



FY 17-18 Management Report

July-December 2017

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 2017, Metro programs saw milestones in transportation projects, funding allocations, and grants; improvements at visitor venues and natural areas; and continued efforts to make our region more equitable.

The Diversity, Equity and Inclusion program held the first Committee on Racial Equity meeting, which was established to advise Metro on the implementation of its *Strategic Plan to Advance Racial Equity, Diversity and Inclusion*. Metro and community members also began a process to co-learn impact evaluation and co-develop evaluation metrics for this plan.

Key milestones were reached in the development of a regional commercial foods scraps separation requirement. Metro worked with communities to develop the values and principles for the 2030 Regional Waste Plan, as well as draft the plan's vision and goals. Regional waste volumes are at an all-time high. The Recycling Information Center helped 56,339 customers and the Find-A-Recycler website received 58,448 visits. Solid waste compliance and cleanup staff cleaned up 1,962 illegal dump sites and 114 illegal camp sites, collecting 224 tons of garbage.

At Oxbow Park's Salmon Homecoming, cultural traditions were highlighted in partnership with members of Portland's indigenous community. Over 1,500 people came to enjoy a storytelling tour of untimely deaths at Lone Fir Cemetery led by volunteer tour guides and helpers. 53 restoration and natural area maintenance projects were conducted at 42 natural areas, while six capital grant projects were completed. More than 6,650 youth and adults participated in programming at 17 Metro sites. The Metro Council unanimously adopted the Chehalem Ridge Nature Park Master Plan.

The Metro Council directed staff to work with partners to explore options for a regional affordable housing bond measure. The Transit Oriented Development program funded four projects representing 489 total housing units, including 304 regulated affordable units and 77,000 square feet of commercial space. The Metro Council awarded \$1.99 million in 2040 Planning and Development Grants. The 2018 Regional Transportation Plan (RTP) update is underway. The Research Center provided forecasting and analytics for a variety of projects, including value pricing, the 2018 RTP update and the 2040 growth forecast.

The Oregon Convention Center is now Gold Certified through Portland's Sustainability at Work program, and ran the first color displays in the upgraded spire and crescent lights. The Hyatt Regency Portland broke ground and is estimated to generate an additional \$120 million in convention-related tourism each year. Cirque du Soleil's KURIOS completed its residency at the Portland Expo Center with 57 performances, 101,000 attendees, and over \$1 million in revenue. Portland's continued its work with Title 1 schools and diverse communities, including a Beauty and the Beast performance for students and their families.


The Oregon Zoo won two prestigious awards at the Association of Zoos and Aquariums annual conference for the collaborative California Condor Recovery Project and an Exhibit Award for Elephant Lands. The attendance for the ZooLights run was 270,081, which was a 26% increase over the previous record set in 2014.

The following report lists project and program highlights for the first half of the 2017-18 fiscal year.

PROGRAM AND PROJECT HIGHLIGHTS

COO and Council Offices | Diversity, Equity and Inclusion (DEI)

Metro's DEI 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 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.

- The DEI team held the first Committee on Racial Equity (CORE) meeting in July 2017. From July to November 2017, the CORE and Metro staff focused on co-creating the committee's structure, by-laws, work plan and internal culture. The CORE set up three subcommittees to accomplish its purpose: Internal Policies and Workplace Culture, External Policies and Impact Evaluation.
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- The four departments participating in the pilot racial equity cohort (Property and Environmental Services, Planning and Development, Parks and Nature and the Oregon Zoo) have made significant progress towards developing final drafts of their department-specific racial equity action plans. They have completed an internal assessment and participated in a series of community discussions with participants from Momentum Alliance and the Coalition of Communities of Color Bridges leadership program. These departments have been working to identify common issue areas related to hiring, retention, community engagement and inclusive communications.
- DEI is developing evaluation metrics to help Metro measure how well the agency is doing in its effort to advance DEI through its *Strategic Plan to Advance Equity, Diversity and Inclusion*. Dialogues in Action was selected to guide Metro in collaboratively creating effective evaluation metrics with the community using an impact evaluation framework. Metro staff and community members came together in October 2017 to begin a year-long process to co-learn impact evaluation and co-develop evaluation metrics.
- 
- In July 2017, Metro selected the W-T Group (WTG) to conduct an accessibility self-evaluation and assist in the development of a phased retrofit schedule, known as a transition plan, for the Metro Regional Center (MRC) campus.
 - Metro celebrated National Hispanic Heritage Month from September 15 through October 15 by honoring the histories, cultures and contributions of Americans whose ancestors came from Spain, Mexico, the Caribbean, and Central and South America.

