



FY 16-17 management report

July-December 2016

Public service

*We are here to serve the public
with the highest level of
integrity.*

Excellence

*We aspire to achieve exceptional
results*

Teamwork

*We engage others in ways that foster
respect and trust.*

Respect

*We encourage and appreciate
diversity in people and ideas.*

Innovation

*We take pride in coming up with
innovative solutions.*

Sustainability

*We are leaders in demonstrating
resource use and protection.*

Metro's values and purpose

We inspire, engage, teach and invite people to
preserve and enhance the quality of life and the
environment for current and future generations.

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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EXECUTIVE SUMMARY

From July to December 2016, Metro programs saw milestones in transportation projects, funding allocations and grants; improvements at visitor venues and solid waste facilities; and momentum in integrating diversity, equity and inclusion efforts in programming.

The DEI program hosted events for Hispanic Heritage Month and Native American Heritage Month and the Metro Council declared Oct. 10 Indigenous People's Day. Staff delivered unconscious bias training to 25 employee groups. The Construction Career Pathways Project launched to provide career opportunities to people of color and women, and the Low Income Fare Taskforce set thresholds for a potential low income fare program at TriMet.

The Metro Council awarded \$205,000 in Restoration and Community Stewardship grants and \$1,828,602 in Nature in Neighborhoods Capital grants. Staff completed restoration and maintenance work in 35 natural areas and planted 78,000 live cuttings. Metro parks and natural areas welcomed over 900,000 visitors. Parks and Nature staff engaged with communities in celebrating the anniversary of the Americans with Disabilities Act, hosting a free family fishing day and partnering with ROSE CDC on a youth photo project.

Construction concluded on the Metro Central transfer station's stormwater treatment system and an assessment of Metro South transfer station found that a community recycling center would best meet the needs of self-haul customers. The Metro Council gave staff direction on food scraps collection and processing and received the FY 2015-16 Sustainability Report. The Recycling Information Center helped 49,759 customers and the Find-A-Recycler website received 21,195 visits. Solid waste compliance and cleanup staff cleaned up 1,321 illegal dump sites and 46 illegal camp sites, collecting 181 tons of garbage.

A Locally Preferred Alternative for bus rapid transit in the Powell-Division corridor was adopted and a Southwest Corridor Community Advisory Committee was established. The Metro Council allocated \$131 million in regional flexible transportation funds and \$575,000 in Equitable Housing grants; the Regional Travel Options program awarded \$2.5 million in grants across 17 projects. The Transit Oriented Development program celebrated the opening of three projects. The Research Center provided data on regional development trends and analytics for population and jobs in 2040; staff launched phase 1 of work on a toolkit to compare benefits and burdens of transportation plans and investments.

The Oregon Convention Center switched on its new solar array that will support 25 percent of the facility's electric usage and awarded a contract to improve wireless service. The Portland Expo Center set a record for September revenues and completed several capital projects. Portland's ramped up its work with Title 1 schools and diverse communities.

The Oregon Zoo's Education Center was completed on time and on budget, with more than 30 conservation education organizations signed on as affiliates and partners. ZooLights and summer concerts broke record revenues and the new seasonal pricing structure was implemented smoothly. Zoo attendance continues to lag.

This document marks changes to Metro's management reporting process, streamlining content and moving from a quarterly to a biannual reporting period. The following report lists project and program highlights for the first half of the 2016-17 fiscal year.

PROGRAM AND PROJECT HIGHLIGHTS

COO and Council Offices | Diversity, equity and inclusion

Metro's Diversity, Equity and Inclusion program 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 program helps develop standards, coordinates resources to create inclusive conditions that allow everyone to participate in making this a great place today and for generations to come.

- Launched Construction Career Pathways Project (C2P2); the project team is developing a work plan to convene stakeholders at the regional level to provide career construction employment opportunities for people of color and women in the Portland metro region.
- Created a racial equity cohort which includes four of Metro's departments and venues. The cohort has been working with DEI program staff to create their own specific racial equity action plans.
- DEI staff held a language training with 18 Metro front line staff from across the agency on how to effectively manage calls or in-person requests from people who don't speak English well.
- Twenty-five trainings on Unconscious Bias, to groups ranging from 8 to 150 staff, were held for staff across the agency. Facilitated by trained staff volunteers, these discussions explored what unconscious bias is.
- Hosted celebratory and honoring events for Hispanic Heritage Month and Native American Heritage Month; Metro Council declared Oct. 10 Indigenous People's Day and Metro co-hosted a celebration event at the Oregon Zoo along with other government and community partners.
- Partnered with Hands Up and Portland'5 to host five performances that explored the playwright's feelings about the well-being of black people in a culture of institutional profiling in the wake of police shootings in our country.
- As this work expands across the agency, the DEI program is taking proactive steps to ensure Metro departments, venues, teams and individual staff members feel empowered to tackle issues related to diversity, racial equity and inclusion and have assigned DEI team members as liaisons to each Metro department and facility as well as some content/issue areas. We are developing a more strategic, coordinated learning process to ensure that every staff member – no matter their job – has the tools they



need to successfully advance diversity, equity and inclusion. While the strategic vision and implementation of this work is part of the DEI program, it is the responsibility of Metro staff and leadership team to champion these key issues at the agency and ultimately across the region.

