zoo to gain advice on the formal partnership application process which is scheduled to take place this summer.

- The US Fish and Wildlife Service recently posted a full time interpretive ranger position that will be stationed at the Zoo's Education Center when it opens. The job of this ranger will be to provide conservation education presentations and programming for zoo visitors and to connect service scientists and educators with the zoo and zoo audiences.
- The education division recently submitted one of three applications for funding to OZF as part of their large grant process which focuses on providing funding for specific animal welfare, conservation and education projects. After a lot of deliberation, the leadership team decided to submit a proposal to provide a free field trip to all Title I (i.e. low income) elementary schools in the Portland metropolitan region for the year after the Education Center opens (starting fall of 2017). This proposal will provide 3rd graders from these schools with a free field trip including admission, busing and a class focused on both raising student environmental literacy and meeting state educational standards.
- In late March the zoo was visited by two preeminent educational psychology researchers, Dr. Roy Ballantyne and Dr. Jan Packer from the University of Queensland, Australia. They are going to be spending the next three years working with 12 zoos and aquariums (including ours) to study the impact of values on conservation education initiatives as part of a large grant from the Australian Research Council. The focus exhibit for our part of the study will be Elephant Lands.
- The nature education team recently hired Youth Ecology Corps graduate Hanna Lee as a paid nature education intern. Hanna discovered her interest in nature education through her experiences with the YEC, including helping lead field trips for both Salmon Watch and Metro.
- Following an intensive hiring process focused on increasing the diversity of prospective candidates, the Nature Education team has successfully hired a new naturalist. Punneh Abdolhosseini will focus on connecting underserved communities and communities of color to nature in Metro's parks and natural areas through her support of Parks and Nature's Partners in Nature program. She will bring valuable experience and perspective to all areas of Metro's nature education programming.
- Formal education programs are busy with a full calendar of spring Zoo School outreach programs and on-site animal presentations. Educators, both staff and volunteer, have been teaming up to take part in in-depth training provided by living collections staff on animal handling and care. The response to the program has been excellent and popularity has completely filled the calendar this spring!
- Winter and Spring Break camps at the Oregon Zoo were extremely popular and successful with enrollment of 524 and 568 campers respectively for each week of camp. Weather was a big factor in our winter break camps with heavy rain, high winds, and zoo closures impacting the experience. Yet staff, campers, and families managed to find a way to a great 7 days of experiences. Spring Break set new records with attendance reaching 98% of capacity! The campers were treated to new enrichments and their conservation inspired artwork is on display along the construction fences adjacent to the new Education Center.
- The Behind the Scenes tour team continues to develop new opportunities for special visitor experiences with the addition in 2016 of a Sea Otter Encounter tour. This popular animal encounter was piloted in January and has received very positive reviews as participants learn about conservation efforts and have an opportunity to feed these playful and fascinating marine mammals.
- Both teen programs have amazing new recruits. We welcomed a cohort of 10 new Zoo Animal Presenters out of 100 applicants. We also accepted 115 new summer ZooTeens from 220 highly qualified applicants.
- ZooGuides celebrated lots of accomplishments at the annual volunteer appreciation event. In 2015, ZooGuides contributed 115,000 hours in dozens of areas around the zoo.

## **5.5 | 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 Metro Council adopted the COO's recommendation to not pursue an offsite elephant facility and to redirect the funds set aside for that project.
- Staff will work with the Oregon Zoo Bond Citizens' Oversight Committee to review a process and recommendation for fund reallocation.
- This project is closed and will be removed from future reports.

#### *Construction project management*

- Elephant Lands:
  - The community celebration of Elephant Lands took place the weekend of February 13-15.
  - LEED documents have been submitted to the US Green Building Council; the zoo aims to achieve LEED gold certification on this project.
  - Award recognition to date includes the Daily Journal of Commerce Newsmaker of the Year and Portland Business Journal Better Bricks sustainability award.
- Education Center:
  - Construction progresses with the train platform and Education Center buildings.
  - A budget amendment for renewable energy generation and add alternates for conservation education will be presented to the Metro Council for approval in Q4, utilizing the 2016 bond premium.
  - An additional \$170,000 from the Oregon Zoo Foundation for Northwest species conservation will fund the species recovery lab and Western pond turtle conservation exhibits at the Education Center.
- Polar Bear:
  - Costs have escalated significantly since the original project budget estimate. Metro Council approved a budget addition and scope reduction for the polar bear habitat and related infrastructure.
  - The RFPs for design and construction were released. Metro received four design proposals.
  - Construction is estimated to start October 2017.
- Art:
  - The Oregon Zoo Public Art Advisory Committee begins the third and final bond program art commission selection process in June as part of the new polar bear habitat.
- Interpretives:
  - Campus wayfinding contract awarded to an Oregon MWESB-certified woman-owned business. New wayfinding will be installed after Labor Day to avoid the zoo's heavy summer season.

### **Program issues**

- Construction costs in the region are escalating; staff is monitoring the potential impact closely.
- The Zoo Bond Citizens' Oversight Committee reported to the Metro Council in March and noted they would work closely with staff to review cost escalation, project modifications and budget reallocation options to meet the ballot measure commitments.
- Metro issued a \$30 million bond sale and received a \$3.48 million premium on the sale, which will go into the unallocated program contingency.
- The bond program currently has \$12.8 million in unallocated program contingency, which provides security and flexibility as we complete the final projects.

### **Items for leadership attention**

- The Metro Council will appoint a new Zoo Bond Citizens' Oversight Committee chair and reappoint six members.
- Recruitment is underway for new Oversight Committee members, with a focus on animal care and diversity.