- The DEI team hosted two Bystander Intervention Training workshops for Metro staff to gain skills, confidence and courage to stop harassment or hazing when they see it.

Items for Leadership Attention

- Continue to build an inclusive work environment and cultural proficiency at Metro through coordinated and effective DEI trainings, facilitations and learning opportunities that address core competencies for staff and elected/appointed leaders.
- Increase collaboration between Human Resources and DEI to promote improved outcomes in diversification of the workforce through hiring, retention and advancement of a diverse staff.
- Provide training opportunities to support Human Resources and hiring managers to improve diverse recruitment, hiring and retention at all levels for staff of color.
- Continue to evaluate the equity strategy and report findings with support from the CORE; and continue to work with the Research Center to develop new research tools that illuminate the socioeconomic experiences of communities of color in our region.

COO and Council Offices | Council Initiative: Construction Career Pathways Project

The Construction Career Pathways Project (C2P2) is designed to convene regional public, private and community stakeholders to learn more about the barriers that people of color and women face in accessing and sustaining construction careers. It seeks to identify strategies to provide reliable career pathways – from pre-apprentice and apprentice to journey level – for people of color and women in the construction trades.

- Worksystems, Inc. was selected to conduct the Regional Construction Workforce Market Study. The study is intended to assess the region’s construction workforce supply and demand outlook, overall capacity to meet growing demand and determine meaningful areas of partnership and cooperation that can be pursued to enhance career opportunities for people of color and women in the trades.
- The Community Construction Training Program, which is designed to maximize apprenticeship opportunities and retention strategies for laborers of color and women on the Hyatt Regency Hotel at the Oregon Convention Center project, is moving forward. Metro is partnering with Construction Apprenticeship & Workforce Solutions (CAWS) to administer the program. This work is intended to complement Mortenson Construction’s workforce development efforts on the Hyatt Regency project and serve as a \$400,000 investment in workforce equity.
- More than 75 local jurisdictional staff in the Portland metro region met with Seattle-area officials to learn about creating a more diverse and inclusive construction workforce. The event was co-hosted by Metro and CAWS. Panelists included labor equity staff from Sound Transit, the City of Seattle and King County.
- Over 40 local jurisdictional staff participated in “Apprenticeship 101,” a workshop to learn more about the Bureau of Labor and Industry’s (BOLI) Registered Apprenticeship

Program. The workshop, co-hosted by Metro and CAWS, is the first in a series of workshops meant to help public agency staff learn about how to enhance their workforce development efforts on public construction projects.

- Metro staff participated in the 2017 Diversity in the Construction Trades Summit, hosted by Oregon Tradeswomen Inc. and Constructing Hope. Staff provided a keynote presentation and conducted a workshop. Discussions focused on construction workforce equity tools and policies that could be deployed regionally.

Items for Leadership Attention

- Metro will be one of several public agency partners participating in a Public Owner Workgroup through 2018. The workgroup will be tasked with developing and adopting a regional approach and program for construction workforce equity.

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 (RCR) includes three sub-programs: Regional Waste Reduction, Metro Internal Sustainability and PES DEI/Community Partnerships.

- The Recycling Information Center (RIC) program provided waste reduction education, facility operations and illegal dumping program information to 56,339 customers. The program maintained the recycler referral data sought by 58,448 visitors to the Find-a-Recycler web tool and distributed 34,682 waste reduction publications to residents and local government partners. The entire Garbage and Recycling web section had 146,575 visitors, which was approximately 31% of all Metro website traffic.
- Youth education programs made 13,781 K-12 student contacts through 369 age-appropriate classroom presentations, puppet shows and educational theater assemblies. The ZooQuest summer food waste prevention program made 22,400 youth and adult contacts among visitors attending the Oregon Zoo. In addition, toxics reduction education programs, including natural gardening and healthy homes, made 26,148 youth and adult contacts during this period.
- Metro worked with communities to develop the values and principles for the 2030 Regional Waste Plan and draft the plan's vision and goals. The Metro Council endorsed the values and principles in August 2017. Staff will complete a system analysis to determine where the region is today relative to where the goals would bring us in 2030. That analysis will inform the development of specific actions to be included in the plan. In spring 2018, Metro will convene technical work groups to develop these actions.
- After an extensive request for proposal (RFP) process, Waste Management emerged as the top ranked firm for food processing services, a key milestone in the development of a regional commercial food scraps separation requirement.

