

# Metro | Agenda

Meeting: Metro Council  
Date: Thursday, Sept. 22, 2011  
Time: 2 p.m.  
Place: Metro Council Chambers

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## CALL TO ORDER AND ROLL CALL

1. **INTRODUCTIONS**
2. **CITIZEN COMMUNICATIONS**
3. **CONSIDERATION OF THE MINUTES FOR SEPT. 15, 2011**
4. **CONTRACT REVIEW BOARD**
- 4.1 **Resolution No. 11-4284**, Resolution of Metro Council, Acting as the Metro Contract Review Board, For the Purpose of Approving a Sole Source Contract For Coalition Building and Communications For Parks, Trails and Natural Areas in the Region, the Intertwine. **Craddick**
5. **RESOLUTIONS**
- 5.1 **Resolution No. 11-4290**, For the Purpose of Endorsing a Consortium Grant Application to the U.S. Department of Housing and Urban Development for a Sustainable Communities Regional Planning Grant. **Collette**
- 5.2 **Resolution No. 11-4292**, For the Purpose of Approving the Oregon Zoo Bond Implementation Plan. **Craddick**
- 5.3 **Resolution No. 11-4293**, For the Purpose of Amending the Natural Areas Acquisition Refinement Plans for the Clackamas River Bluffs and Greenway, Columbia Slough, Lower Tualatin River Headwaters, Rock Creek Headwaters and Greenway, Tonquin Geologic Area, Westside Trail, and Willamette Narrows and Canemah Bluffs Target Areas. **Harrington**
6. **CHIEF OPERATING OFFICER COMMUNICATION**
7. **COUNCILOR COMMUNICATION**

**ADJOURN**

**Television schedule for Sept. 22, 2011 Metro Council meeting**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>          Channel 11 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 2 p.m. Thursday, Sept. 22 (Live)</p>	<p><b>Portland</b>          Channel 11 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  <i>Date:</i> 8:30 p.m. Sunday, Sept. 25  <i>Date:</i> 2 p.m. Monday, Sept. 26</p>
<p><b>Gresham</b>          Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  <i>Date:</i> 2 p.m. Monday, Sept. 26</p>	<p><b>Washington County</b>          Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 11 p.m. Saturday, Sept. 24  <i>Date:</i> 11 p.m. Sunday, Sept. 25  <i>Date:</i> 6 a.m. Tuesday, Sept. 27  <i>Date:</i> 4 p.m. Wednesday, Sept. 28</p>
<p><b>Oregon City, Gladstone</b>          Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275          Call or visit web site for program times.</p>	<p><b>West Linn</b>          Channel 30 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275          Call or visit web site for program times.</p>

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Clerk of the Council to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).

**New Irving Street Garage visitor parking policy**

Beginning Friday, Sept. 1, visitor parking will no longer be validated. [Click here](#) for a list of parking options for visitors conducting business at the Metro Regional Center:

- Irving Street Garage, 600 NE Grand Ave (\$6 daily)
- Lloyd Center Tower, 825 NE Multnomah (\$2 hourly; \$8 daily)
- Liberty Centre, 650 NE Holladay (\$2 hourly; \$8 daily)
- Lloyd 700 Building, 700 NE Multnomah (\$2 hourly; \$8 daily)
- 7th and Holladay (\$8 daily)
- 1201 Building, 1201 NE Lloyd (\$6 daily)
- Lloyd Doubletree, 1000 NE Multnomah (\$8 daily)
- State of Oregon (surface), 800 NE Oregon (\$1 hourly; \$8 daily)

Agenda Item Number 3.0

**Consideration of the Minutes for Sept. 15, 2011**

Metro Council Meeting  
Thursday, Sept. 22, 2011  
Metro Council Chamber

Agenda Item Number 4.1

**Resolution No. 11-4284**, Resolution of Metro Council, Acting as the Metro Contract Review Board, For the Purpose of Approving a Sole Source Contract For Coalition Building and Communications For Parks, Trails and Natural Areas in the Region, the Intertwine.

*Contract Review Board*

Metro Council Meeting  
Thursday, Sept. 22, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL CONTRACT REVIEW BOARD

RESOLUTION OF METRO COUNCIL, ACTING )	RESOLUTION NO. 11-4284
AS THE METRO CONTRACT REVIEW BOARD, )	
FOR THE PURPOSE OF APPROVING A SOLE )	Introduced by Acting Chief Operating Officer
SOURCE CONTRACT FOR COALITION )	Daniel Cooper with the concurrence of
BUILDING AND COMMUNICATIONS FOR )	Council President Tom Hughes
PARKS, TRAILS AND NATURAL AREAS IN )	
THE REGION, THE INTERTWINE )	

WHEREAS, pursuant to ORS 279A.060 and Metro Code 2.04.010 the Metro Council is designated as the Public Contract Review Board for the agency; and

WHEREAS, Metro Code 2.04.062 requires Council approval for contracts awarded without competitive bidding when it has been determined that the goods or services are available from only one source; and

WHEREAS, The Sustainability Center Director has determined that hiring The Intertwine Alliance to convene community leaders and communicate the importance of the region’s parks, trails and natural areas is in the best interests of Metro; and

WHEREAS, under the direction of the Sustainability Center Director, The Intertwine Alliance will provide for region-wide communications and partnerships in support of The Intertwine; and

WHEREAS, the Metro Procurement Officer believes that the specialized knowledge, experience and expertise of The Intertwine Alliance warrants the use of a sole source contract, and that such action is in accordance with the Oregon Public Contracting Code dealing with sole source procurements (ORS 279B.075); and

WHEREAS, The Intertwine Alliance possesses the unique experience, including leadership on overall convening of business, non-profit and government leaders, as well as convening regional partners for conservation education, the Regional Conservation Strategy and active transportation. The Alliance is uniquely positioned as an entity capable and prepared to devote all of its efforts and energy to providing the services required by Metro as its sole purpose. There is currently no other entity in the region whose membership is comprised of nearly all the local, regional and state natural area, parks, trails, and conservation education providers and advocates, organized for the sole purpose of supporting and performing the services described in the attached scope of work. It would therefore be impractical to compete this contract.

BE IT RESOLVED that the Metro Council acting as the Public Contract Review Board authorizes the Sustainability Center Director to negotiate and execute a sole source contract with The Intertwine Alliance for the purpose of branding, communicating and facilitating partner work on The Intertwine.

ADOPTED by the Metro Council Contract Review Board this \_\_\_\_\_ day of September, 2011.

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Tom Hughes, Council President

Approved as to Form:

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Alison Kean Campbell, Acting Metro Attorney

# Scope of Work – Exhibit A

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**PROJECT:** Coordination between Metro and The Intertwine Alliance FY 2011-2012

## **CONTRACTOR'S RESPONSIBILITIES:**

Contractor shall be responsible for communicating and strengthening partnership and funding in support of The Intertwine, the region's parks, trails and natural areas in FY 2011-2012 to include the following. Note that items without specific schedules are assumed to be ongoing throughout the year.

### **The Intertwine Alliance Growth**

The Alliance's purpose is to build a strong coalition of business and civic leaders, advocates and professionals to leverage our region's natural and organizational assets in support of regional parks, trails and natural areas. This scope of work supports the growth of the Alliance.

1. Convene two Intertwine Summits that bring people together to share information and promote volunteer and partnership opportunities.
2. Grow the Alliance, with a special focus on communities of color and ethnic identity, to 50 paid and 60 total members by June 30, 2012.
3. Raise dues contributions from partners to \$110,000 by the end of fiscal year 2011 - 2012.
4. Produce an annual Alliance Business Plan that indicates the growth and accomplishments of the Alliance.  
Schedule: June 2012
5. Develop a foundation with a legally recognized and registered structure that can receive grants and private donations.

### **Communications about The Intertwine**

A key purpose of the Alliance is to communicate the values, benefits, and needs of the Intertwine.

6. Build the membership on the Groupsites membership to 300.
7. Compile a database of members for advocacy purposes.
8. In partnership with Metro, develop Intertwine Concept Diagram which will illustrate the purpose and interconnectedness of the Intertwine. Convene and communicate diagram options; review strengths and weakness and grant full Alliance endorsement and use of a Concept Diagram. This diagram may continue to evolve over time.  
Schedule: December 2011
9. In partnership with Metro, complete the Intertwine website phase 2, including regional trail finding and accessibility information, and fulfilling the requirements of State and Federal grants. Provide all necessary reporting to meet web grant reporting requirements. Secure a technical support services contract for the on-going annual technical maintenance of the Intertwine website.  
Schedule: December 2011
10. Intertwine signage  
Metro is managing consultants to develop Intertwine trail signage. Provide a forum for Alliance partners' review of the signage options and deliver partner support, with minimum of five distinct operators, including financial support, of the preferred trail signage.

## Scope of Work – Exhibit A

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### The Intertwine Petals

The Intertwine Petal work includes strategic regional planning on a variety of topics that has generally been led by Metro. Provide support, convening and leadership in coordination with Metro for all Intertwine regional strategic plans and actions.

#### 11. Conservation

- To complete publishing of the Regional Conservation Strategy, engage the community, elected officials and civic leaders on findings and priorities. Coordinate with Metro.

#### 12. Conservation Education

- Work with the Conservation Education Task Force to convene a standing Intertwine Conservation Education Leadership Council (Con Ed Council), which will build momentum within the sector, including activating leaders as well as regular analysis and reporting of the state of conservation education in the region for the purpose of increasing environmental stewardship outcomes. Con Ed Council and Alliance partners will define and secure adequate on-going support for this effort with support from Metro.
- As part of the on-going support of this effort the Alliance will work with the Con Ed Council to produce a regional summit during which milestones will be defined and initiated. Support includes pursuing corporate sponsorship and other voluntary donations to this effort. Metro support has been budgeted for fiscal year 2011 – 2012.

#### 13. Active Transportation

- Lead by Metro staff, assist in convening partners on the principal network of active transportation corridors. Metro has secured a TGM grant from the Oregon Department of Transportation that will fund this work.
- Continue to convene the Executive Council for Active Transportation; expand its ranks to include more top business executives. Use meetings of the group to discuss emerging opportunities, address challenges, share successes, and build the case for investment in the network.

#### 14. Regional System

- Work with other conservation coalitions around the country and potential federal funding including America's Great Outdoors Initiative toward potential federal funding for The Intertwine.
- Work with Metro as the lead partner to develop a measure involving public funding that could be put to voters as early as November 2012. This would be a major undertaking, requiring the Alliance to develop significant support from partners and allies.

### Publicity

Contractor shall identify Metro as a major sponsor in all event media publicity, press releases, etc.

### Reporting

The Contractor will provide Metro with quarterly reports that demonstrate progress on the above scope of work.

- September 2011
- December 2011
- March 2012
- June 2012

All reports should consist of narrative on the product as well as an accounting of volunteer names and hours involved with each effort. The reports must be electronically delivered in a news-worthy format by the 15<sup>th</sup> of the designated months.

### **METRO'S RESPONSIBILITIES:**

Metro, as a major sponsor, will provide ONE HUNDRED THOUSAND DOLLARS AND NO/100THS (\$100,000.00) in support of the Intertwine Alliance work described in this Scope of Work.





**METRO**  
600 NE Grand Ave.  
Portland, OR 97232-2736  
(503) 797-1700

## Scope of Work – Exhibit A

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**PAYMENT:**

Metro will pay Contractor within 15 days of receipt of an approved statement. Payment shall be made in four installments. The first installment of TWENTY-FIVE THOUSAND AND NO/100THS DOLLARS (\$25,000.00) will be made following the September 2011 quarterly progress report. Subsequent installments of TWENTY FIVE THOUSAND AND NO/100THS DOLLARS (\$25,000.00) will be made following quarterly reports. Any expenses that exceed Metro's total cash contribution of ONE HUNDRED THOUSAND DOLLARS AND NO/100THS (\$100,000.00) shall be borne by the Contractor.

## **STAFF REPORT**

IN CONSIDERATION OF RESOLUTION NO. 11-4284, FOR THE PURPOSE OF APPROVING A SOLE SOURCE CONTRACT FOR COALITION BUILDING AND COMMUNICATIONS FOR PARKS, TRAILS AND NATURAL AREAS, THE INTERTWINE.

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Date: September 22, 2011

Prepared by: Jim Desmond, 503-797-1914

### **BACKGROUND**

The Intertwine Alliance (Alliance) began four years ago as an ad hoc group known as Connecting Green, and has grown to a coalition with membership, staff, a Board and Council of Partners. This work has progressed as intended to the launch of the newly independent Intertwine Alliance. The Alliance has filed with the Secretary of State as a nonprofit corporation, with tax-exempt status pending. Metro remains the most significant funding source for The Alliance (and has a seat on the Board), but other partners are joining and funding from them has increased (over 90%) in the last year.

There are two areas where it is to Metro's advantage to leverage the goals of the Alliance. The first is in convening and engaging residents. The Intertwine Alliance brings together the many disparate voices currently promoting parks and conservation behind a branding and messaging campaign. The campaign motivates residents and builds an ethic of stewardship and civic engagement over time. The second area to leverage is the Alliance's goal to increase investment. The Alliance was formed to attract new local, regional, state, federal and private investment and to create efficiencies in the way that existing funding is used. These two goals of Alliance support Metro's ongoing work to create vibrant communities, provide clean air and water, and foster environmental leadership.

The Alliance is uniquely positioned as an entity capable and prepared to devote all of its efforts and energy to providing the services required by Metro as its sole purpose. There is currently no other entity in the region whose membership is comprised of nearly all the local, regional and state natural area, parks, trails, and conservation education providers and advocates, organized for the sole purpose of supporting and performing the services described in the attached scope of work.

The attached contract describes the formal relationship between Metro and The Intertwine Alliance, with defined work products and schedule for each product over the year. The Alliance will focus on outreach, branding, advocacy and communications. Technical work within the "petals" of The Intertwine will be performed by a variety of parties, but The Intertwine Alliance will support dissemination of the work and convening as specified in the contract.

The Alliance has the required knowledge and expertise to perform this work, and the Sustainability Center Director and Procurement Officer feel that they are uniquely qualified for this contract. Therefore, it is recommended that a sole source contract be awarded without a competitive RFP process.

The scope of services to be performed is included as Attachment 1.

### **ANALYSIS/INFORMATION**

#### **1. Known Opposition**

None known.

**2. Legal Antecedents**

Metro Code 2.04.062, 2.04.010, ORS 279A.060, ORS 279B.075.

**3. Anticipated Effects**

Procurement process will be expedited, allowing for a contract to be executed promptly and consultant can begin working with the Metro Auditor.

**4. Budget Impacts**

The cost of these services is not anticipated to exceed \$100,000.

**RECOMMENDED ACTION**

Metro Council, acting as Public Contract Review Board, approves the use of a sole source contract with The Intertwine Alliance.



# Personal Services Contract

Metro Contract #####

THIS Contract is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and The Intertwine Alliance referred to herein as "Contractor," located at P.O. Box 5632 Portland, OR 97228.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective August 1, 2011 and shall remain in effect until and including June 30, 2012, unless terminated or extended as provided in this Agreement.
2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.
3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed ONE HUNDRED THOUSAND AND NO/100THS DOLLARS (\$100,000.00).
4. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.
5. Ownership of Documents and Maintenance of Records. Unless otherwise provided herein, all documents, instruments and media of any nature produced by Contractor pursuant to this agreement are Work Products and are accessible to Metro, including but not limited to: drawings, specifications, reports, scientific or theoretical modeling, electronic media, computer software created or altered specifically for the purpose of completing the Scope of Work, works of art and photographs. Unless otherwise provided herein, upon Metro request, Contractor shall promptly provide Metro with an electronic version of all Work Products that have been produced or recorded in electronic media.
  - a. Contractor and subcontractors shall maintain all fiscal records relating to such contracts in accordance with generally accepted accounting principles. In addition, Contractor and subcontractors shall maintain any other records necessary to clearly document:
    - (1) The performance of the contractor, including but not limited to the contractor's compliance with contract plans and specifications, compliance with fair contracting and employment programs, compliance with Oregon law on the payment of wages and accelerated payment provisions; and compliance with any and all requirements imposed on the contractor or subcontractor under the terms of the contract or subcontract;
    - (2) Any claims arising from or relating to the performance of the contractor or subcontractor under a public contract;
    - (3) Any cost and pricing data relating to the contract; and
    - (4) Payments made to all suppliers and subcontractors.
  - b. Contractor and subcontractors shall maintain records for the longer period of (a.) six years from the date of final completion of the contract to which the records relate or (b.) until the conclusion of any audit, controversy or litigation arising out of or related to the contract.