COO and Council Offices | Council initiative: Low Income Fare Taskforce (LIFT)

The Low Income Fare Taskforce convenes elected and non-profit leaders from across the region to explore implementation of a low income fare program for TriMet ridership.

- Reviewed research and similar national programs and agreed to use King County as model for Portland region.
- Set threshold for fare discount at 200% federal poverty level and subsidy for discount at 70% of regular fare.
- Taskforce results will be brought before JPACT, MPAC and Metro Council.

Garbage and recycling | Resource conservation and recycling

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources, protect the environment and human health, and advance diversity, equity and inclusion. Resource Conservation and Recycling includes three sub-programs: Regional Waste Reduction, Metro Internal Sustainability and PES DEI/Community Partnerships.

- The Recycling Information Center provided direct customer service to 49,759 customers and there were 46,459 visitors to the Metro Find-a-Recycler web tool, of whom 21,195 were new users. The entire Garbage and Recycling web section had 122,925 users, which equated to approximately 28% of all traffic to Metro's website.
- PES-RCR youth education programs made 9,435 K-12 student contacts through 241 age-appropriate classroom presentations, puppet shows, and educational theater assemblies. An additional 6,295 students received 6.5 or more hours of waste reduction education at Outdoor School for a total of 15,730 student contacts.
- A team of Metro and local government staff substantially completed an assessment of tenant access to garbage and recycling services at multifamily properties to inform the 2030 Regional Waste Plan. The assessment included gathering hauler service data for over 70% of the region's multifamily properties, characterizing the amount of recyclables in garbage and garbage in recyclables, and interviewing residents.
- Staff presented the [FY 2015-16 Sustainability Report](#) to the Metro Council, conveying that the agency continued to make progress toward its goals and would require considerable effort to meet them.



- Property and Environmental Services began implementing its Diversity, Equity and Inclusion work plan, with 20 of 47 actions in progress or in the planning stage. These projects include customizing Metro's equity lens questions for use in development of the 2030 Regional Waste Plan and developing equity goals for solid waste operations' upcoming major procurements.
- PES staff collaborated with Metro Community Relations to create a community engagement strategy for development of the 2030 Regional Waste Plan.
- Staff completed the first [annual report for Metro's Solid Waste Community Enhancement Program for FY 2015-16](#).

Items for leadership attention

- With the passage of Oregon Ballot Measure 99, it is expected that Metro area Outdoor School providers will receive state funding that will reduce or eliminate their need for Metro dollars. Since the timeline for this disbursement of funds is unclear, PES has included continued Metro funding in its proposed 2017-18 budget and will inform the COO of adjustments to be made based on implementation of the ballot measure.
- Phase 1 of developing the 2030 Regional Waste Plan will kick off in March 2017; it will include the participation of the Metro Council, an equity work group and external stakeholders.

Garbage and recycling | Solid waste compliance and cleanup

The primary purpose of the Solid Waste Information, Compliance and Cleanup (SWICC) program is to ensure that solid waste within the Metro region is managed for maximum public and environmental benefit. SWICC is responsible for authorization, inspection and monitoring of privately-owned solid waste facilities, assuring that solid waste goes to authorized facilities and that all required solid waste regional system fees and excise taxes are paid to Metro. Through its Regional Illegal Dumping Patrol (RID) program, SWICC cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. SWICC is also responsible for disaster debris preparedness and management.

- Metro Council adopted a major update to the solid waste portion of the Code (Title V) on November 10, which modernized and clarified outdated Code language.
- The Solid Waste Alternatives Advisory Committee sent recommendations on the regulation of facilities that process curbside recyclables and convert solid waste to energy or fuel to the Council. Council directed staff to move forward to introduce these recommendations. Staff expect to introduce detailed proposals to the public this spring.
- Metro joined other government agencies in a weeklong exercise in June 2016 that assumed a catastrophic earthquake in the region; an After Action Report gave guidance to Metro management on next steps.