- Staff presented the *FY 2016-17 Sustainability Report* to the Metro Council. Metro made progress last year on four of the six indicators – greenhouse gas emissions, recycling, water and effective impervious area. Waste generation and toxics trended in the wrong direction. Notable accomplishments last year included:
 - Metro offset 71 percent of electricity use with purchase of renewable energy.
 - OCC solar panels generated ¼ of the facility's annual energy use.
 - Steller Cove at the Zoo upgraded to a high efficiency cooling system.
 - Operations staff focused on eliminating the most toxic products from Metro's inventory.
 - Bioswales installed at Blue Lake Regional Park now treat all stormwater from Curry Yard.
- The department partnered with Oregon Tradeswomen, Inc. (OTI) and Constructing Hope to advance social equity in the region's solid waste workforce:
 - Hired four graduates from OTI and Constructing Hope for the household hazardous waste program's 2018 season.
 - Established a baseline of workforce diversity at Metro transfer stations.
 - Presented at OTI's Women in Trades conferences and at pre-apprenticeship classes about jobs in the solid waste sector.



Items for Leadership Attention

- In 2017, the Oregon Legislature allocated \$24 million for the biennium to fund the new state-wide Outdoor School program established by Senate Bill 439 and Measure 99. The funding allocated for this biennium is \$20 million short of the \$44 million necessary. RCR staff anticipates that Metro's payments for waste reduction education at Outdoor School will total between \$300,000 and \$600,000 this fiscal year, compared to a budgeted amount of almost \$1.2 million. Regional providers will learn in April the amount of funding for FY18-19, and RCR will work to determine Metro's future partnership with Outdoor School.
- The schedule for Council consideration of a draft commercial food scraps separation policy has been adjusted to allow time for additional input from local governments and for completion of the processing capacity procurement.
- Challenges in the recycling markets due to changing Chinese import standards may become more acute. Intermediate processors of the region's recyclables are indicating that they may not have market orders for some of the mixed paper collected in residential and commercial programs. Accordingly, a portion of this material may need to be disposed.

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 managing information and data about the region's solid waste and recyclables. It 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. The program is responsible for Metro's Regional Illegal Dumping Patrol (RID) program, which cleans up, monitors, and investigates illegal disposal sites and prosecutes persons illegally disposing of waste. SWICC is also responsible for disaster preparedness and debris management.

- The Metro Council adopted two ordinances which amended Metro Code to remove the regulatory exemption for facilities that receive and process source-separated recyclable materials or convert such materials into energy or fuel. Staff also developed and proposed a set of administrative rules to implement these new Code provisions.
- The Solid Waste Alternatives Advisory Committee's (SWAAC) subcommittee completed its review of Metro's fee and tax exemption policies and recommended that Metro retain the status quo.
- Metro convened an after-action workshop to review the impact of the Eagle Creek fire on the regional solid waste system during a three-week closure of the Columbia Gorge. Metro staff served in Multnomah County's Emergency Operations Center to monitor the Eagle Creek fire and its impact on I-84. Staff developed an outline for Metro's Disaster Debris Management Plan and have drafted key sections. Staff have also led the development of the preparedness and resilience goals for the 2030 Regional Waste Plan. Staff continue to collaborate and work with partners from the Regional Disaster Preparedness Organization.
- RID (Regional Illegal Dumping) Patrol:
 - RID staff cleaned up Sullivan's Gulch, which generated nearly 20 tons of solid waste; RID Gulch cleanups totaled over 71 tons of garbage this calendar year.
 - 1,962 dump sites were cleaned up. A total of 3,512 dump sites were cleaned up in 2017 – an increase of nearly 800 sites from 2016.
 - 114 illegal camp sites were cleaned up. 44 of these were on Metro-owned property. 183 illegal camp sites were cleaned up in 2017 compared to 83 in 2016 – 37% were located on Metro-owned property.



- 224 tons of garbage were removed from illegal sites. A total of 440 tons of garbage were removed from illegal sites in.
- RID participated as a co-sponsor with the City of Portland of a one-day RV take back event in October 2017. Sixteen RVs were turned in.