# Personal Services Contract

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c. Contractor and subcontractors shall make records available to Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, within the boundaries of the Metro region, at reasonable times and places regardless of whether litigation has been filed on any claims. If the records are not made available within the boundaries of Metro, the Contractor or subcontractor agrees to bear all of the costs for Metro employees, and any necessary consultants hired by Metro, including but not limited to the costs of travel, per diem sums, salary, and any other expenses that Metro incurs, in sending its employees or consultants to examine, audit, inspect, and copy those records. If the Contractor elects to have such records outside these boundaries, the costs paid by the Contractor to Metro for inspection, auditing, examining and copying those records shall not be recoverable costs in any legal proceeding.

d. Contractor and subcontractors authorize and permit Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, to inspect, examine, copy and audit the books and records of Contractor or subcontractor, including tax returns, financial statements, other financial documents and any documents that may be placed in escrow according to any contract requirements. Metro shall keep any such documents confidential to the extent permitted by Oregon law, subject to the provisions of section E.

e. Contractor and subcontractors agree to disclose the records requested by Metro and agree to the admission of such records as evidence in any proceeding between Metro and the Contractor or subcontractor, including, but not limited to, a court proceeding, arbitration, mediation or other alternative dispute resolution process.

f. Contractor and subcontractors agree that in the event such records disclose that Metro is owed any sum of money or establish that any portion of any claim made against Metro is not warranted, the Contractor or subcontractor shall pay all costs incurred by Metro in conducting the audit and inspection. Such costs may be withheld from any sum that is due or that becomes due from Metro.

g. Failure of the Contractor or subcontractor to keep or disclose records as required by this document or any solicitation document may result in debarment as a bidder or proposer for future Metro contracts as provided in ORS 279B.130 and Metro Code Section 2.04.070(c), or may result in a finding that the Contractor or subcontractor is not a responsible bidder or proposer as provided in ORS 279B.110 and Metro Code Section 2.04.052.

6. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

7. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

8. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from



# Personal Services Contract

Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

9. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapters 279A, 279B and 279C, and *the recycling provisions of ORS 279B.025* to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

10. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

11. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

12. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor seven days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

13. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

14. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

The Intertwine Alliance

Metro

By \_\_\_\_\_

By \_\_\_\_\_

Title \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

Agenda Item Number 5.1

**Resolution No. 11-4290**, For the Purpose of Endorsing a Consortium Grant Application to the U.S. Department of Housing and Urban Development for a Sustainable Communities Regional Planning Grant.

*Resolutions*

Metro Council Meeting  
Thursday, Sept. 22, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ENDORSING A ) RESOLUTION NO. 11-4290  
CONSORTIUM GRANT APPLICATION TO THE )  
US DEPARTMENT OF HOUSING AND URBAN ) Introduced by  
DEVELOPMENT FOR A SUSTAINABLE )  
COMMUNITIES REGIONAL PLANNING )  
GRANT )

WHEREAS, the US Department of Housing and Urban Development (HUD), the US Department of Transportation and the US Environmental Protection Agency have come together to form the Partnership for Sustainable Communities (The Partnership);

WHEREAS, in support of The Partnership, the US Department of Housing and Urban Development has released a Notice of Funding Availability for a Sustainable Communities Regional Planning Grant Program;

WHEREAS, the intent of the program is to fund the development of a Regional Plan for Sustainable Development or a Detailed Execution Plan and Program for a Regional Plan for Sustainable Development;

WHEREAS, the grant program is available for application by a consortium comprised, at a minimum, of the metropolitan planning organization, the traditional principle city, local governments representing at least 50% of the area’s population and non-profit organization(s), foundation(s) or educational institution(s) that have the capacity to engage diverse populations;

WHEREAS, the Portland metropolitan area has a Regional Plan for Sustainable Development in the form of the 2040 Growth Concept and various state, regional and local implementation instruments which has been successful at addressing land use, transportation and environmental protection and enhancement;

WHEREAS, the Portland metropolitan area has invested in a multi-modal transportation system, particularly in light rail, bus, bike pedestrian and demand and system management linked to regional and local land use plans and regional and local programs for preserving and enhancing significant natural habitat producing significant benefit for the community;

WHEREAS, the plan is deficient in addressing housing affordability and the benefit to the community is not equitably shared by all members of the community, especially low-income communities and communities of color;

WHEREAS, a consortium has formed to seek a grant from HUD to address housing needs, access to opportunity and equity through a unique partnership between public and private service providers, providers of housing and community-based organizations that represent populations typically underserved that lack adequate access to the decision-making system;

WHEREAS, the Joint Policy Advisory Committee on Transportation at their meeting on \_\_\_\_\_ in their capacity to act on all matters of the metropolitan planning organization and the Metro Policy Advisory Committee at their meeting on \_\_\_\_\_ in their capacity under the



Metro Charter to advise on land use matters have recommended support of this grant application; now therefore

BE IT RESOLVED that the Metro Council:

1. Acknowledges the significance of addressing regional housing affordability and equitable access to opportunity.
2. Acknowledges the convening of a consortium to serve as the mechanism for regional collaboration as substantially reflected in the attached Declaration of Cooperation (Exhibit A).
3. Authorizes the submittal in collaboration with the Consortium of an application for HUD funds under the Sustainable Communities Regional Planning Grant Program to address housing needs, access to opportunity and equity as substantially reflected in the attached concept (Exhibit B) and concurs with Metro serving as the lead applicant.
4. Commits local match support for the project.

ADOPTED by the Metro Council this [insert date] day of [insert month], 2011.

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Tom Hughes, Council President

Approved as to Form:

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Alison Kean Campbell, Acting Metro Attorney

Note: Logos to change according to who signs on.



The Best of Oregon



**Portland Region Sustainable Communities Consortium**  
**Building sustainable communities through opportunity, equity**  
**and access to housing**

## DECLARATION OF COOPERATION

9/06/2011

### Our Intent

The Portland metropolitan region has long been a national leader in developing and implementing innovative approaches to land use and transportation planning, responsible resource use and climate protection. After investing decades of work building healthy communities and preserving natural resources, our region is widely viewed as a prosperous and livable place.

Yet we also know that prosperity and the exceptional quality of life for which our region is known is not equitably shared by all who live here, especially members of low-income communities and communities of color. We cannot succeed as a region unless all residents have the opportunity to share equitably in the prosperity and livability we have worked so hard to create and to live in communities that nourish their potential.

- Certain areas of our region are disadvantaged and have not shared in the relative wealth of opportunities found elsewhere in the region.
- Low-income and disadvantaged populations lack capacity and resources to participate in the implementation of the region's plans.
- The region lacks an integrated approach to defining housing needs and aligning investment strategies at the local, county, regional and state levels.
- The region's approach to economic development planning has been fragmented and not integrated into other land use, housing and transportation plans consistently.

This Declaration of Cooperation signals the formation of the Portland Region Sustainable Communities Consortium, a consortium of public and community-based stakeholders for the purpose of working together to seek a grant under the US Department of Housing and Urban Development's (HUD) "Sustainable Communities Regional Planning Grant Program" to support development and implementation of tools strategies addressing housing needs and access to opportunity for all citizens of the Portland metropolitan region. The Declaration of Cooperation signals our intent to achieve the following outcomes:

1. Involve governments, housing authorities, community-based organizations, foundations and the private sector in collaboratively and inclusively developing an integrated regional evaluation of access to opportunity. This will ensure an increased understanding of how actions and investments of each organization contributes to the overall community.
2. Develop programs and resources to expand the capacity and capability of community based organizations to effectively participate in decision-making.
3. Develop a coordinated regional and local approach to determining the housing needs of the changing demographics of the region, the extent to which public and philanthropic programs and the market sector are meeting those needs, and developing a toolbox of best practices to address the unmet needs.

4. Link plans and programs to meet affordable housing needs in the region to ensure access to opportunity through available and planned public services and infrastructure, such as employment opportunities, health care, transportation, education, and recreation.
5. Review the adequacy and availability of public services to *existing* market or assisted low-cost housing in the region, and help local governments evaluate the equity of access to opportunity through current public service distribution in the region.
6. Pilot implementation of these strategies through a focus on several target areas and development of programs to better integrate affordable housing assistance with workforce training and access to transportation options.

To build on these efforts, funding is being sought through HUD's Sustainable Communities Regional Planning Grant Program, which is part of The Partnership for Sustainable Communities established jointly by the US Departments of Housing and Urban Development (HUD), Transportation (DOT) and the Environmental Protection Agency (EPA).

This Declaration of Cooperation constitutes a statement of the good faith and commitment of the undersigned parties, and represents a public commitment to think and lead in new ways and to work in new partnerships, with equity and access to opportunity as a core goal, to develop consensus-based strategies that address the needs of the region as a whole, to strive to identify opportunities and solutions whenever possible, to contribute assistance and support within resource limits as identified in the grant application, and to collaborate with other consortium members in promoting the successful implementation of the agreed-upon strategies. Within 120 days of the award of the grant, the parties to this agreement will need to execute a final consortium agreement describing each Consortium member's specific activities and timetable. In addition, specific contracts will be executed to carry out tasks funded through the grant and to refine roles and responsibilities for the conduct of the grant work program.

### **Intended Outcomes and Products**

The development and implementation of tools and resources that increase access to housing, equity and opportunity builds on the region's reputation and practice of multi-disciplinary planning, including forty years of integrating environmental protection, land use and transportation, and fits the objectives of HUD's Sustainable Communities Planning Grant Program. This federal grant program provides an opportunity for the region to build on our success in land use and livability policy by creating new partnerships, policies and investments that increase economic prosperity and promote equity and opportunity for all regional residents.

The overall product of the grant will provide direction for investment in places, people and processes, including:

- **Capacity Building through Community Engagement:**

Increased communication and understanding of community needs and desires through participation in the consortium and its working committees with a provision for stipends

for community members on a needs basis.

Investment in effective individual, organizational and community capacity to engage in decision-making and promote democratic ideals and civic engagement in the creation of communities of opportunity.

- **Housing:**

Development of a coordinated regional housing needs analysis that addresses current and projected needs of the diverse elements of the population and definition of public, philanthropic and market based solutions to better meet those housing needs. This will provide the basis for Metro's review of the adequacy of the urban growth boundary and for local governments to update to their local comprehensive plans and community development plans.

Development of a regional assessment of impediments to fair access to housing and the implementation of actions needed to overcome impediments and affirmatively further fair housing. This will build upon the work completed for each county and determine aspects that cross county lines or are of common interest across jurisdictions.

Development of a program to increase economic opportunities for low-income families through linkage with workforce training programs, while reducing household housing and transportation costs through incorporation of mobility tools that increase awareness of transportation costs and the benefits of location-efficient housing choices.

- **Opportunity Mapping:**

The region is currently developing an initial approach to opportunity mapping to better depict access to opportunity relative to the concentration of different demographics. This grant will facilitate the institutionalization of this opportunity mapping by:

Establishing on-going roles and responsibilities for keeping the data current and expanding the quality or coverage of data that is currently inadequate.

Interpreting the conclusions that can be reached from the data to identify the key areas of inadequate access to opportunity that should be addressed.

Establishing policy on the application of opportunity mapping to decision-making related to provision of public facilities and services.

Providing tutorials and web-based access to facilitate increased public access and the application of the opportunity mapping to public and private decision-making.

- **Pilot Areas:** Development of detailed implementation plans to integrate ongoing work into a coordinated investment and action plan to address gaps in access to opportunity. Through the creation of a detailed pilot area in each county with a focus on addressing disadvantaged populations with inadequate access to opportunity, gained knowledge can be shared and serve as a model for further extension throughout the region. The pilot areas are:

The East Portland/Rockwood Corridor

The McLoughlin Corridor Milwaukie south

The Aloha-Reedville Corridor (already funded through a HUD Community Challenge grant)

- **Housing and Opportunity Strategy:**

Integrate the lessons learned from the Housing Needs Analysis, Opportunity Mapping, Analysis of Impediments to Fair Housing, rent assistance pilot project, targeted pilot area plans into a strategy for addressing housing linked to investment to address gaps in access to opportunity.

### Governance

- **The Portland Region Sustainable Communities Consortium**, consisting of the signers of this document, will provide a forum for coordination and communication on the findings, conclusions and recommendations of the grant. It will meet approximately quarterly to develop a common understanding of how the actions and investments of each member organization impact one another and to identify opportunities for better alignment and leverage. Membership in the Consortium is intended to include representation from public sector service providers and community based organizations with a broad reach into the community. Additions to the Consortium to more fully represent diverse interests will be considered as needed by the Consortium. The Consortium will be chaired by the Chair of the Executive Committee. Although the geography of the grant is the area encompassed by the Metro boundary, there are ex-officio members of the Consortium from Vancouver and Clark County, WA to provide for coordination and in recognition of the impact actions can have on the other side of the river.
- An **Executive Committee** will be established to provide policy oversight, maintain responsibility for developing policy recommendations and serve as a conduit for the recommendations back to the Consortium and to organizations responsible for implementation. The Executive Committee will be comprised of 12 members, six public sector representatives and six community based representatives. The public sector representatives will be elected officials or chief executives with two appointed from the Metro Council, two from the Metropolitan Policy Advisory Committee (MPAC) and two from the Joint Policy Advisory Committee on Transportation (JPACT). The community based representatives will be selected by the community based members of the Consortium and ensure diverse representation across the interests of the Consortium and the full geographic scope of the region. The Executive Committee will be chaired by a Metro Councilor.

- A **Project Management Group** will consist of team leads for the work program elements to coordinate work and ensure appropriate engagement of the agencies and community in work related to completion of the grant work program. The Project Management Group will be chaired by the Metro Project Manager. Oversight groups will be established to coordinate work programs between government agencies and community organizations on each topical area of the grant (housing needs, fair housing, opportunity mapping, housing and opportunity strategy).
- A **Grant Management Committee** will be established consisting of grant managers of any element of the grant budget that is sub-allocated for a specific product or task. It will ensure completion of all grant funded products and services consistent with contracted scopes of service. It will ensure all federal, state, and local budget, accounting, grant compliance and finance rules are followed. The Grant Management Committee will be chaired by the Metro Project Manager.
- A **Community Capacity Building Committee** will oversee and manage the community based organization capacity building grant program.
- An **East Portland/Rockwood Advisory Committee** will oversee development of this target area implementation plan, including all aspects of policy setting, technical support and community outreach. The Committee will be co-chaired by the Cities of Portland and Gresham.
- A **McLoughlin South Advisory Committee** will oversee development of this target area implementation plan, including all aspects of policy setting, technical support and community outreach. The Committee will be chaired by Clackamas County.
- The Executive Committee may solicit through competitive process facilitation and staff support for the Consortium and Executive Committee.
- The Consortium will operate on a consensus-seeking basis. Members of the consortium agree to work with each other in a collaborative manner that develops trust and brings forward interests to be addressed in a supportive manner. In the event there is a need to approve actions when consensus is not possible, a majority of the public sector members of the Executive Committee and a majority of the community based members of the Executive Committee will be required.
- The “Lead Applicant” of the Consortium will be Metro, with the following authority and responsibilities:
  - Authority to act as the Consortium’s representative when dealing with HUD on behalf of all members of the Consortium;
  - Responsibility for submitting the Grant Application and executing a Cooperative Grant Agreement if awarded;
  - Fiscal and administrative responsibility for the Grant on behalf of the Consortium.
  - Responsibility to serve as a collaborative convener of the Consortium and the Executive Committee.

**Declaration of Cooperation**

We, the undersigned government organizations, agree to join the Portland Region Sustainable Communities Consortium to seek a HUD grant in our capacity as a public entity responsible for setting policy and funding and implementing infrastructure, programs and services intended to equitably benefit the public.

**Government Names and Organizations signing Declaration of Cooperation:**

Metro

City of Portland

\_\_\_\_\_  
Tom Hughes, Metro Council President

\_\_\_\_\_  
Sam Adams, Mayor

Multnomah County, OR

Washington County, OR and  
Washington County Housing Authority

\_\_\_\_\_  
Jeff Cogen, Chair

\_\_\_\_\_  
Andy Duyck, Chair

Clackamas County, OR and Clackamas  
County Housing Authority

Portland Housing Bureau

\_\_\_\_\_  
Ann Lininger, Commissioner

\_\_\_\_\_  
Nick Fish, Commissioner

City of Beaverton (Direct CDBG recipient)

City of Gresham (Direct CDBG recipient)

\_\_\_\_\_  
Denny Doyle, Mayor

\_\_\_\_\_  
Shane Bemis, Mayor

Oregon Housing and Community Services

Portland State University



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Margaret Van Vliet, Director

TriMet

---

Neil McFarlane, General Manager

Home Forward

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Steve Rudman, Executive Director

Southwest Washington (ex-officio)  
Regional Transportation Council

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Dean Lookingbill, Director

City of Vancouver, WA (ex-officio)

---

Eric Holmes, City Manager

---

Wim Wiewel, President

Portland Community College

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Preston Pulliams, President

Clark County, WA (ex-officio)

---

Tom Mielke, Chair

Vancouver Housing Authority (ex-officio)

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Roy Johnson, Executive Director

DRAFT

**Declaration of Cooperation**

We, the undersigned non-government organizations, agree to join the Portland Region Sustainable Communities Consortium in our capacity as providers of housing and other services to people and communities, and who have needs for services that equitably enhance their access to opportunity.

**Community-based Names and Organizations signing Declaration of Cooperation:**

Urban League of Portland

Coalition of Communities of Color

\_\_\_\_\_  
Marcus Mundy, President and CEO

\_\_\_\_\_  
Julia Meier, Coalition Coordinator

Housing Organization of Color Coalition

Coalition for a Livable Future

\_\_\_\_\_  
Maxine Fitzpatrick, Chair

\_\_\_\_\_  
Ron Carly, Executive Director

Oregon Opportunity Network

Meyer Memorial Trust

\_\_\_\_\_  
John Miller, Executive Director

\_\_\_\_\_  
Doug Stamm, Chief Executive Officer

The Oregon Community Foundation

Northwest Health Foundation

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Gregory Chaillé, President

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Thomas Aschenbrenner, President

Oregon Public Health Institute

United Way of the Columbia-Willamette

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Mary Lou Hennrich, Executive Director

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Howard Klink, Vice President of  
Community Investment

Greater Portland, Inc.

Worksystems, Inc.