- A third RID Patrol Crew was funded to improve the geographic reach of the patrol and should be fully operational by May 2017.
- Cleaned up 1,321 illegal dump sites and 46 illegal camps, yielding 181 tons of waste; one significant cleanup took place in Sullivan's Gulch, removing over 16 tons of garbage.
- Gresham Sanitary Services was granted a franchise to become a transfer station on December 8.
- Franchise extensions through 2019 were granted for the four private transfer stations WRI, Pride, Forest Grove and Troutdale.



Items for leadership attention

- An amended contract between Waste Management and Metro is under discussion regarding legal and approval issues at Riverbend Landfill; non-system licenses have been amended to allow Coffin Butte as an option through June 2017 and longer term NSLs will be brought to Council for consideration in late spring 2017 that would allow Coffin Butte to be the primary option for 2017 and 2018.
- The program completed interviews of industry and local government stakeholders regarding the basis for regional system fees and excise taxes on solid waste disposal; a report will go to Council in spring 2017. SWAAC will soon consider commissioning a subcommittee to review Metro's fee and tax exemption policies.

Garbage and recycling | Council initiative: Solid Waste Roadmap

The Solid Waste Roadmap is a long-term effort to examine and determine the best approaches for managing waste.

- Metro Council adopted Resolution 16-4716 to ensure that the solid waste transfer system continues to provide maximum public benefit, namely through maintaining the existing public-private model, by preserving flow to public stations and allocating a portion of tonnage to private firms, by limiting the amount of putrescible solid waste any one private company may transfer, and by enhancing transparency of rates both public and private.
- Engaged environmental and health services and environmental justice professionals to scope how and what should be considered in assessing the health impacts of potentially transforming a portion of the Metro region's garbage to energy through combustion.
- Metro Council directed staff to develop draft requirements on businesses to keep food scraps out of the garbage, determine how to aggregate and transfer collected food scraps, and commence development of a request for proposal for food scraps processing services in or near the region. Staff began stakeholder engagement to

collaboratively develop implementation details; release of the RFP is scheduled for April 2017.

- Initiated review of Metro's fee and tax exemption policies.

Garbage and recycling | 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.

- Began the procurement process for the waste disposal and transportation contracts in July 2016; the procurement team toured four landfills and met with rail, barge and trucking operators to gather information for recommended scenarios for the procurement process; a proposed procurement method will be ready in early 2017.
- Completed the Metro South Needs Assessment; the alternative that best meets the needs of the southeastern corner of the region is to develop a community recycling center that can handle the self-haul customers that currently use Metro South.
- Completed a stormwater treatment system at Metro Central transfer station; the total cost of the treatment system and the piping changes required to implement the system was approximately \$1.6 million.
- Snowfall in Portland and the Columbia River Gorge limited Metro's transportation contractor's ability to get waste from Metro's transfer stations to the landfill; this problem was significant for most of December and beyond due to poor road conditions.
- Solid Waste Operations staff began preparing for the smooth transition of new standards for acceptance of construction debris to prevent the acceptance of materials containing asbestos; staff conducted active education and outreach with transfer station customers and interested parties.
- Completed repairs to St Johns Landfill office following two instances of raw sewage flooding related to failures within the onsite sewage pump station.
- The MetroPaint facility received half a million containers of latex paint for processing, from about 170 collection points around the state operating under the Oregon PaintCare program; MetroPaint is now available at 85 locations around the Pacific Northwest.



- Conducted 34 roundup events at locations across the region, serving 9,288 customers; 58,941 household and 1,083 small business customers were served at Metro's permanent HHW facilities, for a total of 60,024 customers served by the program.

Parks and nature | Community engagement

Parks and Nature's community engagement programs serve people of all ages and abilities from all backgrounds with funding criteria intentionally directed to support engagement of the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities. Nature in Neighborhood grants support partnerships that maximize inclusiveness and creative approaches that address multiple social, economic and ecological needs of the community.