- Based on the Oregon Department of Agriculture's designation of a Japanese Beetle quarantine zone located in unincorporated Washington County, Metro has allowed yard debris from the quarantine area to be disposed of at the Hillsboro Landfill without having to pay the regional system fee or excise tax. Yard debris would normally go to a yard debris compost facility and not be subject to fees and taxes.
- In response to public outreach to nearby communities, Metro initiated an objective evaluation of Grimm's compost operation. Green Mountain Technology was selected to complete this work.
- Metro approved a 6-month temporary solid waste license for a vessel recovery operation at Tidewater Barge's Sundial facility in Troutdale; a longer term license will be considered by Metro.
- Metro published its FY18-19 Solid Waste Forecast in October 2017 showing that solid waste tonnage will likely grow about two percent during 2018. More information can be found on Metro's website at <https://www.oregonmetro.gov/solid-waste-forecast>.



Items for Leadership Attention

- Staff will propose a new approach to allocating wet waste tonnage to privately-owned transfer stations.
- City of Roses Environmental has filed an application to move its licensed solid waste material recovery facility from NE 109th and Simpson to NE 138th and Sandy. The facility owner also intends for this site to become a transfer station.
- To improve rate transparency, Metro published its own costs at the public stations. Staff is working on the next step of rate transparency work which is an estimation of private transfer station costs based on staff observation.
- The Oregon Department of Agriculture has expanded the yard debris quarantine zone and the treatment area in unincorporated Washington County. This expansion will result in the disposal of larger volumes of yard debris in 2018.
- RVs continue to be a growing problem as temporary shelters for homeless individuals that also create environmental and health risks. Metro staff are working with other governments and non-profits to address this problem. The limited disposal and recovery options for RVs is compounding the issue.

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.

- Regional waste volumes are at an all-time high.
- Both public transfer stations received tons and customer counts at pre-recession levels.
- Incoming urban wood volumes surged as regional markets for it slowed and private generators and firms looked to Metro as a relatively inexpensive disposal option.
- The Eagle Creek Fire hampered transport of waste to Metro's primary landfill, Columbia Ridge Landfill. However, Metro and its contract transport firm, Walsh Trucking, successfully delivered waste to other regional landfills during the peak of the season, maintaining uninterrupted operations throughout the incident.
- The competitive solicitations for transport and disposal of waste from Metro's two public transfer stations were in full swing: RFPs have been released and separate proposals for transport and disposal are expected in early 2018.
- Hazardous waste staff held 18 roundups around the region and 9,713 customers were served at roundups in 2017 – a ten year record. Customers at the permanent HHW facilities are also increasing, with 50,347 served during the year – the highest in six years.
- Incoming paint volumes at MetroPaint continue to increase, with the equivalent of nearly 1.1 million one-gallon paint cans passing through the facility in 2017.

Items for Leadership Attention

- Republic Services, which operates Metro South Station under contract to Metro, has been struggling to provide excellent site management, leading to long traffic queues and longer customer times on site than optimal. Metro staff has been working with Republic management to make operational improvements prior to the busy spring and summer seasons. Two years remain on the Republic contract to operate Metro South.

Parks and Nature | Community Engagement

Parks and Nature's Community Engagement team aligns the department's strategic direction and coordinates day-to-day work of four teams: Community Investments and Partnerships, Volunteers, Communications and Nature Education. Collectively, these teams take the lead in delivering on the department's mission to "connect people to nature close to home."

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.

Nature in Neighborhood grants support Metro's partners while the Partners in Nature program supports partnerships co-created by Metro with community partners. By supporting these partnerships, Metro helps maximize inclusiveness and leads to creative approaches that address multiple social, economic and ecological needs of the community.