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Sean Robbins, Executive Director

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Andrew McGough, Executive Director

Clackamas County  
Workforce Investment Council

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Kim Parker, Executive Director

**Sustainable Communities Regional Planning Grant 2011**  
**Leveraging investments to support housing, prosperity and opportunity**

**Desired Community Outcomes:**

- Increased utilization of land near transit stations that fully leverage public investment
- Local, state and federal housing investments that are aligned with other investments
- Increased opportunities for access to jobs and services in areas with pockets of poverty
- Investment decisions that incorporate input from disadvantaged populations
- Expanded tools and capacities for community input into future decisions

**Grant Deliverable Objectives:**

- Consistent regional, local and community based assessment of housing needs and access to opportunity that recognizes housing needs of changing demographics, impact of gentrification, areas of opportunity and reduction of housing and transportation cost burden
- Changes to regional and local comprehensive plans and community development “consolidated plans” to address housing needs of changing demographics
- Institutionalization of opportunity mapping for maintenance and policy application to decision-making
- Greater alignment of public and private investment decisions
- Effective on-going engagement of community based organizations in key decisions
- Preservation and expansion in the diversity of housing near transit
- Establishment of tools that will serve as models for implementation elsewhere in the region

**Select two target areas for development of a housing and opportunity implementation plan**

- Criteria for selecting **two** target areas:
  - Can serve as models elsewhere the region
  - Have adopted plans and resources that can be leveraged for public investment
  - Has demonstrated political commitment and readiness for implementation
  - Has potential to strengthen and align housing, job growth and opportunity.
- Recommended target areas:
  - Rockwood/East Portland plans
  - McLoughlin Area Plan
  - Aloha Reedville (already funded through a HUD Challenge grant and Metro Construction Excise Tax grant)

**Regional tools to inform Local and Regional Plans**

- Development of regional tools and strategies to:
  - Support target areas implementation; makes sense to develop method at regional scale
  - Can be applied in future target areas elsewhere in the region
  - Is relevant to the jobs/access need and engagement needs of today
  - Provides a framework for adoption of regional strategies
- Regional tools include:
  - Consistent regional and local housing needs assessment and implementation strategy
  - Refinement and continued update of opportunity mapping; development of application framework for use of opportunity mapping
  - Regional integration of analysis of impediments to fair housing and implementation program
  - Pilot program that increase and link workforce training to affordable housing
  - Tools to support community organization and engagement

## Organizational and Decision-Making Structure

### Consortium

Convened by the Metro Council

Membership:

- Existing members plus additional for health, workforce training and education
- Focus on higher level umbrella organizations

Role:

- Submit grant application
- Give high level direction on how to achieve desired outcomes
- Inform regional strategy with target area implementation plans
- Inform target area implementation plans with regional tools
- Inspire peers to adopt/align investment decisions
- Meets quarterly or three times/year

### Executive Committee

Membership:

- 6 community based members appointed by the community based members of the consortium
- 6 elected officials – 2 from the Metro Council, 2 from JPACT, 2 from MPAC

Role:

- Provide policy direction to grant work program
- Approve recommendations from grant work program to Metro, local governments, public service providers and community based organizations

### Grant management committee

Membership:

- Direct recipients of grant with direct responsibility for grant management
- Chair – lead project manager for grant

Role:

- Responsible for grant deliverables and budget and process, schedule

### Subcommittees one for each major work area

Housing Needs, Fair Housing, Opportunity Mapping, Housing and Opportunity Strategy

- Local governments, service providers, community based organizations, workforce training organizations
- conducts fair housing analysis; develops housing needs assessment; establishes roles and responsibilities for maintaining and applying opportunity mapping and recommends housing and opportunity implementation strategy
- develops workforce training approaches

Engagement:

- Lead foundations
- supports community based organizations to participate in housing and opportunity work program and target area decisions

Target area #1 and #2:

- Relevant government staff and agencies
- Engages public, CBOs, others in developing implementation strategies that leverage resources

## **STAFF REPORT**

### **IN CONSIDERATION OF FOR THE PURPOSE OF ENDORSING A CONSORTIUM GRANT APPLICATION TO THE US DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT FOR A SUSTAINABLE COMMUNITIES REGIONAL PLANNING GRANT**

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Date: August 31, 2011

Prepared by: Andy Cotugno  
xt. 1763

## **BACKGROUND**

The US Department of Housing and Urban Development has released its second round of funding opportunity under the Sustainable Communities Regional Planning Grant Program. The purpose of the grant program is to provide planning funds to develop a regional plan for sustainable development or if the region already has one, a refinement or implementation plan. The Portland region submitted an application in 2010 but was not successful. This resolution is to authorize submittal of a 2011 application for the geography encompassed by Metro.

The grant opportunity is only available to regions and only through the creation of a consortium of public agencies and community based organizations. The requirement for a consortium is in recognition of the importance of aligning decision-making and investment by the multiple organizations that need to coordinate and to ensure involvement by the community, especially disadvantaged communities. The consortium being created includes local governments, housing authorities, education, state and regional agencies, and community based organizations representing disadvantaged populations, foundations, health interests, workforce training and economic development organizations. Although the grant application does not include Clark County, WA there are ex-officio members of the consortium to ensure effective coordination and to understand the impact of decisions on each side of the bi-state region.

Metro is proposed to be the lead applicant and convener of the Consortium. In addition, there is proposed to be an Executive Committee charged with making decisions on delivery of the grant work program and establishing conclusions and recommendations resulting from the grant. The membership of the Executive Committee is proposed as six public officials and six community based representatives. In order to ensure recommendations of the Executive Committee are developed in collaboration with the implementing jurisdictions, the six public official members of the Executive Committee are proposed to be drawn from the Metro Council, the Joint Policy Advisory Committee on Transportation (JPACT) and the Metropolitan Policy Advisory Committee (MPAC).

The key elements of the grant work program are as follows:

1. Community Capacity Building
  - a. Development of a grant program to assist community based organization to effectively engage in decision-making processes.
  - b. Development of a community leadership and training program.
  - c. Integration of representatives of community based organizations into the committee oversight and decision-making structure for the grant work program, including allowance for a stipend on a needs basis.
2. Housing
  - a. Develop a coordinated regional and local determination of the changing housing needs consistent with changing demographics.

- b. Development of a regional assessment of impediments to fair housing and recommendations of actions needed to overcome impediments to affirmatively further fair housing.
  - c. Pilot a program to link administration of rent assistance administered by the housing authorities with work force training programs and counseling of transportation options.
3. Opportunity Mapping
- a. Development of protocols for updating, improving and interpreting opportunity mapping including roles and responsibilities and funding.
  - b. Development of Metro policy for the application of opportunity mapping to Metro investment decisions.
  - c. Development of web-based access and tutorials on the use of opportunity mapping to encourage greater alignment between investment decisions of other public and private organizations.
  - d. Pilot the development of an implementation strategy to address access to opportunity in two target areas to serve as input to the regional tool and use as a model for application in other areas. The pilot target areas are:
    - i. East Portland/Rockwood
    - ii. McLoughlin South Corridor
    - iii. Aloha-Reedville (funded through a 2010 HUD Challenge Grant)
4. Housing and Opportunity Strategy
- a. Integrate the lessons learned from housing needs analysis, opportunity mapping and pilot projects.
  - b. Develop a housing strategy addressing the identified needs of a changing demographic, coordinating regional and local plans and policies, linking short-term needs addressed through Community Development Consolidated Plans with long range needs addressed through Comprehensive Plans. Develop recommendations addressing both housing delivery through various grant programs and the delivery of housing through the market.
  - c. Integrate policy direction on investing to address gaps in opportunity with delivery of housing affordable to the full spectrum of needs.

The grant application is for up to \$5 million and includes both grant funded and in-kind locally funded elements. Work activity that relates to the grant work program that is already funded is counted as in-kind match and work activities that are new and would otherwise not be possible are funded by the grant. The period of the grant work program is two years.

## ANALYSIS/INFORMATION

1. **Known Opposition** None apparent
2. **Legal Antecedents** The grant program was authorized by the Department of Defense and Full-Year Continuing Appropriations Act of 2011. The work program for the grant will facilitate Metro's obligation to complete a housing needs analysis and to address how those needs are being met as part of the 5-year review of the urban growth boundary. It would provide a mechanism for Metro to address the six desired outcomes adopted by MPAC and the Metro Council, especially the outcome calling for the benefits and burdens of growth and change being distributed equitably.
3. **Anticipated Effects** Authorize submittal of the grant application. Announcement of the award is expected within 60 days.

4. **Budget Impacts** Total grant is up to \$5 million plus a minimum requirement of 20% local match which can be in-kind match. The grant budget includes both Metro activities and pass-through activities.

**RECOMMENDED ACTION**

Recommend adoption of Resolution No. 11-4290.



Agenda Item Number 5.2

**Resolution No. 11-4292**, For the Purpose of Approving the  
Oregon Zoo Bond Implementation Plan.

*Resolutions*

Metro Council Meeting  
Thursday, Sept. 22, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING THE OREGON ZOO BOND IMPLEMENTATION PLAN ) RESOLUTION NO. 11-4292 )  
)  
) Introduced by Acting Chief Operating Officer  
) Daniel B. Cooper, with the concurrence of  
) Council President Thomas Hughes

WHEREAS, at the General Election held on November 4, 2008, the Metro Area voters approved Oregon Zoo Bond Measure 26-96, entitled "Bonds to Protect Animal Health And Safety; Conserve and Recycle Water"; and

WHEREAS, in 2010, the Zoo launched the Oregon Zoo Comprehensive Capital Master Plan process, to ensure that the Oregon Zoo Bond Measure is implemented within budget, in a fashion that effectively integrates bond projects with existing exhibits, preserves opportunities for future non-bond funded projects and makes the maximum use of existing and proposed infrastructure; and

WHEREAS, the Metro Council authorized two Oregon Zoo Bond projects, the Veterinary Medical Center and Penguin Water Filtration improvements, to proceed prior to the completion of the Oregon Zoo Comprehensive Capital Master Plan, and these projects are nearing completion; and

WHEREAS, in June 2011, the Metro Council approved the procurement of design and construction of the Oregon Zoo Bond's development of the new Zoo Elephant Habitat and Associated Infrastructure project, prior to completion of the Oregon Zoo Comprehensive Capital Master Plan, so that the Elephant project would not be delayed pending the completion of the Oregon Zoo Comprehensive Capital Master Plan; and

WHEREAS, in addition to planning for and governing the implementation of the Oregon Zoo Bond projects (the "Zoo Bond Implementation Plan"), the Oregon Zoo Comprehensive Capital Master Plan will provide a 20-year plan for future non-bond funded development at the Oregon Zoo; and

WHEREAS, the Zoo has now completed the Zoo Bond Implementation Plan portion of the Oregon Zoo Comprehensive Capital Master Plan, and hereby presents the Zoo Bond Implementation Plan to the Metro Council for approval, now therefore

BE IT RESOLVED that the Metro Council hereby:

Accepts and approves the Oregon Zoo Bond Implementation Plan attached hereto as Attachment 1 to the Staff Report and authorizes the Zoo to proceed to secure land use and development permits and approvals, procure design and construction services, and construct the Oregon Zoo Bond funded projects set forth therein.

ADOPTED by the Metro Council this \_\_\_\_\_ day of September 2011.

\_\_\_\_\_  
Thomas Hughes, Council President

Approved as to Form:

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

## STAFF REPORT

### IN CONSIDERATION OF RESOLUTION NO. 11-4292, FOR THE PURPOSE OF APPROVING THE OREGON ZOO BOND IMPLEMENTATION PLAN

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Date: Sept. 9, 2011

Prepared by: Craig Stroud, 503.220.2451

## BACKGROUND

At the General Election held on November 4, 2008, the Metro Area voters approved Oregon Zoo Bond Measure 26-96, entitled “Bonds to Protect Animal Health and Safety; Conserve and Recycle Water.” The measure outlined a series of capital improvements that will: provide enhanced welfare and care for Zoo animals, protect animal health and safety, increase access to conservation education, conserve water and harvest storm water for reuse, and improve water quality. Improvements identified include:

- An expanded and improved elephant habitat
- An improved polar bear habitat
- Improved habitats for apes and monkeys
- An improved and dedicated space for conservation education
- A new condor habitat and exhibit
- Upgrades to facilities to save water and energy
- A modern filtration system for the hippo pools
- A new veterinary medical center
- A modern filtration system for the penguin pools

Of these improvements, construction on the new veterinary medical center and installation of the modern filtration system for the penguin pool is nearly complete.

Metro contracted with a multi-disciplinary consulting team in October 2010 to develop a 20-year Comprehensive Capital Master Plan (CCMP). The CCMP includes information to implement the remaining bond measure projects and provides:

- Analysis, recommendations and a strategy for Metro to implement the specific bond projects, as well as sustainability initiatives and infrastructure improvements. Each remaining bond project scope is developed through pre-schematic design<sup>1</sup>.
- An overall schedule for all bond projects based on the optimal project sequencing, timing and estimated duration. The plan includes a schedule for each bond project.

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<sup>1</sup> In working with an architect, the initial design phase is considered to be schematic design. This phase includes identifying project goals and requirements that define the program for the project. The program typically includes estimated square footage for each use and any other elements that are required to achieve the project goals. During schematic design the architect will commonly produce study drawings, documents and other media that illustrate the concepts of the design, which include spatial relationships, scale and form. For the bond project implementation plan, most of this work has been completed for each project. This phase also includes research of zoning requirements, jurisdictional restrictions and other special needs. Because of the complexity of the bond project implementation plan which covers multiple projects, each with its own set of needs, research is still needed to fully determine and resolve some jurisdictional requirements and special needs for several of the projects. Due to this ongoing research, the status of each project’s program did not completely fulfill the requirements to be considered complete at the schematic design level. The program is categorized as complete at the pre-schematic design level, with notes regarding the outstanding issues that require further research and resolution.

- An overall bond budget and financing plan with cost estimates for each bond project based on pre-schematic designs. Contingencies are included based on the proposed site and complexity of each specific project.

The bond measure project portion of the CCMP is called the bond project implementation plan. The plan was developed using the assumption that \$110 million remained of the general obligation bond funds. Approximately \$15 million of the \$125 million of general obligation bond authority has either been spent or is earmarked for the capital construction, master planning, and land use efforts underway.

The CCMP consulting team is comprised of three primary architect firms that focus on animal exhibits, landscape architecture, core architecture, master planning, and management. Sub-consultants for civil, structural, mechanical, electrical, and life support system engineering, as well as interpretive design, guest services, land use planning, and cost estimating round out the team.

The entire consulting team is:

**SRG Partnership** – Prime Consultant; Architecture & Management  
**CLR Design** – Zoo Planning and Exhibit Design  
**Atelier Dreiseitl** – Landscape, Planning & Sustainability  
**Main Street Design** – Interpretive Planning  
**TJP Engineering** – Life Support System Engineering  
**KPFF Consulting Engineers** – Civil Engineering  
**Rider Levett Bucknall** – Cost Estimating  
**PAE Consulting Engineers** – Mechanical, Electrical, and Plumbing Engineering  
**Equilibrium** – Structural Engineering  
**ORCA Consulting** – Guest Services and Economic Analysis  
**The Bookin Group**– Land Use Planning

Since October 2010, the zoo has hosted six intensive three-day workshops with the consulting team, staff, and stakeholders. Early workshops focused on exploring and understanding the existing zoo campus, capital project vision and goals, and 2008 bond measure commitments. As designs began to develop over time, later workshops focused on scope refinement, schedules and sequencing, and budget development. The sixth and final workshop was held in June 2011. In addition to the workshops, numerous in-person and teleconference meetings were held to continue progress and plan development. Progress on the planning effort was summarized in four interim reports that were shared and presented to the Metro Council, Oregon Zoo Bond Citizens' Oversight Committee, the Oregon Zoo Bond Advisory Group, and other stakeholders to affirm direction and progress.

To provide public outreach and an opportunity for comment, the program held five open houses in April and August 2011. These events were hosted in the Cascade Crest Banquet Center and included numerous design renderings and narratives describing the planned improvements. In addition, the program used Metro's innovative online opinion panel, Opt In, to communicate draft plans and to seek opinion on various planning options and received more than 4,400 responses.

In July 2011, the Metro Council adopted resolution 11-4277 authorizing the Chief Operating Officer to begin procuring the design and construction of the new elephant habitat and associated infrastructure prior to the completion and adoption of the CCMP. The elephant project scope, schedule, and budget have been incorporated into the overall bond program implementation plan. Staff is currently working to procure design services for the new elephant habitat.

In August 2011, the Metro Council adopted resolution 11-4283 eliminating the proposed hippopotamus improvements from the Metro Council's recommended list of projects to be funded by the bond measure.

During the CCMP process, an assessment of the zoo's overall electrical power use revealed that the highest use is for exhibits that require water pumps and filtration, and that despite anticipated water savings, an adequate hippo water filtration system would consume extensive power, placing it at odds with the bond measure's sustainability goals. The process also discovered that, due to space constraints, it is not feasible to expand the hippo exhibit and keep the rhinoceros exhibit. For the reasons stated in the resolution, the Oregon Zoo Bond Advisory Group advised Metro remove the Proposed Hippo Project from the list of recommended bond measure projects. In keeping with the bond measure animal welfare goals, the rhino exhibit will be expanded into the hippo exhibit while providing the water savings desired in the bond measure through hippo pool elimination.