- The Metro Council awarded the final round of Restoration and Community Stewardship grants planned with the 2013 levy; grant dollars totaled \$205,000 across eight projects.
- The Metro Council approved the ninth and final round of Nature in Neighborhood Capital Grants; the total award amount recommended was \$1,828,602 and fully commits all \$15 million available from the 2006 Natural Areas Bond Measure.
- Kicked off partnership with ROSE CDC on Teen Photo Project that engages youth in outdoor field experiences photographing Metro parks and natural areas; participants visited Smith and Bybee and Cooper Mountain natural areas while getting trained on use of photo and video editing equipment and software; the result will be a photo spread in an upcoming issue of Our Big Backyard and at ROSE CDC's Story Yard.
- Volunteers contributed 7,019 hours at 20 Metro parks, natural areas and historic cemeteries.
- Celebrated the anniversary of the Americans with Disabilities Act at Glendoveer in partnership with Independent Living Resources.
- Partnered with OSU 4-H Extension, and Reynolds School District Nutrition Services to offer Blue Lake Rangers and Summer Fun Days three days a week this summer; 2,000 youth and families in the community attended.
- Partnered with ODFW's Volunteer Angling Educators and N.O.D.R. (Nigga's On Da River) to host Get Hooked!, a free family fishing day at Blue Lake Park; more than 300 community members from multi-generational families attended. N.O.D.R. leaders credit fishing with saving their lives (literally) when they were growing up in southern California, as it kept them out of trouble and out of gangs.
- Education staff led field trips at Scouters Mountain, Smith and Bybee Natural Area and Oxbow for 1585 K-12 students, with 58 percent of field trip programs offered to Title One schools.



- More than 700 people participated in group programming at multiple Metro sites across region with 60 percent of group programs offered to organizations serving marginalized communities.
- Completed a comprehensive review of Metro's Youth Ecology Corp program that suggests YEC has built a foundation for providing diverse and marginalized youth a pathway towards meaningful work in conservation, leadership development and connection with nature.
- Published the [Parks and Nature Annual Report](#), providing a comprehensive overview of how Metro is investing levy and bond dollars across all program areas.
- Concluded the first phase of a partnership with Centro Cultural de Washington County, engaging Latino residents in helping shape the future of Chehalem Ridge Nature Park while building the group's community engagement capacity.
- Completed third year publishing Metro's quarterly magazine, Our Big Backyard, with a distribution of approximately 22,000 printed copies and 21,000 online subscribers.

Parks and nature | 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.

- Completed nine acquisitions - seven property and two trail - within seven target areas.
- Brought two easement requests before Council for approval.
- Planted 78,000 live cuttings at various natural areas.
- Completed restoration and maintenance activity within 35 natural areas, including complete of River Island Restoration in partnership with PGE and Clackamas Basin Watershed Council.



Parks and nature | Parks planning and operations

Parks Planning and Operations includes Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. This program creates and manages opportunities for people to connect to our sites through service projects; manages the planning, design and construction of parks in Metro's portfolio; serves as a key convener for regionally significant planning work; and welcomes over 1.3 million visitors per year to Metro's developed park properties.

- The Willamette Falls Legacy Project held two public engagements events, collected thousands of comments, met with focus groups and state partners, and conducted presentations with community groups along with engaging the five designated tribes to incorporate respectful cultural and historic interpretation of tribal uses and stories. The project debuted a [video promotion](#) in seven different theaters across the region, bringing support and enthusiasm from people unaware of the project.
- Metro parks and natural areas welcomed over 990,000 visitors.
- Chehalem Ridge Nature Park held its third public outreach event where participants weighed in on three possible park development options; current information about the planning process is at <http://www.oregonmetro.gov/public-projects/chehalem-ridge-nature-park>.



Planning and development | Investment areas

The Investment Areas program strategically integrates efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment regionwide. The Investment Areas group includes corridor planning and land use implementation such as brownfields, economic development and industrial site readiness. Southwest Corridor and the Powell-Division Transit project are the major projects currently underway in the Investment Areas section.

- The Southwest Corridor Light Rail Project officially entered into the federal environmental review process, completing the federal scoping process in October 2016. The Draft Environmental Impact Statement is currently being completed by Metro with help from TriMet and a consultant team led by Parametrix.
- The Southwest Corridor Community Advisory Committee was created by the Metro Council and appointed by the SWC Steering Committee; the new committee will meet through spring 2018 to include balanced representation from communities along the proposed light rail route.

- The Powell Division Transit and Development Project Steering Committee recommended a Locally Preferred Alternative (LPA) for bus rapid transit to run on SE Division St from downtown Portland to the Gresham transit center. Subsequently the cities of Gresham and Portland, Multnomah County and the TriMet Board adopted the LPA by resolution, and ODOT Region 1 sent a supporting letter.
- The LPA recommendation for Powell Division successfully concluded the work of the steering committee, and lead of the now renamed Division Transit Project turns to TriMet, with Metro continuing to complete the federal environmental review required by NEPA.
- Two speaker worksessions and tours were held to begin work on the Economic Value Atlas, one to visit the Rockwood Rising project in Gresham focused on the inclusive economy and the second to Tigard focused on how infrastructure investments support businesses with a visit to Agilyx.



Planning and development | Land use and urban development

The Land Use and Urban Development program 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.