- Twenty out of 82 Nature in Neighborhood habitat restoration, trails and conservation education projects were completed during this reporting period.
- Staff reviewed lessons learned, surveyed past applicants and met with stakeholders to begin updating and revising application materials and outreach for the upcoming first round of grants funded by the levy renewal. Metro will begin accepting applications for new Nature in Neighborhood grants (Nature Education and Outdoor Experiences) in January 2018.
- Six capital grant projects were completed during this reporting period, including: One North, Rock Creek Restoration, Spring Park Restoration, Bull Mountain Nature Park, SE Oak Street and Hogan Butte. Several notable projects are also underway, including improvements to the John Inskeep Environmental Learning Center.
- Two major projects have experienced delays:
 - Beaver Creek Culvert construction is extended to summer 2019 due to traffic issues associated with repairs to the Kelly Creek culvert.
 - Boones Ferry Culvert over Tryon Creek was expected to be constructed in summer 2018. However, addressing unexpected soil contamination, as well as additional hydraulic and scour analysis, has impacted the project schedule. Construction is now expected to begin winter 2019.
- Nearly all (99.25%) of the \$44 million in local share funding has been expended and reimbursed, leaving only Portland and Beaverton with remaining projects.
- King City completed a lighting project in King City Park and spent their remaining \$16,437.
- The City of Portland acquired a 2.2 acres property adjacent to Marshal Park in SW Portland and was reimbursed \$75,000 of the \$525,000 cost.
- Volunteer Services staff supported 1,610 volunteers that contributed 5,883 hours at 21 Metro parks, natural areas and historic cemeteries.
- More than 1,500 people came to enjoy a storytelling tour of untimely deaths at Lone Fir Cemetery, led by volunteers.
- More than 6,650 youth and adults participated in programming at 17 Metro sites through 117 programs, including programming custom-designed for culturally-specific communities.
- At Oxbow Park's Salmon Homecoming, cultural traditions were highlighted in partnership with members of Portland's urban indigenous community. Co-created with

community and tribal members, this event revived indigenous presence that had been missing for nearly a decade.

- Metro supported programming for youth from Self Enhancement, Inc. (SEI), ROSE Community Development and Latino Network at various sites, including Oxbow, Broughton Beach, Blue Lake, Glendoveer Fitness Trail and Natural Area, Cooper Mountain, Smith and Bybee and more.
- Families from Immigrant & Refugee Community Organization's (IRCO) culturally-specific communities enjoyed picnics and learning about Oxbow and Blue Lake Park.
- Members of Unite Oregon continued their Pan Immigrant Leadership and Organizing Training (PILOT) program and Beaverton Organizing and Leadership Development (BOLD) program with the support of Metro. Unite Oregon staff and program graduates presented to the Metro Council about their work and participated in small group discussions with councilors and senior leadership members discussing the importance of community partnerships.

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.

- Two acquisitions were completed between July and December:
 - Rockwood PUD Grant Butte: Through a partnership with East Multnomah Soil and Water Conservation District, 15 acres of mixed deciduous-coniferous forest were acquired adjacent to Grant Butte Wetlands.
 - Eaton: Eight acres of emergent and scrub-shrub wetland were acquired within the Tonquin Geologic Area, which includes 1,300 feet of stream frontage along the west side of Coffee Lake Creek.
- Property management:
 - 19 Special Use Permits were issued for community access to over a dozen sites.
 - Four structures in poor condition, or limiting project execution, were demolished.
 - Three houses were renovated to bring them up to code and rent.
- 53 restoration and natural area maintenance projects were conducted at 42 natural areas from July-December. Actions implemented included planting, invasive species control, habitat creation, infrastructure assessment and repair and trail maintenance. Highlights included:

- Three side channels were enhanced on the Sandy River at Oxbow Regional Park; 200 large logs and 100 boulders were added for habitat improvement and native plantings will improve habitat for native fish and wildlife.
- Construction was completed to clear the channel between the two lakes at Smith and Bybee Wetlands Natural Area to support native wetland vegetation, improve water quality, improve seasonal drainage and reduce stagnant water and the risk of seasonal avian botulism. Treatment of the high profile invasive plant Ludwigia was completed on over 800 acres.
- Targeted oak release at Mt. Talbert Nature Park in collaboration with North Clackamas Parks and Recreation District, using minimally invasive techniques.
- Completion of the first phase of forest health thinning at Chehalem Ridge Nature Park.

Parks and Nature | Parks Planning and Operations

The Parks Planning and Operations program includes Parks and Natural Areas Planning, Parks Operations and the Willamette Falls Legacy Project. Parks and Natural Areas Planning helps manage the planning, design and construction of parks in Metro's portfolio. They also serve as a key convener for regionally significant planning work around topics, such as trails. Parks Operations operates and manages Metro's developed park properties, welcoming over 1.3 million visitors per year. The Willamette Falls Legacy Project convenes the four partners, the City of Oregon City, the State of Oregon, Clackamas County and Metro, to advance the four core values guiding re-development of the former Blue Heron Paper Mill site. It also is the lead for habitat restoration and developing a riverwalk that will provide viewing access to Willamette Falls.

- Over 17,300 guests were recorded at Blue Lake Park on the Fourth of July.
- Staff continued to oversee 17 park planning and development projects across the region, with work ranging from public engagement, planning, design, land use and construction.
- The Metro Council unanimously adopted the Chehalem Ridge Nature Park Master Plan in October 2017 at an off-site meeting in Forest Grove.