The consulting team delivered the draft pre-schematic bond project designs in August 2011 and staff have been reviewing and providing final comments and edits. In addition, the team completed an overall schedule of implementation and developed project and program level-budgets which have undergone review and are in final form. The budget sets aside \$7.2 million to help fund the initial capital costs associated with the first phase of a Remote Elephant Center and assumes \$5.2 million of funding from sources outside the bond to finance the zoo train improvements that are necessary due to the elephant habitat expansion. With forecast interest earnings of \$2 million, the final plan assumes approximately \$112 million of available financing resources and balances to forecast bond project costs. The bond project implementation plan scopes, schedule and budget information is summarized in Attachment 1.

As a conservative financial funding approach to the bond project implementation plan, base bond project designs and plans are entirely bond funded. Additional outside funds, such as fundraising by The Oregon Zoo Foundation, will be used for project alternates that enhance the guest experience but are not required to fulfill animal welfare goals or to deliver the base bond projects. The Oregon Zoo Foundation is working to finalize a development plan to support the bond program implementation plan. The development plan is expected to be completed later this fall.

To provide assurance that the consulting team developed schedule and budgets were reasonable and appropriate, Metro hired an independent cost estimator with extensive prior zoo project cost estimating and project management experience. The master plan consulting team cost estimator and Metro's independent cost estimator have reached agreement on the final project budgets and schedules. Each project budget includes estimates for construction; design and engineering; other consulting disciplines; furniture, fixtures, and equipment; administration; contingency, and cost inflation for future years.

The draft project designs, schedules, and budgets were presented in August 2011 to the Oregon Zoo Bond Citizens' Oversight Committee and the Oregon Zoo Bond Advisory Group for review and comment. The committee and group also received periodic updates and interim reports over the past 11 months. Neither body has outstanding issues requiring resolution for the bond project implementation plan.

The bond project implementation plan will be presented to the Metro Council on September 22 for review and approval. The program will return to the Metro Council in early November for review and approval of the 20-year CCMP, which incorporates the bond project implementation plan.

### **Bond Project Related Land Use Approval Activities**

The Oregon Zoo operates under a conditional use master plan (CUMS), approved by the City of Portland in 2003. That plan was initially approved by the city in 1997, but then appealed by both Metro and outside entities, primarily neighbors, for issues related to access and parking. The current CUMS remains in effect until Feb. 2013. The CUMS serves as the legally-binding land use master plan for guiding development at the Oregon Zoo. A CUMS is considered a major land use decision subject to close scrutiny by the city and other stakeholders by means of a robust public review process. All projects

originally identified in the 1997 plan have been completed or are in the process of being completed, thus necessitating the adoption of an updated (new) CUMS. Under the current provisions of the Portland Zoning Code, such a master plan has a maximum 10-year term.

The bond project implementation plan will serve as the basis for the updated CUMS. The updated CUMS will request conceptual land use approval for the proposed CCMP projects that the zoo reasonably expects to initiate within the 10-year term.

To minimize risk of future project delays, the zoo will seek approval of the next scheduled bond program projects (new elephant habitat, new condor exhibit and related site improvements) as a major amendment to the current CUMS, as construction of these is expected to commence prior to the current CUMS' 2013 expiration. This major amendment also involves a concurrent Environmental (EN) review because portions of the projects are located within the environmental conservation ("c") and preservation ("p") overlay zones. City staff stated that approvals obtained as part of the amendment application will carry over to the updated CUMS.

Accepting the bond program implementation plan as presented in Attachment 1 allows the bond program to move forward with implementation of the capital improvements. Activities include the next phase of designs for projects earlier in the schedule, as well as application for CUMS approval from the City of Portland for the remaining projects.

While much work and planning has been performed to create the plan, it is likely the program will identify issues or opportunities that will require choices and decisions as designs and construction moves forward. The program will seek guidance and approval, as warranted, with governance bodies and the Metro Council through regular meetings, work sessions, and established internal processes, such as the annual budget and Capital Improvement Plan, to navigate these issues and opportunities. Scopes, schedules, and budgets will be monitored and managed to ensure successful implementation of all bond measure recommended projects.

## **ANALYSIS/INFORMATION**

1. **Known Opposition** - None
2. **Legal Antecedents** - Ballot Measure No. 26-96: bond to Protect Animal Health and Safety; Conserve, recycle water
3. **Anticipated Effects** – Accepting the bond program implementation plan as presented in Attachment 1 allows the bond program to move forward with implementation of the capital improvements. Activities include the next phase of designs for projects earlier in the schedule, as well as application for CUMS approval from the City of Portland.
4. **Budget Impacts** – This resolution allocates the remaining bond funds to the project scopes and schedule identified in the bond project implementation plan.

## **RECOMMENDED ACTION**

Metro Council approves the bond project implementation plan via resolution to enable staff to move forward with implementation of the capital improvements.