- The Urban Growth Readiness Task Force provided the Council with consensus recommendations for improving the region's urban growth management processes.
- Metro and Rose CDC held two community meetings to solicit feedback on the design of Portland's Furniture Store property at 82nd Avenue and Division Street; the Transit Oriented Design Steering Committee approved the design concept of 47 units of regulated affordable housing, ground floor office and community space to be occupied by the Asian Pacific American Network of Oregon. In December 2016, ROSE CDC was awarded 9% tax credits for the construction of the project; construction is expected to start in the winter of 2017-18.
- The Transit Oriented Development Steering Committee approved the disposition of Metro's portion of the former Westgate Theater site in Beaverton and approved TOD program financial support to facilitate development of the Rise at Westgate. Scheduled to begin construction this summer, the Rise at Westgate will be a two-building mixed-use urban development in Central Beaverton that will include 230 residential units (including 15 income-restricted) and over 5,000 square feet of commercial space.

- The TOD Steering Committee approved support for three projects not on Metro-owned land: East Burnside Apartments, a 52-unit market rate project at 105th Avenue and Burnside Street in East Portland; Interstate and Willamette, a 140-unit project located in Portland's Arbor Lodge neighborhood; and the Jesse Quinn, a 78-unit apartment building with ground floor retail in Downtown Forest Grove.
- The TOD program celebrated the opening of three TOD program supported projects: La Scala, a 44-unit market rate housing project with ground floor retail in Beaverton's Old Town neighborhood; Concordia, a 34-unit student housing project in Portland with ground floor retail space; and Block 75, a mixed use project with retail, 31,000 square feet of office space and 75 market rate apartments in Portland's Central East Side neighborhood.
- Metro Council approved \$575,000 in Equitable Housing Grants funding for seven projects in Portland, Tigard, Beaverton, Washington County, Oregon City, Milwaukie and Wilsonville.
- Working in partnership with Oregon Opportunity Network, Metro hosted two Equitable Housing Lunch and Learns on 'missing middle' housing and on manufactured home parks.
- The Enterprising Places program completed two storefront improvement projects in Portland and began construction on a new project in Hillsboro and two in Forest Grove.

Items for leadership attention

- The successful completion of the 2018 urban growth management decision is contingent upon the state's acknowledgement of urban and rural reserves.
- During March and April of 2017, the Council and the Clackamas and Multnomah county commissions will hold hearings on additional findings of fact to support urban and rural reserve designations. Those decisions will be submitted to the state for review.

Planning and development | Regional planning, partnerships and policy

The Regional Planning, Partnerships and Policy 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 Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role; taking the lead on most planning requirements required for a Metropolitan Planning Organization (MPO), and the department's work with regional advisory committees on transportation, coordination of legislative activities and proactive relationship development with local jurisdictions and other stakeholders.

- Metro convened the second and third Regional Leadership Forums, with the September forum focusing on lessons learned from other regions in crafting transportation funding measures and the December forum focusing on putting these lessons to work

in crafting a transportation funding strategy for our own region, along with consensus building on a common transportation vision for the 2018 RTP.

- Metro provided extensive comments on new rules promulgated by USDOT, including rules on government MPO operations, transportation safety and performance-based planning and monitoring.

Planning and development | 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 Metropolitan Transportation Improvement Program (MTIP) to balance federal transportation revenues with project costs and ensure project funding and provides transportation demand and system management programs for the region to help maximize benefits and efficiency of the existing transportation network.

- Allocated \$131 million of regional flexible transportation funds to continue support of regional programs (Transit Oriented Development, Travel Options, System Management & Operations, Corridor and MPO Planning) administered at Metro and to active transportation and freight projects to be constructed by local agencies. Funds were also committed to project development work on two transit projects (Southwest Corridor and Division Transit Project), three freight bottleneck projects (I-205 Abernathy Bridge, Highway 217, and I-5 at Rose Quarter), and active transportation projects with the intent to prepare them for leveraging additional new funding.
- The Regional Travel Options program awarded a new round of grants to local agencies and community organizations for the 2017-2019 fiscal years to educate and assist people in their efforts to meet their travel needs in ways other than driving motor vehicles solo. 17 projects were awarded a total of \$2.5 million in funding.

Research Center | Modeling and data services

The Research Center provides accurate and reliable data, information, mapping, forecasting and technical services to inform public policy analysis and regulatory compliance. Major programs in this department include demographic, travel demand and land-use forecasting; spatial information system, data and application development; and spatial data analysis and cartography.

- Supported Metro's equity and customer service activities with demographic and market data for housing and parks analysis.
- Assessed regional development trends by analyzing 20 years of Regional Land Information System data for the urban growth management workplan.
- Processed and updated regional jurisdictional boundaries for more than 60 annexations.