### **5.6 | 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.

### **Program highlights**

- Climate change is disrupting the zoo's normal visitation and revenue patterns and rainy weather through most of the quarter negatively impacted attendance and overall zoo revenues. Overall per caps grew from \$10.49 to \$10.89 (4 percent) in the third quarter compared to the prior year, with growth noted in all areas, but the zoo is lagging overall budgeted revenues by \$560,000 (2 percent). Quarter attendance was 58,000 (19 percent) below the prior year.
- Rabbit Romp returned to the whole concert lawn with large crowds (significant portions of the lawn had been impacted by Elephant Lands construction the past few years), youngsters finding candy and many other activities. Total attendance reached nearly 11,000 for the day!
- Elephantastic helped kick off festivities to celebrate the completion of Elephant Lands. Guests were provided the opportunity to experience the new habitat, including unique areas not normally available, and to engage in fun activities that support the zoo's animal welfare and conservation activities for elephants. Attendance for the three-day weekend totaled more than 16,000 guests.
- Similar to the past several years, the zoo has partnered with community organizations to distribute admission tickets for use on Martin Luther King Jr. Day. The zoo's diversity team provided a list of partner organizations and distributed 3,800 tickets with 1,283 guests using them.
- The zoo team continued planning to identify how to control venue access, provide food and beverage service, and manage the new layout for summer concerts. Recall that 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). 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.
  - Ticket sales for eight of the shows began in March (it is likely the number of concerts this year will total 15). Artists currently on sale include many familiar names, such as

Chicago, UB40, The Piano Guys, and NEEDTOBREATHE. The remaining line-up announcement and tickets sales will occur in late April.

- The North Meadow Terrace picnic area is under development and will be ready to host guests by June. The location is just behind the polar bear exhibit and has excellent views of elephants in the north habitat. Seating for 600 will be available and parties of up to 1,200 can be booked. The temporary location is available for the next two years and the zoo's catering team has already booked 20 events for the 2016 summer.
- Executive Chef Jonathan Dempsey took the initiative to deepen the zoo's commitment to sustainability by strengthening the zoo's relationship with the Monterey Bay Aquarium Seafood Watch program. Jonathan identified the origins and best practices for seafood used by the zoo's catering department. In several cases, product was eliminated and replaced by alternatives from the "Best Choices" category. These steps achieved "Business Partner" status for the zoo. The zoo is now both a Conservation and Business partner to the program.
- Construction on the new train platform began in mid-January and one can already see the amazing changes — no more red canopies and outdated line systems. These improvements are being implemented by the zoo bond program's education center design consultants and construction contractors, but are funded from the zoo capital fund. The new platform includes a permanent roof structure covered by solar panels, three exit points, spacious guest queuing areas for faster loading, a new station master booth and new ticket sales booth. The station should be ready for summer ridership by Memorial Day weekend.
- The zoo has partnered with an outside vendor and is operating a carousel on the edge of the North Meadow Terraces across from Family Farm. Guests have responded very positively to the carousel and the new offering will generate needed revenue to help offset the train's closure due to construction.
- The zoo partnered this quarter with Expo Center for ZooLights storage. After more than 20 years of designing, creating and storing ZooLights at an offsite rental warehouse, the zoo contacted Expo Center to discuss renting back of house space for these needs. This partnership is an excellent example of using Metro resources in a collaborative and cost saving manner. Big thanks go out to the Expo Center team, especially Matthew Rotchford and Chuck Dills.

### **Program issues**

In April, the zoo will initiate a new seasonal admission pricing structure that includes a discount for veterans; implement a new guide dog procedure that improves the guest experience (aligning with Metro's inclusion goals); and kick off sales for the remaining concert artists. The team will continue to actively monitor operating costs and explore new revenue opportunities as we move into spring. In the coming quarter, Guest Services will continue to focus on per cap growth and overall net revenue generation.

### **Items for leadership attention**

Year over year, zoo attendance is lower by more than 105,000 guests. This is attributable to extremely high temperatures in July and August 2015, a rainy ZooLights season, and weather challenges this spring. Management is actively managing the financial impacts of this situation and will continue to do so through year-end. As a bright spot, the past two weeks have been unseasonably warm and dry, and attendance is up more than 30,000 year over year for the first two weeks of the fourth quarter.

**Oregon Zoo Visitor Experience – 3rd Quarter, Fiscal Year 2016  
Attendance and Event Results – FY16 compared to FY15**

<b>Oregon Zoo</b>	<b>Fiscal Year 2016 Quarter-to-Date Totals</b>					
	<b>2nd Qtr FY15</b>		<b>2nd Qtr FY16</b>		<b>Net Change from Prior Year</b>	
	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
General Attendance		172,994		133,642		-39,352
Member Attendance		128,490		111,673		-16,817
Catered Events	71	5,379	62	3,743	-9	-1,636
<b>Totals</b>	<b>71</b>	<b>306,863</b>	<b>62</b>	<b>249,058</b>	<b>-9</b>	<b>-57,805</b>

	<b>Fiscal Year-to-Date Totals</b>					
	<b>FY15 Totals</b>		<b>FY16 Totals</b>		<b>Net Change from Prior Year</b>	
	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>	<b>Events</b>	<b>Attendance</b>
General Attendance		687,686		607,903		-79,783
Member Attendance		428,272		405,657		-22,615
Catered Events	308	34,478	310	31,369	+2	-3,109
<b>Totals</b>	<b>308</b>	<b>1,150,436</b>	<b>310</b>	<b>1,044,929</b>	<b>+2</b>	<b>-105,507</b>