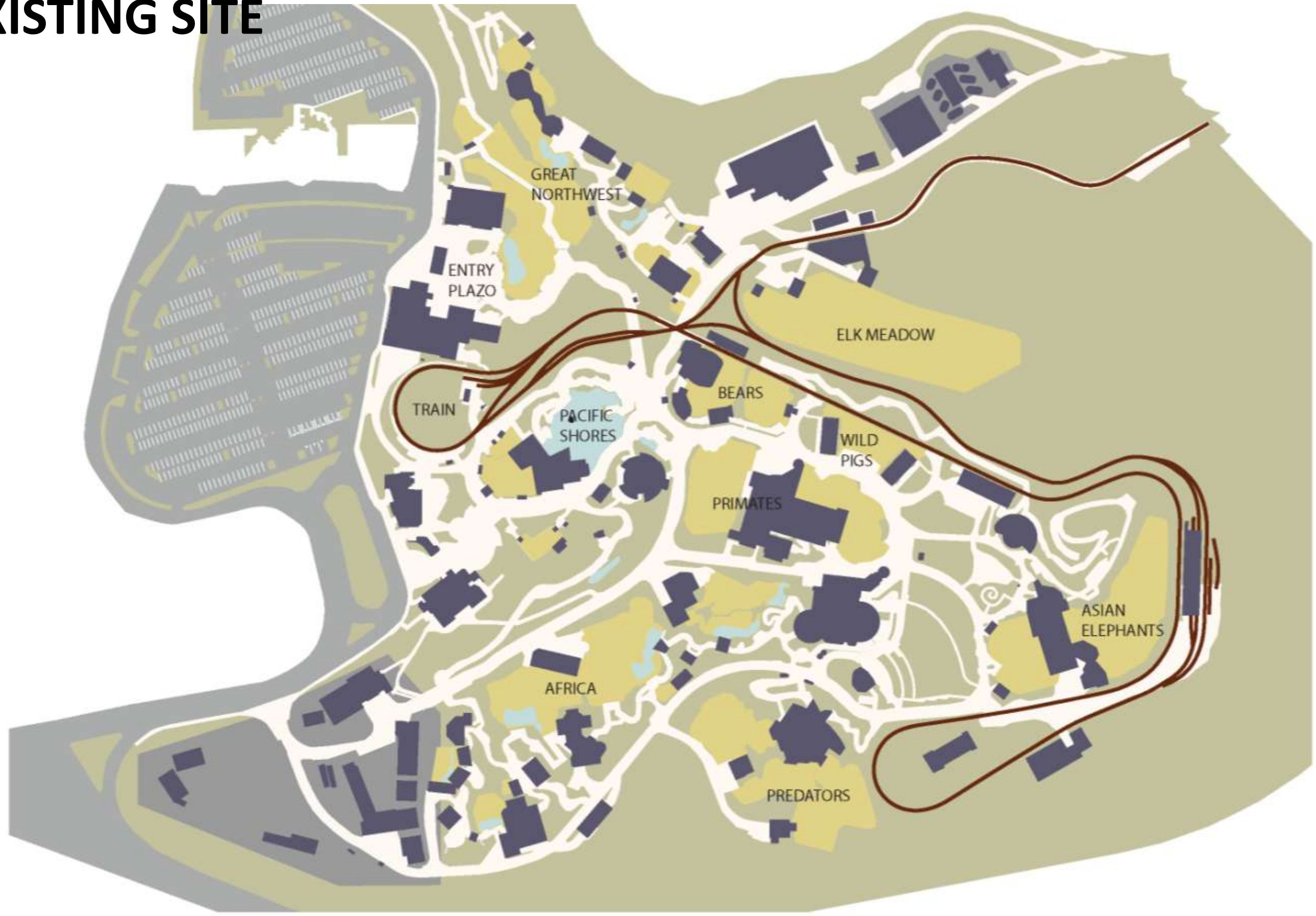
## BOND PROJECT IMPLEMENTATION PLAN 09.02.11

**SRG + cir + ATELIER DREISEITL**  
Main Street Design    KPFF    PAE    Equilibrium



# BOND PROJECT IMPLEMENTATION PLAN

## EXISTING SITE





# BOND PROJECT IMPLEMENTATION PLAN

## CAMPUS PLAN – BOND PROJECTS





# BOND PROJECT IMPLEMENTATION PLAN

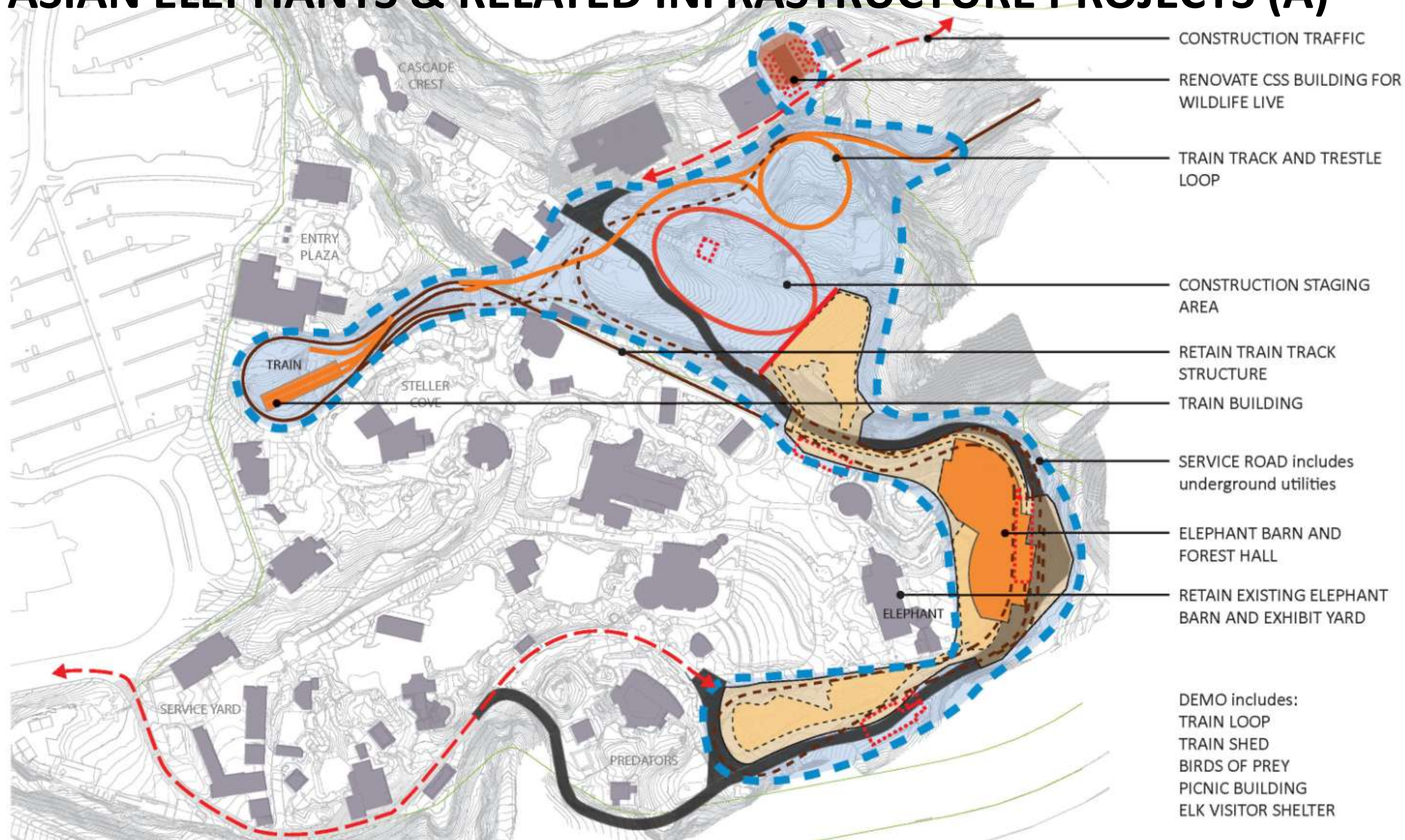
# BOND PROJECT IMPLEMENTATION PLAN

## ASIAN ELEPHANTS & RELATED INFRASTRUCTURE PROJECTS



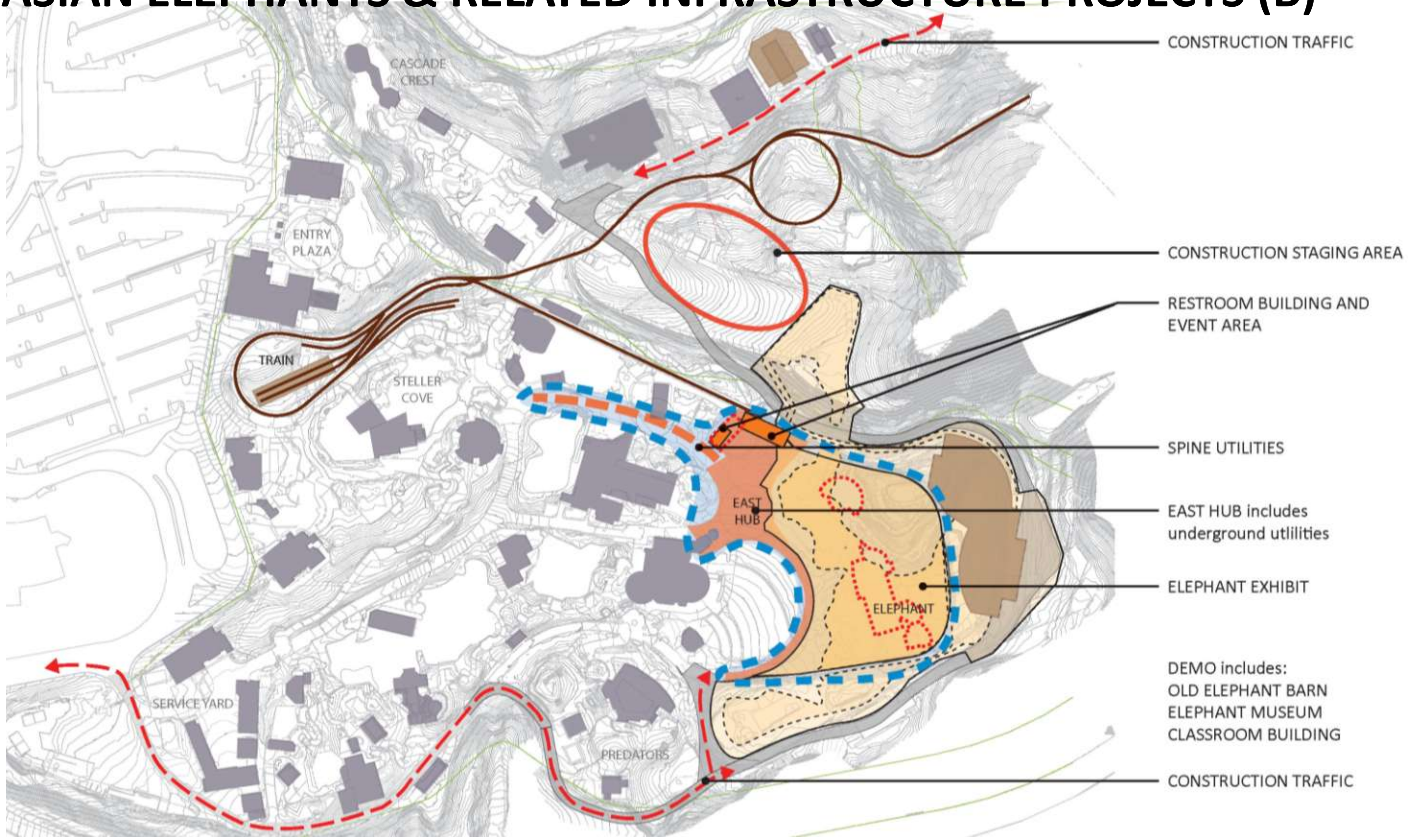
# BOND PROJECT IMPLEMENTATION PLAN

## ASIAN ELEPHANTS & RELATED INFRASTRUCTURE PROJECTS (A)



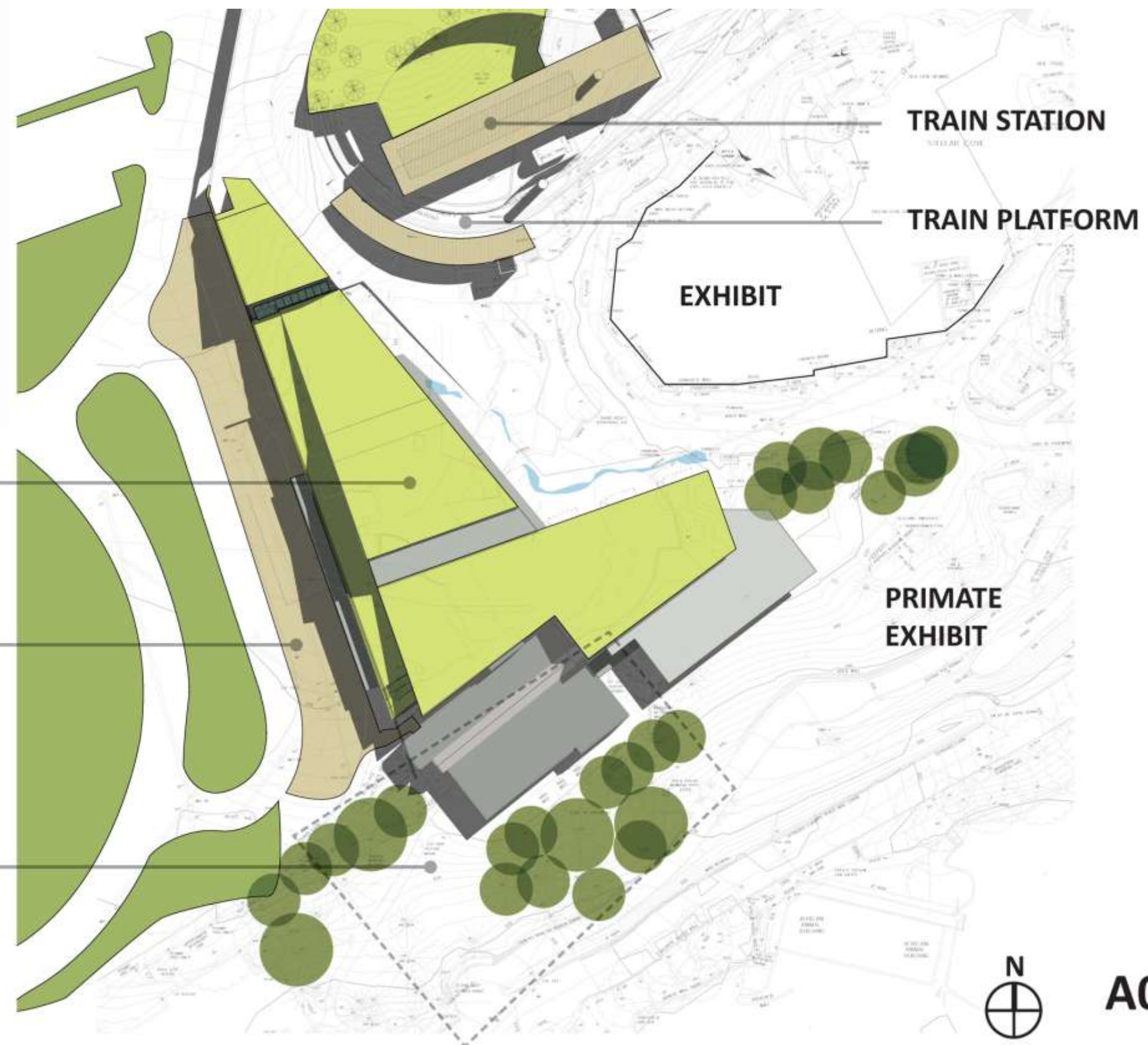
# BOND PROJECT IMPLEMENTATION PLAN

## ASIAN ELEPHANTS & RELATED INFRASTRUCTURE PROJECTS (B)



# BOND PROJECT IMPLEMENTATION PLAN

## CONSERVATION DISCOVERY ZONE



CONSERVATION  
DISCOVERY ZONE -  
BOND PHASE

DROP-OFF

CONSERVATION  
DISCOVERY  
ZONE - MASTER  
PLAN PHASE

TRAIN STATION

TRAIN PLATFORM

EXHIBIT

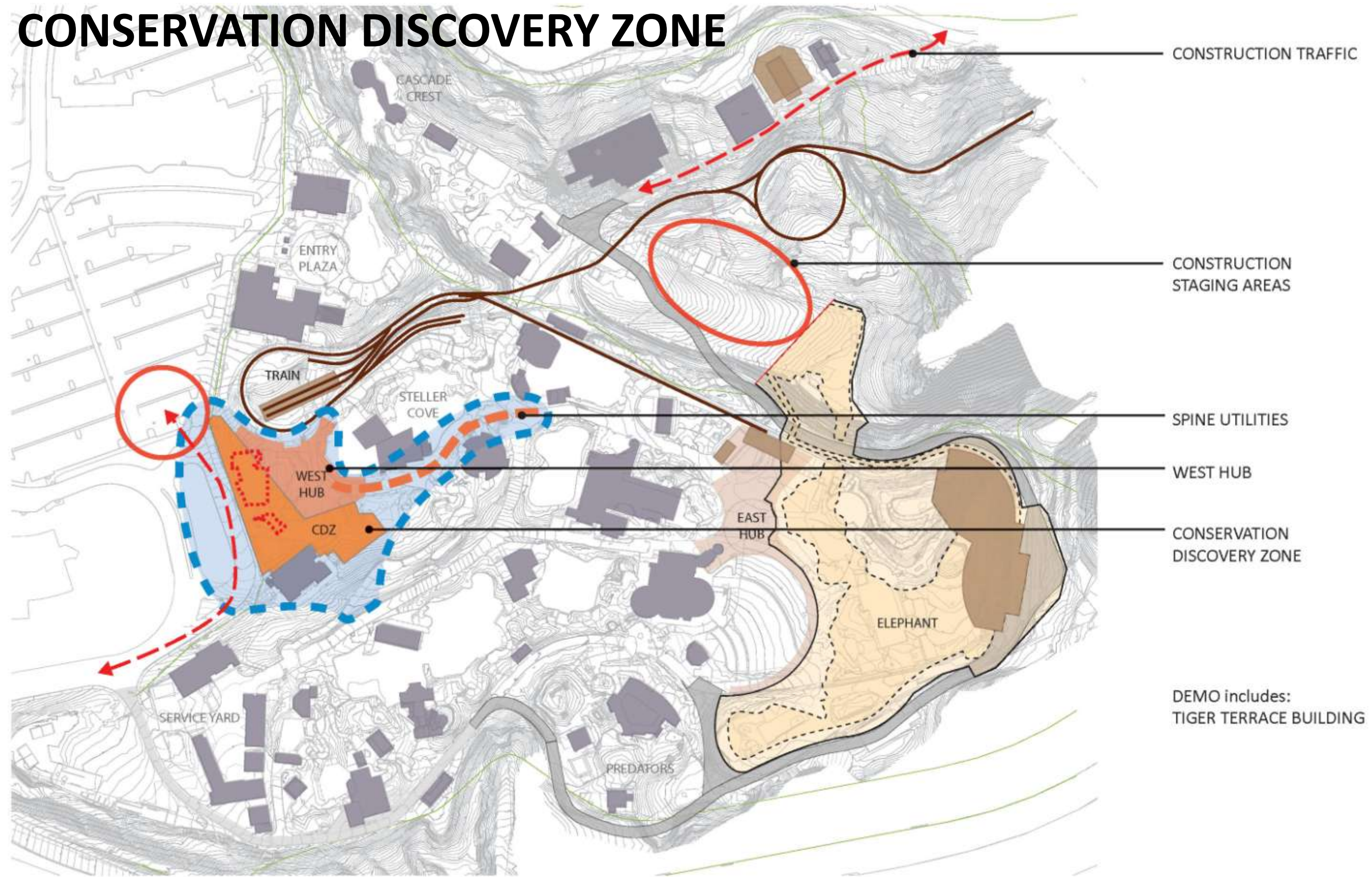
PRIMATE  
EXHIBIT



A0

# BOND PROJECT IMPLEMENTATION PLAN

## CONSERVATION DISCOVERY ZONE



# BOND PROJECT IMPLEMENTATION PLAN

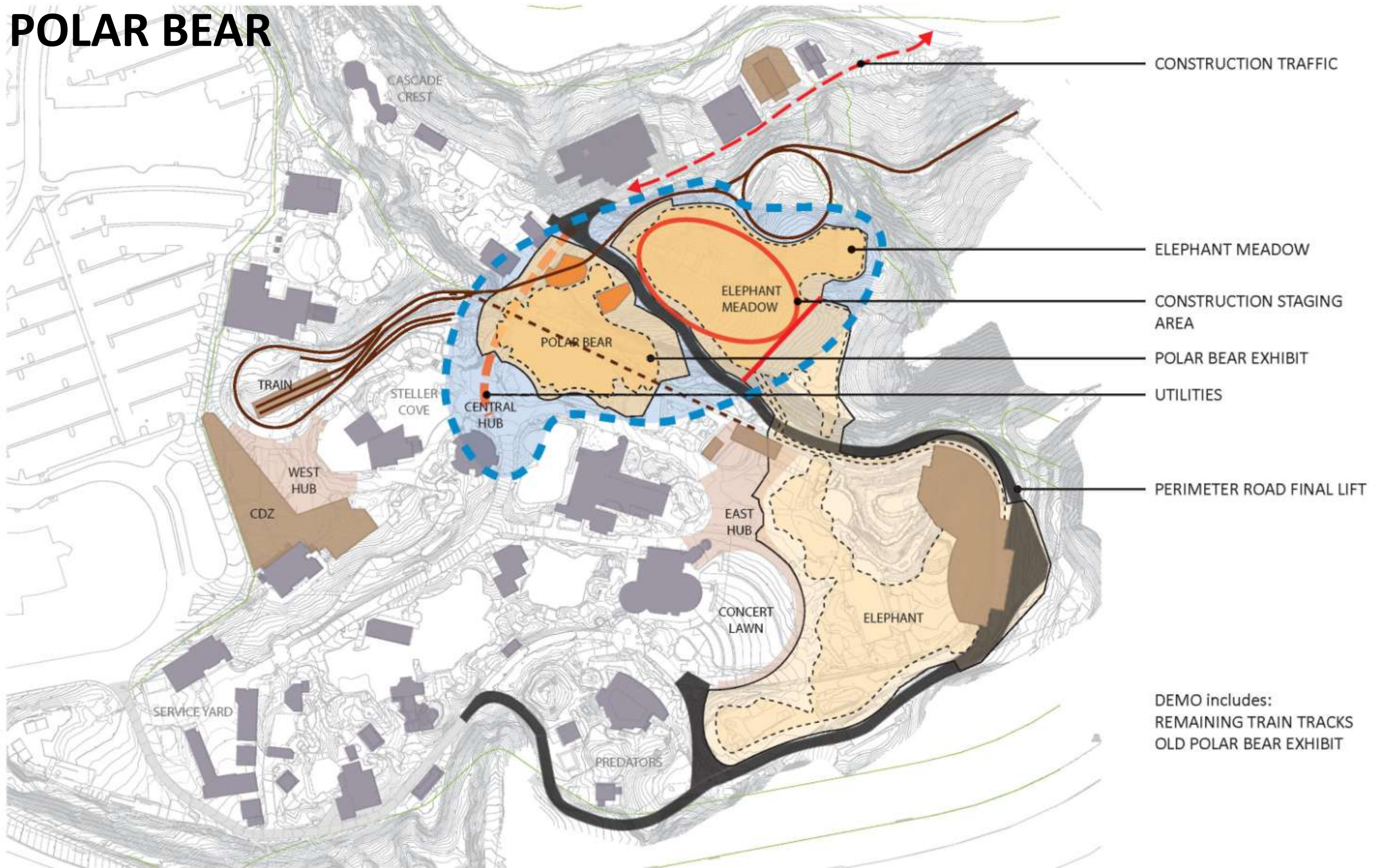
# POLAR BEAR





# BOND PROJECT IMPLEMENTATION PLAN

## POLAR BEAR



DEMO includes:  
REMAINING TRAIN TRACKS  
OLD POLAR BEAR EXHIBIT

# BOND PROJECT IMPLEMENTATION PLAN

## PRIMATES & RHINO

### PRIMATES:



# BOND PROJECT IMPLEMENTATION PLAN

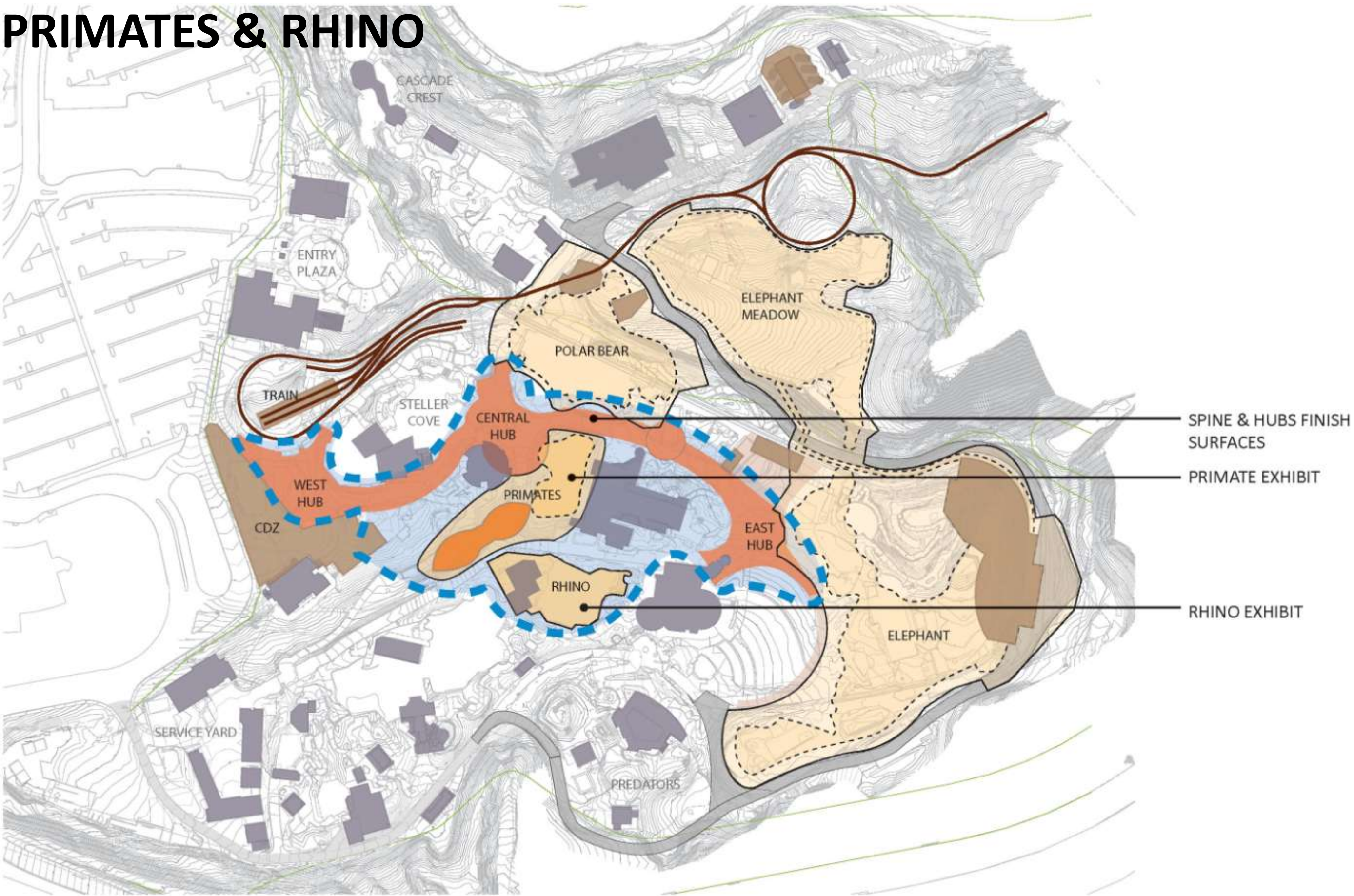
# PRIMATES & RHINO

## RHINO:



# BOND PROJECT IMPLEMENTATION PLAN

## PRIMATES & RHINO



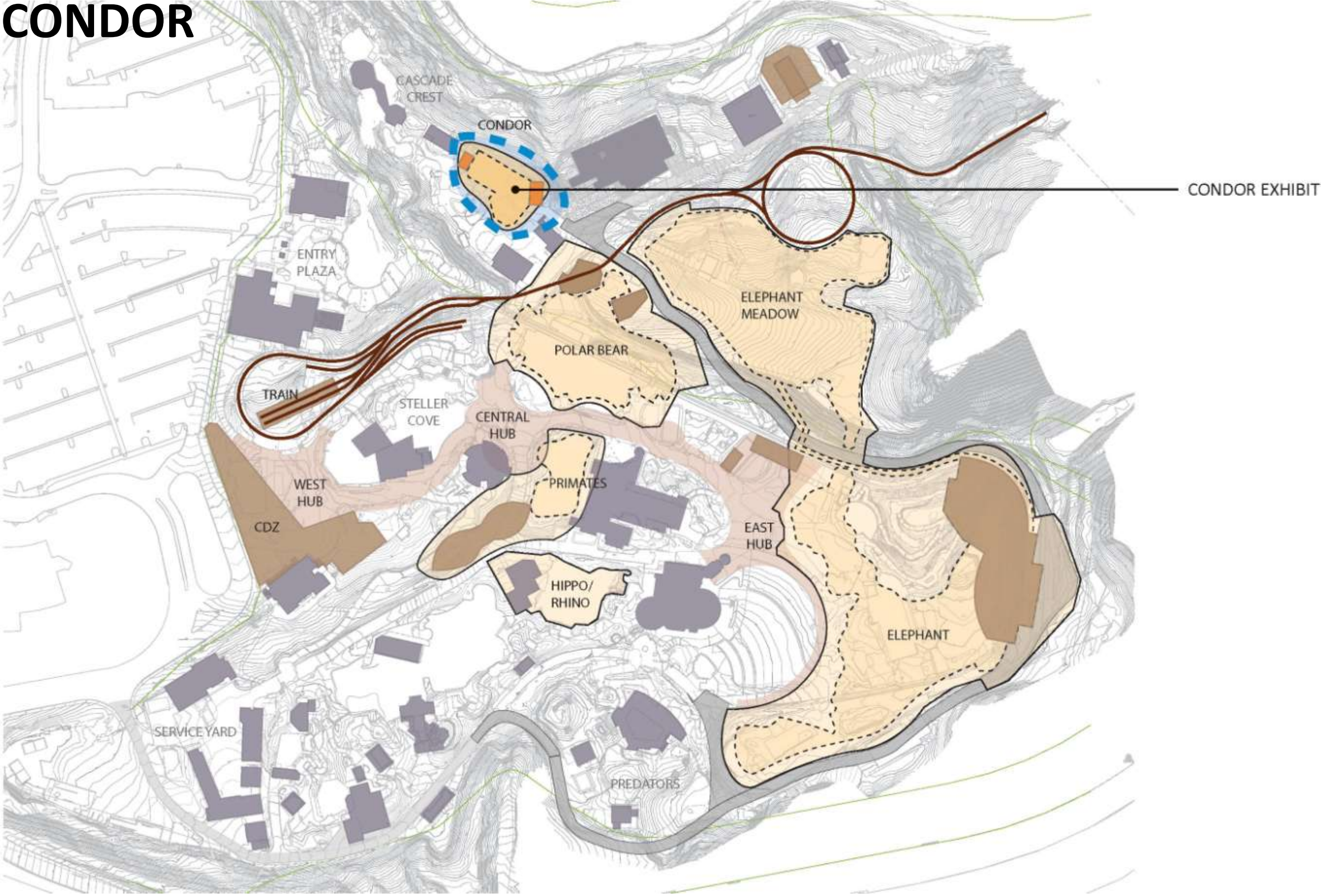
# BOND PROJECT IMPLEMENTATION PLAN

# CONDOR



# BOND PROJECT IMPLEMENTATION PLAN

## CONDOR



BOND PROJECT IMPLEMENTATION PLAN

# SUMMARY OF BOND FUND ALLOCATION

## Cost Summary

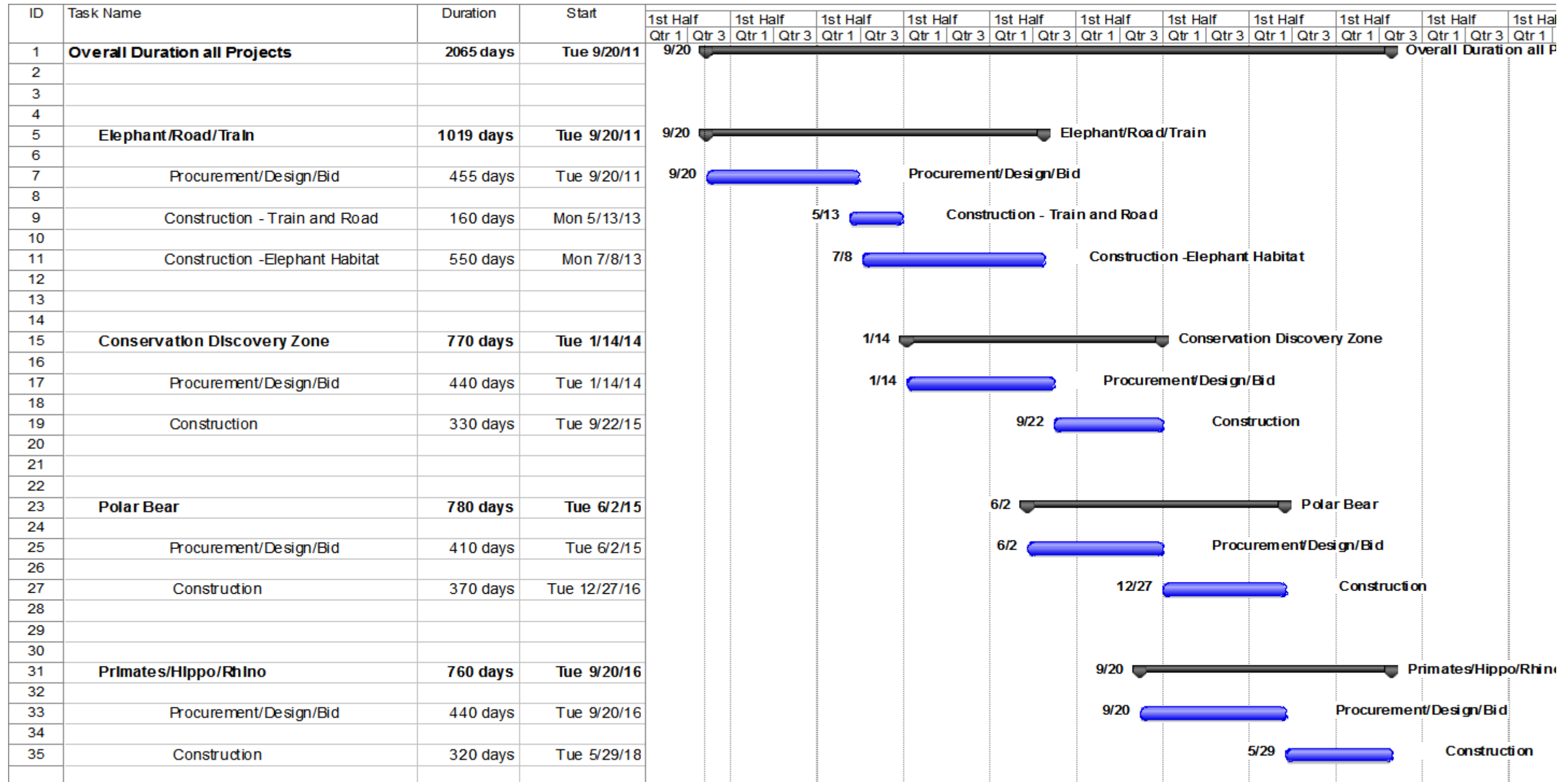
<b>Project</b>	<b>Estimate</b>
<b>Elephant Habitat and Related</b>	\$ 48,954,771
<b>Conservation Discovery Zone</b>	\$ 12,773,593
<b>Polar Bear</b>	\$ 18,079,392
<b>Primates and Rhino</b>	\$ 12,951,286
<b>Condor</b>	\$ 2,394,667
<b>Subtotal</b>	<b>\$ 95,153,709</b>
<b>Program Level Budgets</b>	
Administration and Staffing, One Percent for Art, and Owner's Construction Contingency	\$ 14,921,164
Offsite Elephant Allocation	\$ 7,200,000
Train Funding from Outside Funds	\$ (5,200,000)
<b>Total Project Cost</b>	<b>\$ 112,074,873</b>

The project budget estimates include: construction costs, construction design contingency, professional fees, interpretives, signage, equipment, fees, permits, and related contingency.

# BOND PROJECT IMPLEMENTATION PLAN

## PROJECT SCHEDULE

Note: The Condor Habitat project scope and campus impact are small enough to sequence at Metro's discretion, once land use approvals are obtained. Hence, the project is not shown in the schedule, below.





BOND PROJECT IMPLEMENTATION PLAN

# CAMPUS PLAN – BOND PROJECTS



**Resolution No. 11-4293**, For the Purpose of Amending the Natural Areas Acquisition Refinement Plans for the Clackamas River Bluffs and Greenway, Columbia Slough, Lower Tualatin River Headwaters, Rock Creek Headwaters and Greenway, Tonquin Geologic Area, Westside Trail, and Willamette Narrows and Canemah Bluffs Target Areas.

*Resolutions*

Metro Council Meeting  
Thursday, Sept. 22, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

AMENDING THE NATURAL AREAS ACQUISITION ) RESOLUTION NO. 11- 4293  
REFINEMENT PLANS FOR THE CLACKAMAS )  
RIVER BLUFFS AND GREENWAY, COLUMBIA )  
SLOUGH, LOWER TUALATIN RIVER ) Introduced by Acting Chief Operating  
HEADWATERS, ROCK CREEK HEADWATERS AND ) Officer Daniel B. Cooper, with the  
GREENWAY, TONQUIN GEOLOGIC AREA, ) concurrence of Council President  
WESTSIDE TRAIL, AND WILLAMETTE NARROWS ) Tom Hughes  
AND CANEMAH BLUFF TARGET AREAS )

WHEREAS, at the election held on November 7, 2006, the voters approved Ballot Measure 26-80, authorizing Metro to issue \$227.4 million of general obligation bonds to fund natural area acquisition and water quality protection (the “Bond Measure”);

WHEREAS, on March 1, 2007, the Council approved Resolution No. 07-3766A, “Authorizing the Chief Operating Officer to Purchase Property with Accepted Acquisition Guidelines as Outlined in the Natural Areas Implementation Work Plan,” authorizing the Metro Chief Operating Officer to acquire properties identified on a Council-approved target area confidential refinement map;

WHEREAS, the Clackamas River Bluffs and Greenway, Columbia Slough, Lower Tualatin River Headwaters, Rock Creek Headwaters and Greenway, Tonquin Geologic Area, Westside Trail, and Willamette Narrows and Canemah Bluff Target Areas (hereinafter referred to collectively as the “Subject Target Areas”) were seven of the identified 27 regional target areas set forth in the Bond Measure for land acquisition;

WHEREAS, as provided in the Bond Measure, Metro undertook a public refinement process to establish specific acquisition strategies, goals, and objectives for each of the target areas;

WHEREAS, in September of 2007, Refinement Plans for each of the target areas, along with confidential tax-lot specific maps, we approved by the Metro Council;

WHEREAS, staff has since identified for acquisition certain additional properties in the Subject Target Areas (the “Identified Properties”) that were not included on the original confidential tax-lot specific maps; and

WHEREAS, the Metro Council has reviewed the Identified Properties and determined that the acquisition of the Identified Properties are consistent with the goals of the Refinement Plans and the objectives of the Bond Measure; now, therefore

BE IT RESOLVED that the Metro Council hereby:

1. Adopts the Clackamas River Bluffs and Greenway Target Area confidential tax-lot specific map signed by Council President Tom Hughes on September \_\_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3846 on September 13, 2007;

2. Adopts the Columbia Slough Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3840 on September 6, 2007;

3. Adopts the Lower Tualatin River Headwaters Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3848 on September 13, 2007;

4. Adopts the Rock Creek Headwaters and Greenway Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3834 on September 6, 2007;

5. Adopts the Tonquin Geologic Area Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3850 on September 27, 2007;

6. Adopts the Westside Trail Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3856 on September 20, 2007; and

7. Adopts the Willamette Narrows and Canemah Bluff Target Area confidential tax-lot specific map and signed by Council President Tom Hughes on September \_\_\_, 2011, which map includes certain additional properties reviewed by the Council in Executive Session on September 13, 2011. This map shall replace the confidential map adopted with the approval of Resolution No. 07-3858 on September 6, 2007.

ADOPTED by the Metro Council this \_\_\_\_\_ day of \_\_\_\_\_ 2011.

\_\_\_\_\_  
Tom Hughes, Council President

Approved as to Form:

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