- Provided the forecast analytics underlying the 2040 Distributed Forecast (the fine-geography forecast of where people and jobs will be as the region grows) as part of the urban growth management workplan.

Research Center | Council initiative: Multi-Criteria Evaluation toolkit

The goal of the Muti-Criteria Evaluation toolkit is to expand benefit-cost analysis to inform transportation project selection. The toolkit will help Metro compare the benefits and burdens of transportation plans and investments in future planning efforts. It will calculate the Social Return on Investment by quantifying monetized benefits and costs for all triple-bottom line measures – economic, environmental, and social/equity.

- Identified 10 monetizeable benefits with which to measure transportation investments.
- Developed a benefit-cost calculator, transportation cost accounting workbook and output visualizer application.
- Tested application by comparing two build scenarios against a base RTP scenario.

Visitor venues | 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.

- OCC hosted the Delta Sigma Theta Society as a highly sought after client for our minority marketing efforts, attracting 780 attendees from across the country.
- On August 4, 2016 the OCC 6500 solar panel array began producing energy and over 600,000 kilowatt hours of electricity have been generated to date; the solar array is expected to support 25 percent of OCC's total electrical usage.
- OCC hosted the World Parkinsons Congress with over 4,500 attendees from across the globe. Due to the challenging medical condition of some attendees, OCC staff received special training and organizers of the convention were impressed with the level of patience and care given their attendees.
- OCC completed one full year of the innovative Waste Diversion Policy that incentivizes customers to recycle, reduce and remove unwanted items to be in compliance with its sustainable policy. To date, 134 groups were in the program with an 84 percent compliance rate; the overall goal of the program is to increase OCC's total waste diversion rate with a goal of 70 percent for this year.



- The OCC awarded a contract to InSite Wireless to provide a Distributed Antennae System (DAS) to improve cellular telephone service within OCC a high priority customer service issue; the agreement is at no cost to OCC and is revenue positive with initial investment dollars and monthly rental fees.
- OCC staff has been working to develop and implement the OCC Master Plan to renovate and prepare for the arrival of the 600 room Hyatt Hotel across the street; renovation plans are in design with LMN Architects and the project team is being established.
- OCC staff collected and donated 1751 pounds of food, clothes and toiletries to the Portland Sunshine Division, items desperately needed in the summer months.
- The *Bilalian Odyssey*, a masterful artwork depicting the history of African Americans in the West, was moved to a more prominent location within the south wing of OCC; the new setting is perfect for viewing the painting from inside and outside the OCC.
- The Expo Center completed a number of capital projects including the purchase of 1,200 black plastic folding chairs and carts, a much-needed scissor lift and the phase one completion of asphalt maintenance and repairs in the Upper 4 exhibitor lots.
- Allure Global completed the technical phase of installing the electronic digital signage program at Expo in cooperation with Metro IS.
- New portable ticketing booths at Expo were completely refurbished by staff to complement events that utilize our outdoor parking lots as a point of entry and new graphic wraps and headers were added to the parking booths.
- Expo's advance ticket sale purchases for all consumer shows made significant strides by use of "QR" codes and other methods that increased awareness of the new system.
- Expo's second annual PDX Drive-In Spectacular saw over 1,000 attendees.
- A large group of stakeholders met to discuss the Expo Project findings and specifically the possibilities for Hall C long-term; next steps are towards feasibility and financial research.
- A set of LED lights were added to Expo's Stormwater Greenwall to further feature the space as a useful area for outdoor receptions and other events. A design plan was completed with the assistance of the cPMO team.
- Expo set a record for revenues in September with a total of \$200,000; the month also had an increase of 9,500 in attendance. Show highlights included the Fall RV and Van Show and the Timber Processing and Energy Expo, a bi-annual tradeshow that expanded by over 36,000 SF and increased catered services.

	FY 2015 Annual		FY 2016 Annual		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	38	78,865	37	59,652	(1)	(19,213)
Consumer Public Shows	25	105,778	22	109,654	(3)	3,876
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	95	2,343	65	2,267	(30)	(76)
Meetings	80	27,618	89	42,575	9	14,957
Catering	40	24,516	36	33,253	(4)	8,737
OCC Total	278	239,120	249	247,401	(29)	8,281

	FY 2015 Annual		FY 2016 Annual		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	22	123,909	24	125,649	2	1,740
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	21	20,174	18	16,291	(3)	(3,883)
Meetings	10	343	5	570	(5)	227
Catering	1	37	-	-	(1)	(37)
Tradeshows/Conventions	7	26,656	4	12,703	(3)	(13,953)
Expo Total	61	171,119	51	155,213	(10)	(15,906)
Total w/Cirque du Soleil	61	171,119	51	155,213	(10)	(15,906)