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 across the region. The Investment Areas group includes transit 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 Equitable Development Strategy Project Oversight Committee began meeting to develop a community-based approach to align housing, business and workforce stabilization to leverage the major investments in a light rail transit line and associated transportation improvements.
- The Southwest Corridor Community Advisory Committee met monthly to understand and discuss the light rail alignment options in advance of providing a recommendation on a Locally Preferred Alternative (LPA) to the steering committee.
- Staff worked with partners and the Federal Transit Administration to understand the potential impacts of the light rail alignment options to inform a 2018 LPA decision through the development of a Draft Environmental Impact Statement, anticipated to be released by the Federal Transit Administration (FTA) in spring 2018.
- Staff supported TriMet's light rail alignment design modification process to move towards a project that is cost effective and affordable.
- The Division Transit Project won the Achievement in Community Engagement Award from the Land Conservation and Development Commission for the efforts to involve diverse communities in the decision making process. Staff supported TriMet's engagement and design refinements to continue moving the project towards implementation.
- The Economic Value Atlas (EVA) task force met twice from July - December. The group was convened to advise Metro on the development of an EVA, a user friendly tool that will provide economic and demographic data to help decision makers align public infrastructure investments to support the regional economy.



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 Oregon Land Conservation and Development Commission acknowledged the region's urban and rural reserve designations in Clackamas and Multnomah Counties (reserves in Washington County were previously established by legislation).
- The Council adopted amendments to Metro code that establish expectations for cities proposing residential urban growth boundary (UGB) expansions.
- Five cities submitted letters of interest for residential UGB expansions in the 2018 decision. Full proposals will be due by the end of May 2018.

- The Metro Council directed staff to work with partners to explore options for a regional affordable housing bond measure that could be considered for referral to voters in November 2018.
- The Transit Oriented Development (TOD) Steering Committee approved \$1.9 million in TOD program funding for four projects representing 489 total housing units, including 304 regulated affordable units and 77,000 square feet of commercial space.
- Land transferred and construction financing closed for Jade Apartments on the "Furniture Store" site at 82nd Avenue and Division Street in Portland. The Project will create 47 regulated affordable units, one manager's unit and include community space operated by the Asian Pacific American Network of Oregon (APANO).
- The Metro Council awarded \$1.99 million in funds for nine 2040 Planning and Development Grants. Approximately 50%, or \$984,000, was awarded to projects that had a strong emphasis on equitable development.

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.

- RTP call for projects were completed in partnership with local jurisdictions and transportation coordinating committees using a new online project submission tool.
- Pilot project evaluations were conducted for major RTP projects, including reporting back to regional advisory committees on evaluation findings and recommendations for refining the evaluation process in future RTP updates.
- Staff completed the first round of RTP modeling and analysis based on submitted projects and updated 2040 growth forecast.
- A regional equity analysis was used for the first round of submitted RTP projects.
- The Community Placemaking program awarded its first round of funds and is currently accepting applications for the second round. The program funded six projects and Metro received almost a million dollars' worth of requests for \$100,000 in funding. Funding for the 2018 cycle has expanded to \$160,000, and has a small set-aside to support projects within the SW Corridor geographic area.
- The Emerging Technologies Strategy program kicked off in July 2017. Staff worked with local stakeholders to develop a proposed RTP policy framework for emerging technologies to support regional goals; identified opportunities for Metro to play a

stronger role in managing, incentivizing and supporting the implementation of these technologies; and built relationships with key private sector companies, academic institutions and advocacy organizations. Staff are developing options to implement the policy framework, including a regional technology innovation fund, an agency-wide data strategy and ways to ensure that Transportation Network Companies (TNCs) are consistent with our access, mode share and congestion goals.

- With the shift from a TriMet investment strategy in 2018 to a Metro-led investment strategy in 2020, staff are developing a process to identify the most needed immediate investments in our region to meet 2040 goals.

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 and operations project allocation, the regional travel options allocation and the community development and planning grants. The program also administers the Metropolitan Transportation Improvement Program (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. Resource Development provides transportation demand and system management programs for the region to help maximize the benefits and efficiency of the existing transportation network.

- Staff verified and approved inclusion in the MTIP project funding provided by the state legislature for transportation projects in the region.
- Metro published the 2016 and 2017 obligation reports detailing state and federal projects approved to spend funding in those years.
- Staff held six community workshops to inform the update of the Regional Travel Options strategic plan.