## **STAFF REPORT**

### **IN CONSIDERATION OF RESOLUTION NO. 11-4293, AMENDING THE NATURAL AREAS ACQUISITION REFINEMENT PLANS FOR THE CLACKAMAS RIVER BLUFFS AND GREENWAY, COLUMBIA SLOUGH, LOWER TUALATIN RIVER HEADWATERS, ROCK CREEK HEADWATERS AND GREENWAY, TONQUIN GEOLOGIC AREA, WESTSIDE TRAIL, AND WILLAMETTE NARROWS AND CANEMAH BLUFFS TARGET AREAS**

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Date: September 22, 2011

Prepared by: Kathleen Brennan-Hunter  
503-797-1948

## **BACKGROUND**

In September 2007, the Metro Council adopted individual Refinement Plans for each of the 27 Target Areas. In the four years since adoption of the Refinement Plans, new information and opportunities have led staff to identify additional properties that merit consideration. Although these newly-identified properties were not identified on the Confidential Refinement Maps, they are consistent with and can help achieve the goals and objectives identified in the Refinement Plans.

The identified opportunities fall into two general categories: (1) mapping adjustments: opportunities that were not identified in 2007 due to mapping omissions or because final planning data was not available, and (2) new habitat expansion opportunities: opportunities that could expand habitat protection that were not identified in 2007 which will be further explained individually below. The opportunities are located within the following Target Areas: Clackamas River Bluffs and Greenway (Resolution No. 07-3846); Columbia Slough (Resolution No. 07-3840); Lower Tualatin River Headwaters (Resolution No. 07-3848); Rock Creek Headwaters and Greenway (Resolution No. 07-3834); Tonquin Geologic Area (Resolution No. 07-3850); Westside Trail (Resolution No. 07-3835); and Willamette Narrows and Canemah Bluff (Resolution No. 07-3858).

The Refinement Plans define target area goals and objectives and each plan includes a corresponding confidential tax lot map that identifies specific tax lot parcels in the respective target area (the "Confidential Refinement Maps"). The Metro Chief Operating Officer is authorized to acquire properties identified on the Confidential Refinement Maps in accordance with the acquisition guidelines set forth in the Natural Areas Implementation Work Plan (Resolution No. 07-3766A, adopted March 1, 2007). Allowing the Chief Operating Officer to acquire these properties without further Council approval enables staff to work with willing sellers in a timely, business-like manner, leaving the Metro Council to focus on policy-level issues.

Resolution 11-4293 requests that Council amend the Confidential Refinement Maps for the above-listed Target Areas to allow for the acquisition of these newly-identified properties. Metro's acquisition of these properties would help achieve the goals and objectives specifically set forth in each respective Refinement Plan.

Included below are brief descriptions of the properties to be added, including an explanation of how they connect to their respective Target Area goals and objectives. In accordance with the original intent of the Confidential Refinement Maps, the properties are not more specifically identified in this Staff Report.

## (1) MAPPING ADJUSTMENTS

### Columbia Slough Target Area

Three properties have been identified, all of which are necessary to complete certain gaps in the Marine Drive Trail. Acquisition of these properties would meet the Tier I Objective to “Acquire property to create community connections between the St. Johns and Bridgeton neighborhoods and the Columbia Slough Trail and 40-Mile Loop Trail.”

### Tonquin Geologic Area Target Area

One property has been identified, and it is part of the same legal lot of record as another property currently on the Tonquin Geologic Area Confidential Refinement Map. The omission of this property was a mapping error. The acquisition of this property meets the Tier I Objective to “Acquire lands within the Coffee Lake Creek and Rock Creek for completing restoration on Coffee Creek and on permanent protection of the unique geologic features.”

### Westside Trail Target Area

At the time that the Refinement Plan was adopted in 2007, the alignment for a portion of the trail was unknown. The master plan is in development but based on discussions with Tualatin Hills Parks and Recreation District it is clear where one connection is headed. Four properties have been identified, all of which are necessary for the current Westside Trail alignment. The properties meet the Tier I Objective to “Develop a continuous trail corridor by acquiring needed right-of-way and easements for a regional trail that connects the Tualatin River to the Willamette River and onward to the 40-Mile Loop Trail (at St. Johns Bridge).”

## (2) NEW HABITAT EXPANSION OPPORTUNITIES

### Clackamas River Bluffs and Greenway Target Area

Four properties have been identified, all of which are adjacent to existing Metro-owned parcels. Three of the properties would provide an opportunity for enhanced floodplain restoration and protection of a critical area wildlife corridor. Acquisition of such properties would meet the Tier I Objective to “Protect the undeveloped floodplain lands along both sides of the lower Clackamas River from Barton Park to Clear Creek (Carver Boat Ramp) with remnant side channels, gravel bars, intact forests and wetlands for improving fish habitat and maintaining water quality.” The fourth property is adjacent to Metro property known as River Island. Due to continuing evolution of the river channel in this area, this opportunity would provide important additional access and cohesive management and restoration options for the floodplain.

### Rock Creek Headwaters and Greenway Target Area

Eight properties have been identified, which total approximately 415 acres. The properties contain upland habitat in the Abbey Creek headwaters and also function as an important wildlife corridor. Acquisition of these properties would meet the Tier I Objective to “Acquire and protect the riparian corridors and important upland habitat in the Abbey Creek headwaters.” In addition, acquisition of these properties would meet the Tier 2 Objective of the Forest Park Connections Target Area to “Acquire important habitat links and connections with Rock Creek headwater streams on the west side of the ridgeline.”

### Lower Tualatin River Headwaters Target Area

One property (comprised of 9 legal lots of record and currently under single-ownership) has been identified, located very near Metro’s 146-acre “Gotter Prairie Property”. Metro was awarded acquisition funds from the North American Wetlands Conservation Act (NAWCA) for the property, recognizing the unique opportunity the properties provide for restoration of a large-scale habitat including camas, wetland prairie, oak savannahs and migrating waterfowl environments. Acquisition of these parcels would meet

the Tier I Objective to “Protect natural areas adjacent to existing public lands to provide public access and improve wildlife habitat protection.” Acquisition of these parcels would also meet the Tier II Objective to “Acquire through the use of easements, donations, dedications, or partnership agreements, additional to large natural areas for wildlife habitat and public access.”