Visitor Venues | Council initiative: Levee Ready Columbia

The Levee Ready Columbia initiative is a collaborative effort to ensure the Columbia Corridor from the railroad berm to the Sandy River remains certified and eligible for participation in the FEMA Flood Insurance Program and the US Army Corps of Engineers Rehabilitation and Inspection Program. The effort encompasses four flood control districts:

- Peninsula 1 – where the Expo Center is located
- Peninsula 2
- Multnomah County Drainage District (MCDD)– where the Gleason Boat Ramp, Chinook Landing and Blue Lake Park are located
- Sandy Drainage Improvement Company (SDIC)

This area encompasses many other regionally significant industrial lands and Portland International Airport. Metro has made financial commitments toward the effort of \$600,000 (plus interest) for loan payments to be made over the seven year period from 2018 to 2024. In addition, the four drainage districts are responsible for a large share of the cost which will be levied against property owners within the Districts, including the Metro facilities. In January 2016, Intergovernmental Agreements were executed for Phase 2 expanding the effort into MCDD and SDIC. As a result, numerous work efforts were initiated and are well underway:

- The biggest consultant contract was for the engineering work on the levees protecting MCDD and SDIC; core drilling is over half complete with remaining core drillings the most difficult and involving periodic closure of Marine Drive.

- Completed an assessment of the building encroachments in the Bridgeton neighborhood, finding that none undermine the integrity of the levee.
- A consultant contract to compile an environmental baseline inventory is nearly complete and a consultant contract to compile an economic baseline is underway.
- A contract with the United States Geologic Survey (USGS) and US Army Corps of Engineers to forecast future flood potential taking into consideration climate change is nearly complete.
- A contract with the Oregon Department of Geology and Mineral Industries (DOGAMI) to develop a risk assessment framework has been initiated.
- A consultant contract has been initiated to inventory key Community Assets to be considered through the risk-based analysis. This work was funded with a \$20,000 FEMA grant.
- A special governance subcommittee has been appointed to document the existing governance structure for planning, financing, operations, capital improvement, maintenance, regulatory oversight and land use permitting functions; identify problems that could result from existing gaps and overlaps; and develop recommendations for the future governance structure.

Items for leadership attention

- A third and final funding agreement for FY 2017-18 and FY 18-19 is underway. The proposed Metro contribution is \$50,000 for each of those two years.
- The Levee Ready Columbia coalition has supported a companion Oregon Solutions project to develop a statewide coalition of levee agencies, bringing attention to a statewide solution to this important flood protection issue.

Visitor venues | 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 900,000 visitors each year and 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, and White Bird.

- DEI work with Title I schools and diverse communities hit an all-time high with sponsorship of the Latino Art Exchange art show and hosted artist workshop for Latino artists; free performances of "Hands Up" that included backstage tour and job shadow for three Roosevelt High School students;



Lincoln Street Elementary School from Hillsboro performed in the lobby and on stage with Mariachi Vargas; the Bravo Orchestra played with Hypnotic Brass during their public evening performance; P5 education performances included self-produced study guides for all of the schools attending our student shows; and P5 hosted a luncheon and conversation with one of the musicians from Hypnotic Brass for arts education managers from local arts organizations.

- The 11th year for Music on Main's 10-week run of free public performances saw more than 5,300 people attend to see local and, for the first time, national musicians; food and beverage revenue grossed more than \$52,000.
- Portland'5 Presents presented 22 public performances; more than 12,500 tickets were sold, free and reduced price tickets were offered to students and net revenue was \$36,192.

Items for leadership attention

- Portland'5 has been looking at the dynamics of growing net operations, the heavy subsidies provided to the resident companies and other arts organizations, appropriately managing the stewardship of the City of Portland facilities, maintaining reserves, and identifying funding sources for major capital projects. The City of Portland recently completed a partial Facility Condition Assessment (FCA) of Portland'5 buildings and an American with Disabilities Act survey. Work is under way on a seismic study. An analysis of venue costs and the degree that these costs are being covered by the events being hosted is being updated. Analysis of the FCA information and cost recovery report will facilitate a more complete picture of long-term capital and operational needs and funding gaps so a strategy can be developed to ensure these public assets are safe and well maintained.