Research Center | Modeling and Data Services

The Research Center provides robust data, information, forecasting and software applications to support public policy analysis, decision-making, Metro operations and regulatory compliance. Major programs include demographic data tracking, transportation and land-use forecasting, performance measurement enabled by data acquisition, data visualization and providing information through mobile and other software applications.

- Updated data to support regional equitable housing programs, the Solid Waste Allocation study and the Urban Growth Management planning process.
- Provided demographic and socio-economic data and analysis in support of regional and local equity analyses.
- Beta-tested a mobile device (e.g. iPad) application that allows Metro Integrated Pest Management (IPM) contractors to submit their pesticide usage reports digitally. The

operational app will get Metro more accurate biocide usage measurements and help the agency pay its contractors more quickly.

- Published the 86th and 87th versions of the Regional Land Information System data.
- Procured technologies to support the development of Delphi, Metro's forthcoming performance measurement information system.
- Provided alternative evaluation measures for the 2018 RTP update.
- Provided impact measures for TriMet's Southwest Corridor Draft Environment Impact Statement (DEIS).

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.

- In December, the Plaza and Interior Renovation project reached a major milestone by obtaining city design review approval for the project's exterior improvements. These improvements will include a new entry canopy for the Martin Luther King Jr. entrance, updates to landscaping, a refreshed plaza layout, modified paving, relocation of the Japanese bell and other aesthetic elements.
- The OCC ran the first color displays in the upgraded spire and crescent lights. This new LED system allows the center to customize the color and scheme of the lights and reduces power consumption by approximately 75 percent.
- The OCC is now Gold Certified through Portland's Sustainability at Work program.
- Cirque du Soleil's KURIOS completed its residency at the Portland Expo Center in its new timeline the first weekend of October 2017 – it was a record-breaking run with 57 performances, 101,000 attendees and over \$1 million in revenue.
- The Expo Center finalized phase one of an environmentally-friendly roof restoration on Halls D and E, which saved almost \$2 million and 83 tons of debris from the landfill. At 200,000 square feet of roofing, this is the largest project of its kind in the Portland area. Phase two of the roofing project will be completed in Q4.

Visitor Venues | Council Initiative: OCC Hyatt Regency

In August 2017, construction began on a 600-room hotel that will strengthen the regional economy and firmly establish Portland as a destination for people and ideas from around the globe. Metro, in partnership with the City of Portland, Prosper Portland and Multnomah County, is leading the effort to develop the Hyatt Regency Portland and ensure that it benefits the region's diverse population by creating jobs and economic opportunity.

- The Hyatt Regency Portland broke ground in August. Hotel construction is on schedule and on budget. The targeted opening remains in the December 2019 – January 2020 time frame.
- Mortenson Construction has met with Benson High School, the last technical school in the Portland metro area, to organize a project tour and presentation session to answer student’s questions concerning construction processes and careers in the industry.
- As construction progresses from the “mud stage,” the demographic makeup of available apprentices and workers changes significantly with more COBID workforce in the design fields.
- Travel Portland and OCC staff confirmed 10 bids with city-wide conventions that previously expressed they would not choose Portland due to the lack of a headquarters hotel; these conventions represent 68,337 room nights, translating to \$27.6 million additional revenue to our regional economy.

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 – 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 was strong. Highlights include:
 - Seven education shows and 10 performances, with 44 schools served in Multnomah (60%), Clackamas (15%) and Washington (25%) counties.
 - 5,779 Title I school students served; 80% identified as students of color.
 - Beauty and the Beast performance offered to 213 students and their families – the first offer for a family activity; served military, LGBTQ and Out of Prison families among other low income families.
- Keller Auditorium's 100th birthday was celebrated with a free family day of performances by local arts groups and other activities.
- A very successful on-sale for Hamilton sold 32,000 tickets and generated almost \$550,000 in service fees for Portland's.
- The Portland sign underwent a \$500,000 renovation and refurbishment.

Items for Leadership Attention

- Portland's has been looking at the dynamics of growing net operations, heavy subsidies provided to the resident companies and other arts organizations, managing the stewardship of the City of Portland facilities, maintaining reserves and identifying funding sources for major capital projects. A project manager was hired by the

Metropolitan Exposition and Recreation Committee to lead Portland'5 through a deeper analysis of options to address capital project and maintenance items in the near future.