#### Willamette Narrows and Canemah Bluff Target Area

One property has been identified, adjacent to Metro’s recent 160-acre acquisition along the Canemah Bluffs. Acquisition of this property improve Metro’s management access to its existing holdings along the Bluffs. In addition the property could be used for expanded public access in the future. Acquisition of this property meets the Tier 1 Objective to “Acquire lands to extend public ownership of forested Bluff and protect scenic views of Canemah Bluff from the river and nearby publicly owned lands.”

## **ANALYSIS/INFORMATION**

### **1. Known Opposition**

None.

### **2. Legal Antecedents**

Resolution No. 06-3672B, “For the Purpose of Submitting to the Voters of the Metro Area a General Obligation Bond Indebtedness in the Amount of \$227.4 Million to Fund Natural Area Acquisitions and Water Quality Protection,” was adopted on March 9, 2006.

The voters’ approved Metro’s 2006 Natural Areas Bond Measure at the general election held on November 7, 2006.

Resolution No. 07-3846, “Approving the Natural Areas Acquisition Refinement Plan for the Clackamas River Bluffs and Greenway Target Area,” was adopted on September 13, 2007.

Resolution No. 07-3840, “Approving the Natural Areas Acquisition Refinement Plan for the Columbia Slough Target Area,” was adopted on September 6, 2007.

Resolution No. 07-3848, “Approving the Natural Areas Acquisition Refinement Plan for the Lower Tualatin River Headwaters Target Area,” was adopted on September 13, 2007.

Resolution No. 07-3834, “Approving the Natural Areas Acquisition Refinement Plan for the Rock Creek Headwaters and Greenway Target Area,” was adopted on September 6, 2007.

Resolution No. 07-3850, “Approving the Natural Areas Acquisition Refinement Plan for the Tonquin Geologic Area Target Area,” was adopted on September 27, 2007.

Resolution No. 07-3835, “Approving the Natural Areas Acquisition Refinement Plan for the Westside Trail Target Area,” was adopted on September 6, 2007.

Resolution No. 07-3858, “Approving the Natural Areas Acquisition Refinement Plan for the Willamette Narrows and Canemah Bluff Target Area,” was adopted on September 6, 2007.

Resolution No. 07-3766A “Authorizing the Chief Operating Officer to Purchase Property With Accepted Acquisition Guidelines as Outlined in the Natural Areas Implementation Work Plan,” was

adopted by the Metro Council on March 1, 2007, and established the Acquisition Parameters and Due Diligence Guidelines for the purchase of properties as part of the 2006 Natural Areas Bond Program.

**3. Anticipated Effects**

Acquisition of the newly-identified properties would help achieve the goals and purposes of the 2006 Natural Areas Bond. Negotiations can begin with willing sellers that are associated with these subject properties.

**4. Budget Impacts**

Acquisition opportunities identified in these amendments to the Refinement Plans for subject Target Areas would be funded entirely with funds from the 2006 Natural Area Bond Measure and grants that have been secured from other agencies.

**RECOMMENDED ACTION**

The Chief Operating Officer recommends passage of Resolution No. 11-4293.



Materials following this page were distributed at the meeting.

 **Metro** | *Agenda*

**REVISED, 9/21/11**

Meeting: Metro Council  
Date: Thursday, Sept. 22, 2011  
Time: 2 p.m.  
Place: Metro Council Chambers

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**CALL TO ORDER AND ROLL CALL**

1. **INTRODUCTIONS**
2. **CITIZEN COMMUNICATIONS**
3. **CONSIDERATION OF THE MINUTES FOR SEPT. 15, 2011**
4. **CONTRACT REVIEW BOARD**
- 4.1 **Resolution No. 11-4284**, Resolution of Metro Council, Acting as the Metro Contract Review Board, For the Purpose of Approving a Sole Source Contract For Coalition Building and Communications For Parks, Trails and Natural Areas in the Region, the Intertwine. **Craddick**
5. **RESOLUTIONS**
- 5.1 **Resolution No. 11-4290**, For the Purpose of Endorsing a Consortium Grant Application to the U.S. Department of Housing and Urban Development for a Sustainable Communities Regional Planning Grant. **Collette**
- 5.2 **Resolution No. 11-4292**, For the Purpose of Approving the Oregon Zoo Bond Implementation Plan. **Craddick**
- 5.3 **Resolution No. 11-4293**, For the Purpose of Amending the Natural Areas Acquisition Refinement Plans for the Clackamas River Bluffs and Greenway, Columbia Slough, Lower Tualatin River Headwaters, Rock Creek Headwaters and Greenway, Tonquin Geologic Area, Westside Trail, and Willamette Narrows and Canemah Bluffs Target Areas. **Harrington**
6. **WILLAMETTE FALLS GREENWAY OPPORTUNITY** **Desmond Brennan-Hunter**
7. **CHIEF OPERATING OFFICER COMMUNICATION**
8. **COUNCILOR COMMUNICATION**  
**EXECUTIVE SESSION HELD PURSUANT WITH ORS 192.660(2)(e). TO CONDUCT DELIBERATIONS WITH PERSONS DESIGNATED BY THE GOVERNING BODY TO NEGOTIATE REAL PROPERTY TRANSACTIONS.**

**ADJOURN**

## Television schedule for Sept. 22, 2011 Metro Council meeting

<b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b> Channel 11 – Community Access Network <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a> <i>Ph:</i> 503-629-8534 <i>Date:</i> 2 p.m. Thursday, Sept. 22 (Live)	<b>Portland</b> Channel 11 – Portland Community Media <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a> <i>Ph:</i> 503-288-1515 <i>Date:</i> 8:30 p.m. Sunday, Sept. 25 <i>Date:</i> 2 p.m. Monday, Sept. 26
<b>Gresham</b> Channel 30 - MCTV <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a> <i>Ph:</i> 503-491-7636 <i>Date:</i> 2 p.m. Monday, Sept. 26	<b>Washington County</b> Channel 30– TVC TV <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a> <i>Ph:</i> 503-629-8534 <i>Date:</i> 11 p.m. Saturday, Sept. 24 <i>Date:</i> 11 p.m. Sunday, Sept. 25 <i>Date:</i> 6 a.m. Tuesday, Sept. 27 <i>Date:</i> 4 p.m. Wednesday, Sept. 28
<b>Oregon City, Gladstone</b> Channel 28 – Willamette Falls Television <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a> <i>Ph:</i> 503-650-0275 Call or visit web site for program times.	<b>West Linn</b> Channel 30 – Willamette Falls Television <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a> <i>Ph:</i> 503-650-0275 Call or visit web site for program times.

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Clerk of the Council to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).

### **New Irving Street Garage visitor parking policy**

Beginning Friday, Sept. 1, visitor parking will no longer be validated. [Click here](#) for a list of parking options for visitors conducting business at the Metro Regional Center:

- Irving Street Garage, 600 NE Grand Ave (\$6 daily)
- Lloyd Center Tower, 825 NE Multnomah (\$2 hourly; \$8 daily)
- Liberty Centre, 650 NE Holladay (\$2 hourly; \$8 daily)
- Lloyd 700 Building, 700 NE Multnomah (\$2 hourly; \$8 daily)
- 7th and Holladay (\$8 daily)
- 1201 Building, 1201 NE Lloyd (\$6 daily)
- Lloyd Doubletree, 1000 NE Multnomah (\$8 daily)
- State of Oregon (surface), 800 NE Oregon (\$1 hourly; \$8 daily)

Michael T. O'Connor  
3123 SE 9th Avenue  
Portland, Oregon 97202  
Phone: 503.233.8565  
Fax: 503.296.2638  
Mobile: 971.344.5953

Thursday, September 22, 2011  
Metro Council Testimony  
Subject: Willamette Falls Greenway Opportunity

Dear Council President and members of Council:

I'm an environmental consultant in the Portland area and have worked with Metro on the Greenspace Acquisition Bonds. I'd like to encourage you to go forward on the purchase of the Blue Heron Paper site. I have been very vocal about my dreams for this site. The cultural significance of this site can not be overstated. The site has functioned as a neutral meeting place for tribes across Western North America for hundreds if not thousands of years, but since the early 1800s has been blighted by industrial uses incompatible with its historic use.

It should be our legacy to return this site to its "highest and best use" : a world-class cultural historic interpretive center. We owe it to the Native Americans that involuntarily lost this treasure to industry. We owe it to the falls themselves, which are waiting to be returned to their former glory, and we owe it to ourselves as stewards of the Willamette River to reclaim this important site so that future generations can visit the site and see with their own eyes what an important cultural resource it is.

I would like to offer that this site may be too culturally important to develop as a commercial site. I'd like to see a modern but respectful visitor center that restores the site to its pre-Columbian natural state as a tribute to the natural forces that created the falls and the Native Americans that used them to fish, hunt, and congregate for so many hundreds of generations.

I would also be happy to help raise funds from local, national, and international organizations to make this dream a reality.

Thank you.



Michael T. O'Connor



## **METRO COUNCIL MEETING**

Meeting Summary

Sept. 15, 2011

Metro Council Chambers

**Councilors Present:** Deputy Council President Carl Hosticka and Councilors Barbara Roberts, Carlotta Collette, Rex Burkholder, and Shirley Craddick

**Councilors Excused:** Council President Tom Hughes and Councilor Kathryn Harrington

Council President Tom Hughes convened the regular Council meeting at 2 p.m.

### **1. INTRODUCTIONS**

Councilor Rex Burkholder welcomed Thomas Straatemeier from the Neatherlands.

### **2. CITIZEN COMMUNICATIONS**

**Les Poole, 15115 SE Lee, Milwaukie:** Mr. Poole was concerned with the Portland to Milwaukie light rail terminus at Park Avenue. He encouraged the Council to delay or limit the Park Avenue segment of the project. He cited impacts to Kellogg Lake and residents as reasoning.

**Art Lewellan, 1020 NW 9<sup>th</sup>, Apt. #604, Portland:** Mr. Lewellan addressed the Council on the Columbia River Crossing project, specifically the Hayden Island interchange. He was in favor of Concept #1 and a southbound-only bridge. He requested that the Council respond to his and other citizens' concerns presented during citizen communications.

**Michael Hanna, Mattress Lot:** Mr. Hanna discussed the potential for a local mattress recycling program, stating that Eugene, Oregon and Olympia, Washington were the closest cities to Portland that offer this service. He stated that while this is not an inexpensive proposition, Recology – a Metro partner – manages a mattress recycling program at their San Francisco, California location and may be able to create a similar program in Portland. He emphasized the recycling opportunity and public interest.

Council discussion included current mattress disposal or recycling practices for other Portland-area stores. The Council thanked Mr. Hanna for bringing this suggestion to their attention and stated that the agency will look into the opportunity.

### **3. PACIFIC NORTHWEST ART PROGRAM AND EXHIBITION**

Councilor Burkholder provided an overview of the Pacific Northwest Art Program (PNAP), a collaborative program between Recology, Crack Pots, Inc. and Metro, which seeks to educate the public about recycling and resource conservation while supporting the local art community and diverting material from landfills. He indicated that a jury of local artists and environmental professionals selected five artists: Mike Suri, Leslie Vigeant, Jenn Fuller, William Rihel, and Ben Dye to participate in this year's program. The artists had seven months to scavenge the Metro Central transfer station in Northwest Portland and received a \$1,000 stipend from Recology to create their

works of art on display and for sale at the Metro Regional Center Thursday, Sept. 15 through Friday, Sept. 16.

Mr. Paul Slyman of Metro emphasized the program is about conserving resources, inspiring the region, and collaboration. He stated that the region generates around 2 million tons of waste and recycling annually and nearly half ends in a landfill. He provided general information on the region's transfer stations and highlighted the partnership with Recology at the Northwest Central transfer station.

Mr. Michael Sangiacomo of Recology provided a brief overview of Recology and the organization's San Francisco, California art program. He thanked Metro and Crack Pots for their participation. Ms. Wilson provided a brief overview of Crack Pots, Inc. and provided information on each of the featured artists. Mr. Sangiacomo and Ms. Wilson thanked staff from all of the participating agencies.

Council emphasized the quality of the art and called the exhibition a success. Councilors expressed a desire to continue the program and host annual exhibitions.

#### **4. CONSIDERATION OF THE MINUTES FOR SEPT. 8, 2011**

Motion:	Councilor Barbara Roberts moved to adopt the Sept. 8, 2011 Council minutes.
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Vote:	Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion <u>passed</u> .
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#### **5. RESOLUTIONS**

##### **5.1 Resolution No. 11-4276, For the Purpose of Adopting an Order on a Request for an Extension of Time for Completion of Title 13 Requirements for the City of Troutdale on Appeal From an Order of the Chief Operating Officer**

Motion:	Councilor Shirley Craddick moved to adopt Resolution No. 11-4276.
Second:	Councilor Carlotta Collette seconded the motion.

Councilor Craddick introduced Resolution No. 11-4276. On June 2, 2011, the Audubon Society appealed Metro's Chief Operating Officer's grant of a time extension to the City of Troutdale to come into compliance with Metro's Function Plan, specifically Title 13 regarding Nature in Neighborhoods. (Metro Order No. 11-057) She clarified that the public hearing was not to address the merits of the City's natural resource protection program, but to address the COO's decision to grant the time extension to the City. According to Metro Code, the COO may grant a time extension if the city or county is making progress toward compliance or there is good cause for failure to meet the deadline for compliance.

Mr. Tim O'Brien of Metro provided a brief historical overview of the City of Troutdale's work on Title 13. In 2008, city staff and a citizen advisory committee worked to develop a natural resource protection program that would comply with Title 13. However, despite their work and outreach, the former city council approved a motion in 2009 to postpone action on the program indefinitely. It was not until 2010, with a new city council, that staff was able to reintroduce Metro's Title 13 program and propose code amendments. Metro staff has concluded that the city is making progress

toward completion of Title 13 requirements and has developed a timeline for action. The City is anticipated to take action on the proposed code amendments on October 11, 2011.

Support for the resolution would grant the extension of time, until December 31, 2011, for the City of Troutdale to come into compliance with Title 13 and would deny the Audubon Society's appeal.

Deputy Council President Hosticka opened a public hearing on Res. No. 11-4276:

- Jim Labbe, Audubon Society: Mr. Labbe was opposed to the resolution stating that not only had the City not demonstrated progress, the city did not have good cause for failing to meet the deadline for compliance. He emphasized that compliance with Title 13 should be taken seriously and emphasized area's regionally significant ecosystem. He also noted that while the Audubon wants to be a partner in addressing this issue, the Society's frustration has continued to grow. He encouraged the Council not to grant the extension. (Written testimony included as part of the meeting record.)
- June Mohler, 789 SW 12<sup>th</sup> St., Troutdale: Ms. Mohler was opposed to the resolution stating that the quality of life in her neighborhood is being degraded due to the lack of protection for trees and habitat. She was concerned that without quick action, more critical habitat could be lost. She highlighted impacts to Sunrise Park, such as removal of native trees and shrubs and the degraded water quality in Beaver creek, as an example.

Seeing no further discussion, Deputy Council President Hughes closed the public hearing.

Councilors acknowledge that the City of Troutdale's new council had already begun to take steps in the right direction. Metro staff anticipated that if the City were to approve the same/similar code amendments as originally proposed in 2009, the City would meet the compliance requirements. Council discussion included enforcement should Metro determine the City to be out of compliance, changes in the City's council membership since 2009, and clarifications about Title 13 and public ownership. Councilor Norm Thomas of the City of Troutdale expressed the City's desire to be in compliance.

Vote:

Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion <u>passed</u> .
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5.2 **Resolution No. 11-4285**, For the Purpose of Proclaiming September 24, 2011 as a Global Day of Climate Action and Recognizing the Number 350 as a Message to Support Efforts to Reduce Climate Change.

Motion:	Councilor Rex Burkholder moved to adopt Resolution No. 11-4285.
Second:	Councilor Collette seconded the motion.

Councilor Burkholder introduced Resolution No. 11-4285. 350.org is a nonprofit organization that works to raise awareness internationally about high levels of carbon in the earth's atmosphere and associated negative consequences referred to as climate change. In support of their efforts, the organization annually orchestrates "Moving Planet Day," an international event that consists of rallies organized by volunteers around the world. This year's event will be held on Sept. 24 and is focused on reducing the world's dependence on fossil fuels.

Metro, along with other local partners including Solar World Americas, Oregonians for Renewable Energy Policy, etc. will gather on Sept. 24<sup>th</sup> in support of the region’s “Moving Planet Portland: A Climate Action Fest.” Councilor Burkholder quickly overviewed the event schedule. He encouraged Council to support the resolution as the event compliments Metro’s efforts to plan for a region that supports appropriate land use, waste reduction, walking, biking, and public transportation.

Deputy Council President Hosticka opened the meeting for public comment on Res. No. 11-4285:

- Kathleen Worman, 3805 NE 63<sup>rd</sup>, Portland: Ms. Worman was opposed to the resolution stating that climate change is an unproven science.
- Gordon J. Fulks, 28812 E. Woodord Rd., Troutdale: Dr. Fulks was opposed to the resolution stating that Council’s support would move forward a resolution with specific content regarding carbon dioxide emissions without anyone qualified to speak to the science. He was also concerned with the Council supporting 350.org, an organization he felt did not have the scientific expertise to address climate science. He overviewed the earth’s main carbon dioxide contributors and highlighted that the human contribution is small, but not completely insignificant. (Written testimony included as part of the meeting record.)

Vote:

Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion passed.