	FY 2015 Annual		FY 2016 Annual		Net Change from Prior Year	
PCPA	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	52	87,778	107	123,307	55	35,529
Broadway	54	126,067	43	112,555	(11)	(13,512)
Resident Company	98	130,762	109	147,880	11	17,118
Non-Profit	143	49,733	86	34,769	(57)	(14,964)
Promoted/Co-Promoted	20	8,004	48	19,758	28	11,754
Student	44	14,288	28	14,762	(16)	474
Miscellaneous	5	499	6	595	1	96
Portland'5 Total	416	417,131	427	453,626	11	36,495
MERC ANNUAL TOTAL	755	827,370	727	856,240	(28)	28,870

Visitor venues | Zoo conservation and animal welfare, education and operations

The Zoo Conservation and Animal Welfare, Education and Operations program provides a better future for wildlife by enhancing animal welfare and conservation of animals in captive and wild settings; promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world; manages front-line guest experiences; and generates revenue to support the zoo.

- The Education Center was substantially complete in December 2016, on time and on budget. Highlights include receiving a \$385K Renewable Development Fund grant from PGE to enhance solar panel installation, installing public art, and opening the new Coffee Crossing café in time for ZooLights. The Education Center construction COBID utilization reached 28 percent of total construction cost, which exceeds the zoo bond program aspirational goal of 15 percent (by dollar value of COBID-eligible work) for each construction project.
- Over 30 conservation education partners have signed on as either Education Center affiliates or full partners. The list of organizations includes the Nature Conservancy, the National Wildlife Federation, Audubon Society of Portland, Tualatin Hills Parks and Rec District, Multnomah County Library and the PSU Biology department. The U.S. Fish and Wildlife Service has hired an interpretive ranger to be stationed full time at the Education Center and Metro's Parks and Nature and Property and Environmental Services departments offer high visibility exhibits and programming.
- Polar Passage is in design phase, with construction estimated to begin in March 2018.
- Over 3000 students participated in summer camp and winter break camp; camp staff has been busy developing new curriculum to take full advantage of Education Center's new facilities and to align to Environmental Literacy Framework outcomes.
- Attendance and revenues for the zoo's two largest events –Summer Concerts and ZooLights were strong. More than 60,000 guests enjoyed concerts with gross revenues topping a record \$3.3 million. ZooLights, despite a rainy start and inclement weather throughout, achieved the fifth highest attendance by drawing more than 180,000 attendees and generating a record \$2 million of gross revenues. Per cap revenue increases in food and admissions made each event the most financially successful ever.
- The zoo's new seasonal admission pricing structure, which increases admission fees in the zoo's peak attendance period of March–September and decreased admission fees in October–February has received little guest comment; admission per caps were strong for the months of July, August and September with an increase of \$1.71 over the prior year.



- The temporary Picnic Area adjacent to Elephant Lands' North Meadow concluded its last picnic of the season in mid-September. The location and catering offerings proved a great success and generated more than \$410,000 in gross revenues, contributing more than \$200,000 in net revenue to support the zoo's mission.
- New arrivals to the zoo included: Nora polar bear, Buttercup giraffe, two colobus monkeys, two bald eagles, and the birth of a Visayan warty pig (Milo).
- Several major training accomplishments helped to improve the health and welfare of the animals in our care by encouraging them to participate in their own health care: Milo warty pig received his vaccinations and lion females received their birth control implants by voluntary hand injection, avoiding the need for anesthesia; hippos participated in regular exercise sessions; and black bears learned to allow voluntary blood draws.
- Introductions were successful with black rhinos, who are now housed together all of the time, rather than just when the female is in estrous; and all three orangutans are now successfully introduced and living together – the oldest female, Inji, rules the group at the impressive age of 54!

Items for leadership attention

- Construction cost escalation in the region has increased significantly more than originally estimated. The zoo is in a good position to complete all remaining projects due to the unallocated reserves from the bond premiums, Oregon Zoo Foundation support, and unallocated funds that were previously set aside for a potential Remote Elephant Center. Staff will seek Council approval regarding the budgets for the final three projects.
- Despite strong per cap admissions revenues, year-to-date attendance is below forecast. With the opening of Elephant Lands in the last half of FY 15-16, the zoo forecast 1.7 million attendees in FY 16-17. Current trends show attendance of 1.65 million guests, about 50,000 fewer guests than forecast. The zoo will continue to monitor spending and revenue opportunities given this attendance and its impact on the zoo's operating budget.

Attendance and Catered Events

FY17 July - December	FY16 Totals		FY17 Totals		Net Change	
<i>2nd Quarter</i>	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance	-	474,261	-	551,392	-	77,131
Member Attendance	-	293,984	-	343,840	-	49,856
Catered Events	248	27,626	201	25,466	(47)	(2,160)
Totals	248	795,871	201	920,698	(47)	124,827