Attendance and Catered Events

MERC Visitor Venues				
Events-Performances-Attendance				
July-December FY 17-18				
	FY 2018 YTD		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance
Tradeshows/Conventions	35	58,214	(2)	(1,438)
Consumer Public Shows	21	141,828	(1)	32,174
Miscellaneous	-	-	-	-
Miscellaneous -In-House	75	2,736	10	469
Meetings	90	40,802	1	(1,773)
Catering	38	23,333	2	(9,920)
Totals	259	266,913	10	19,512
	FY 2018 YTD		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance
Consumer Public Shows	23	121,965	(1)	(3,684)
<i>Cirque Du Soleil</i>	57	103,410	57	103,410
Miscellaneous	18	7,143	-	(9,148)
Meetings	5	126	-	(444)
Catering	3	500	3	500
Tradeshows/Conventions	3	5,860	(1)	(6,843)
Totals	52	135,594	1	(19,619)
Totals w/Cirque du Soleil	109	239,004	58	83,791
	FY 2018 YTD		Net Change from Prior Year	
Portland '5	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	80	94,553	(27)	(28,754)
Broadway	12	23,985	(31)	(88,570)
Resident Company	106	154,600	(3)	6,720
Non-Profit	102	57,122	16	22,353
Promoted/Co-Promoted	44	23,496	(5)	3,707
Student	35	19,368	7	4,606
Miscellaneous	14	1,633	8	1,038
Totals	393	374,757	(35)	(78,900)
MERC Totals (w/ Cirque)	761	880,674	33	24,403

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.

- Design is underway for Polar Passage, Primate Forest and the rhino habitat with construction estimated to begin in spring 2018.



- Education Center programming continues to grow with 15 different conservation and nature organizations giving themed talks and presentations to over 17,500 zoo guests. Zoo Teen volunteers and ZAP teens presented programming to an additional 40,000 zoo guests in the Nature Exploration Station (NESt) during the same time period.
- Summer Zoo Camp was a success with 3,228 preschool – 8th grade participants attending single day and week-long conservation education themed programs. Summer camp generated over \$838,000 gross revenue in 2017.
- The zoo won two prestigious awards at the Association of Zoos and Aquariums annual conference for the collaborative California Condor Recovery Project and an Exhibit Award for Elephant Lands.
- The Jonsson Center for Wildlife Conservation California condor facility hosted 11 breeding pairs with nine chicks hatched and seven making it to fledgling age. Four Oregon Zoo-produced condors were released into nature (1 in Big Sur, 3 in Arizona).
- In preparation for upcoming construction, 42 animals were relocated to other zoo facilities.



- The Oregon Zoo successfully implemented the Zoo for All program, which offers \$5 admission for Oregon and Washington individuals and families who qualify for a variety of income assistance programs. Through December (excluding ZooLights), 12,466 individuals accessed the program, or 7.9% of total paid scanned attendance.
- The Zoo's 30th anniversary of ZooLights was the most successful in its history with attendance of 270,081, a 26% increase over the previous record set in 2014.

Items for Leadership Attention

- Recruitment for new [Oregon Zoo Bond Citizens' Oversight Committee](#) members is underway as several current members are term limited.

Attendance and Catered Events

Semi-Annual GS Attendance, Revenue and Per Caps July Through December 2017*									
Attendance	FY 2018	FY 2017	Change	Percentage					
	1,002,695	920,698	81,997	9%					
Revenue					Per Caps				
Food	FY 2018	FY 2017	Change	Percentage	Food	FY 2018	FY 2017	Change	Percentage
	4,254,431	4,092,800	161,631	4%		\$ 4.24	\$ 4.45	\$ (0.20)	-5%
Admissions	FY 2018	FY 2017	Change	Percentage	Admissions	FY 2018	FY 2017	Change	Percentage
	8,573,853	8,103,614	470,239	6%		\$ 8.55	\$ 8.80	\$ (0.25)	-3%
Retail	FY 2018	FY 2017	Change	Percentage	Retail	FY 2018	FY 2017	Change	Percentage
	2,096,610	1,629,636	466,974	29%		\$ 2.09	\$ 1.77	\$ 0.32	18%
Guest Services (overall)	FY 2018	FY 2017	Change	Percentage	Guest Services (overall)	FY 2018	FY 2017	Change	Percentage
	15,869,400	14,639,602	1,229,799	8%		\$ 15.83	\$ 15.90	\$ (0.07)	-0.5%

*Preliminary Numbers