**5.3 Resolution No. 11-4286**, For the Purpose of Amending the 2010-13 Metropolitan Transportation Improvement Program (MTIP) to Add Three Sidewalk Projects Awarded Transportation Enhancement Funds.

Motion:	Councilor Collette moved to adopt Resolution No. 11-4286.
Second:	Councilor Burkholder seconded the motion.

Councilor Collette introduced Resolution No. 11-4286. The resolution, if adopted, would amend the 2010-2013 Metropolitan Transportation Improvement Program (MTIP) to include three projects awarded Transportation Enhancement grant funds:

- Birchwood Road: SW 87<sup>th</sup> to SW Laurelwood in Beaverton;
- Safe Route to Powellhurst-Gilbert Schools in SE Portland; and
- 122<sup>nd</sup> and 132<sup>nd</sup> Avenue Sidewalks: Sunnyside to Hubbard in Clackamas County.

Transportation enhancement funding is awarded by the Oregon Transportation Commission through a competitive application process and administered by the Oregon Department of Transportation (ODOT).

The Joint Policy Advisory Committee on Transportation (JPACT) unanimously approved the resolution at their Sept. 8 meeting.

Vote:

Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion passed.



5.4 **Resolution No. 11-4287**, For the Purpose of Amending the 2010-13 Metropolitan Transportation Improvement Program (MTIP) to Add the I-5 Carmen Drive Ramp Operations Project.

Motion:	Councilor Collette moved to adopt Resolution No. 11-4287.
Second:	Councilor Roberts seconded the motion.

Councilor Collette introduced Resolution No. 11-4287. If approved, the resolution would amend the 2010-2013 MTIP to add the construction phase to an existing ODOT project. The project would restripe the existing merge lane of Highway 217 ramp to Interstate 5 southbound to connect to the existing auxiliary lane of the Carmen Drive southbound access ramp to Interstate 5. ODOT has identified this project as a priority as it will allow for safer transitions of vehicles merging onto Interstate 5 with vehicles preparing to exit at Lower Boones Ferry Road to the south. JPACT unanimously approved the resolution at their Sept. 8 meeting.

Additionally, Transport, a subcommittee of the Transportation Policy Alternatives Committee - JPACT's technical advisory committee, provided a letter of support for this project.

Vote:	Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion <u>passed</u> .
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5.5 **Resolution No. 11-4291**, For the Purpose of Ratifying the 2011-14 Collective Bargaining Agreement Between AFSCME 3580 and Metro.

Motion:	Councilor Collette moved to adopt Resolution No. 11-4291.
Second:	Councilor Burkholder seconded the motion.

Councilor Collette introduced Resolution No. 11-4291 which, if approved, would ratify a three-year (2011-2014) collective bargaining agreement between AFSCME 350 and Metro. Councilor Collette overviewed changes to the contract:

- **Wages: cost-of living adjustments:**
  - In the first year of the contract AFSCME employees will receive a 1 percent lump sum payment. This will not be added to base wages and will not be an adjustment to the wage schedule.
  - In the subsequent 2 years of the contract employees will receive a cost of living adjustment (COLA) based upon the Consumer Price Index (CPI). The COLA adjustment will have a floor of 1.25 percent and a ceiling of 2.95 percent in any given year.
- **Health insurance: premium sharing:**
  - Beginning July 1, 2011 Metro will pay 94 percent of the health insurance plan cost and the employee will pay 6 percent.
  - Opt out funds, over which AFSCME has retained discretion from the 2006-07 fiscal year, will be spent down to offset employee-paid portion of health insurance plan costs.

- **PERS:**
  - Employees hired July 1, 2012 and thereafter will pay the 6 percent employee portion of PERS.
- **Additional time off provisions in exchange for above economic considerations:**
  - Employees hired July 1, 2012 and thereafter will have increased vacation accruals to match those of non-represented employees.
  - AFSCME employees will receive the day after Thanksgiving off as an additional personal holiday. When business operations preclude an employee from taking the day after Thanksgiving off, those employees will schedule an alternative day off with the approval of their supervisor.
- **Seniority:**
  - Any employee layoffs will affect those staff with lowest seniority, within classification, within departments rather than across the agency. This change better aligns with Metro's budgeting process.

Council thanked all of the parties involved in the negotiations for their work.

Vote:

Deputy Council President Hosticka and Councilors Collette, Roberts, Craddick, and Burkholder voted in support of the motion. The vote was 5 ayes, the motion passed.
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**6. CHIEF OPERATING OFFICER COMMUNICATION**

Mr. Dan Cooper of Metro provided a brief update on Metro's monthly service award luncheon for staff.

**7. COUNCILOR COMMUNICATION**

Council reminded attendees and viewers that the Pacific Northwest Art Program and exhibition is scheduled through Friday, Sept. 8 at 8 p.m.

**8. ADJOURN**

There being no further business, Deputy Council President Hosticka adjourned the regular meeting at 4:03 p.m. The Metro Council will reconvene the next regular council meeting on Thursday, Sept. 22 at 2 p.m. at Metro Council Chambers.

Prepared by,



Kelsey Newell,  
Regional Engagement Coordinator

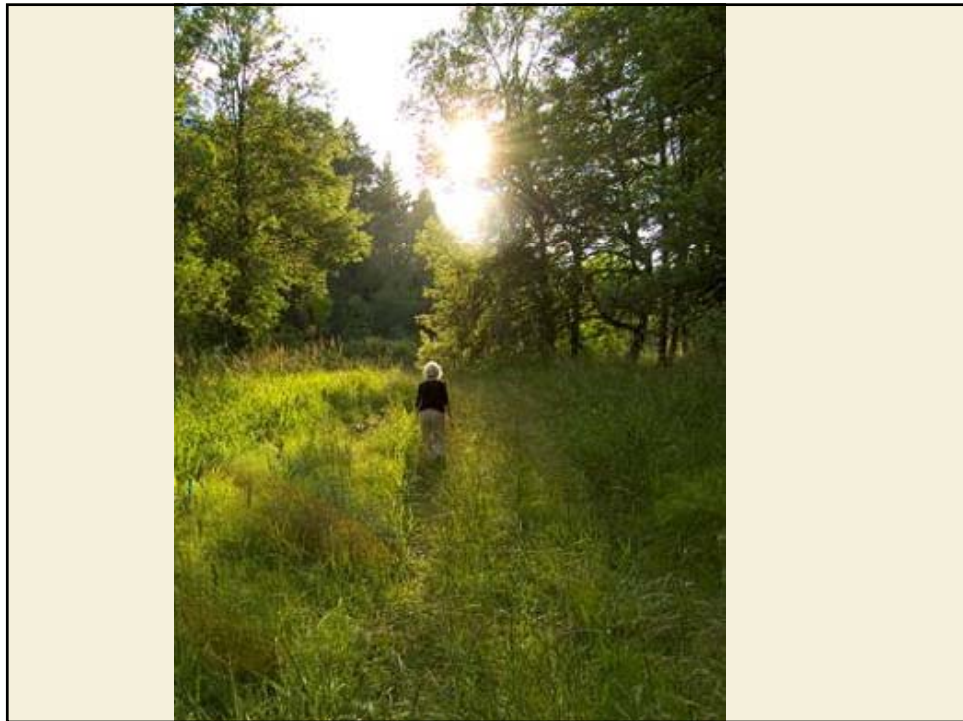
**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF SEPT. 8, 2011**

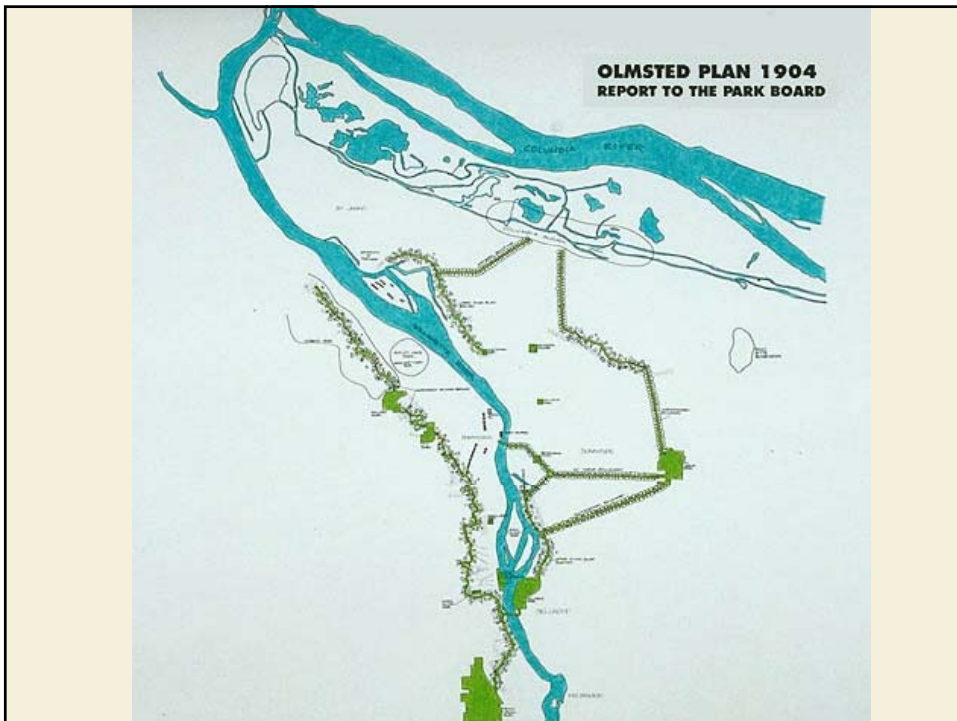
<b>Item</b>	<b>Topic</b>	<b>Doc. Date</b>	<b>Document Description</b>	<b>Doc. Number</b>
2.0	Testimony	9/15/11	Written testimony submitted by Art Lewellan	91511c-01
4.0	Minutes	9/8/11	Council minutes for 9/08/11	91511c-02
5.1	Testimony	6/2/11	A letter from the Audubon Society appealing the COO's decision to grant a time extension to the City of Troutdale	91511c-03
5.1	Testimony	9/15/11	Written testimony submitted by Jim Labbe and June Mohler	91511c-05
5.1	Minutes	10/13/09	City of Troutdale council minutes for 10/13/09	91511c-07
5.1	Testimony	9/15/11	Written testimony submitted by Steve Wise	91511c-08
5.2	Testimony	9/15/11	Written testimony submitted by Dr. Gordon Fulks	91511c-09
5.5	Staff Report	N/A	Revised Res. No. 11-4291, Staff Report	91511c-10

# The Intertwine

Mike Wetter, Executive, The Intertwine Alliance Foundation

September 2011





## The Intertwine: An Alliance



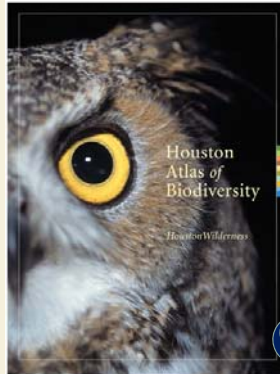
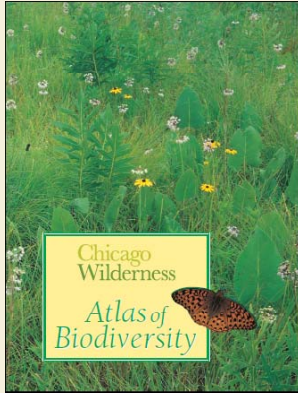
## 50 Partners and Growing

Audubon Society of Portland | Barlow Trail Association | Bicycle Transportation Alliance | Bike Gallery | Bureau of Environmental Services | City of Forest Grove | City of Oregon City | City of Portland | City of Tigard | City of West Linn | City of Wilsonville | Clean Water Services | Columbia Land Trust | Columbia Slough Watershed Council | Columbia Sportswear | Cycle Oregon | Entercom | Forest Park Conservancy | Friends of Clark County | Friends of Outdoor School | Friends of Trees | Friends of Tryon Creek State Park | Hillsboro Parks & Recreation | Jane Weber Evergreen Arboretum | Johnson Creek Watershed Council | Kaiser Permanente | KEEN Footwear | Lake Oswego Parks & Recreation | Lower Columbia River Estuary Partnership | Metro | Molalla River Alliance | Multnomah Education Service District | National College of Natural Medicine | National Park Service | Nelson Nature Photography | Northwest Trail Alliance | npGreenway | ODS | Oregon Parks and Recreation Department, Valleys Region | Portland General Electric | Portland Parks & Recreation | Portland Parks Foundation | SOLV | Travel Portland | TriMet | Trust for Public Land | Tualatin Hills Parks & Recreation District | Urban Greenspaces Institute | U.S. Fish and Wildlife Service | Vancouver Watersheds Council | Vancouver-Clark Parks & Recreation Department

The screenshot shows the 'The InterTwine' website interface. At the top left is the logo. Navigation links include 'Explore Parks & Trails', 'Find Adventures', and 'Learn About Our Region'. A search bar is at the top right. A sidebar on the left contains a 'Search' section with filters for 'Parks' and 'Trails', and various activity categories like 'Hiking / Walking', 'Cycling', 'Mountain Biking', etc. Below these is a section for 'Where do you want to start exploring?' with an address input field and an 'Explore' button. The main area features a map of the Pacific Northwest with a semi-transparent box over it that says 'Under Construction' and 'Make your selections and start exploring.' Social media icons for Facebook and Twitter are also visible.

The graphic features a green horizontal band with the text 'METROPOLITAN GREENSPACES ALLIANCE' in blue. Below this band are logos for Chicago Wilderness, leap, Houston Wilderness, The InterTwine, Amigos de los Rios, and Southeastern Wisconsin Watersheds Trust, Inc. At the bottom, a green text block reads: 'METROPOLITAN GREENSPACES ALLIANCES ACHIEVE ENVIRONMENTAL, TRANSPORTATION, HEALTH, EQUITY AND LIVABILITY OBJECTIVES IN URBAN AREAS'.

## Conservation Strategy / Biodiversity Atlas



### Benefits

- Fun, inexpensive ways to travel
- Good health
- More effective use of public \$
- Great places to live
- And jobs





## Jobs tied to Outdoor Amenities

- Outdoor and Athletic Industry employs 14,000
- Average salary: \$80,000
- Outdoor opportunity attracts industry talent
- Product testing occurs right here!

Source: Portland Development Commission



**“More than anything, (Beaverton residents) want a citywide system of sidewalks, bike paths and public spaces. That concept includes a complete bike-pedestrian network that connects neighborhoods to downtown and a pedestrian greenway system.”**

- From The Oregonian, July 29, 2010, “Survey identifies what Beaverton residents want; now city council will incorporate 117 recommendations into a vision plan,”



BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ENDORSING A	)	RESOLUTION NO. 11-4290
CONSORTIUM GRANT APPLICATION TO THE	)	
US DEPARTMENT OF HOUSING AND URBAN	)	Introduced by Councilor Carlotta Collette
DEVELOPMENT FOR A SUSTAINABLE	)	
COMMUNITIES REGIONAL PLANNING	)	
GRANT	)	

WHEREAS, the US Department of Housing and Urban Development (HUD), the US Department of Transportation and the US Environmental Protection Agency have come together to form the Partnership for Sustainable Communities (The Partnership);

WHEREAS, in support of The Partnership, the US Department of Housing and Urban Development has released a Notice of Funding Availability for a Sustainable Communities Regional Planning Grant Program;

WHEREAS, the intent of the program is to fund the development of a Regional Plan for Sustainable Development or a Detailed Execution Plan and Program for a Regional Plan for Sustainable Development;

WHEREAS, the grant program is available for application by a consortium comprised, at a minimum, of the metropolitan planning organization, the traditional principle city, local governments representing at least 50% of the area’s population and non-profit organization(s), foundation(s) or educational institution(s) that have the capacity to engage diverse populations;

WHEREAS, the Portland metropolitan area has a Regional Plan for Sustainable Development in the form of the 2040 Growth Concept and various state, regional and local implementation instruments which has been successful at addressing land use, transportation and environmental protection and enhancement;

WHEREAS, the Portland metropolitan area has invested in a multi-modal transportation system, particularly in light rail, bus, bike pedestrian and demand and system management linked to regional and local land use plans and regional and local programs for preserving and enhancing significant natural habitat producing significant benefit for the community;

WHEREAS, the plan is deficient in addressing housing affordability and the benefit to the community is not equitably shared by all members of the community, especially low-income communities and communities of color;

WHEREAS, a consortium has formed to seek a grant from HUD to address housing needs, access to opportunity and equity through a unique partnership between public and private service providers, providers of housing and community-based organizations that represent populations typically underserved that lack adequate access to the decision-making system;

WHEREAS, the Joint Policy Advisory Committee on Transportation at their meeting on September 8, 2011 in their capacity to act on all matters of the metropolitan planning organization and the Metro Policy Advisory Committee at their meeting on September 14, 2011 in their capacity under the

Metro Charter to advise on land use matters have recommended support of this grant application; now therefore

BE IT RESOLVED that the Metro Council:

1. Acknowledges the significance of addressing regional housing affordability and equitable access to opportunity.
2. Acknowledges the convening of a consortium to serve as the mechanism for regional collaboration as substantially reflected in the attached Declaration of Cooperation (Exhibit A).
3. Authorizes the submittal in collaboration with the Consortium of an application for HUD funds under the Sustainable Communities Regional Planning Grant Program to address housing needs, access to opportunity and equity as substantially reflected in the attached concept (Exhibit B) and concurs with Metro serving as the lead applicant.
4. Commits local match support for the project.

ADOPTED by the Metro Council this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

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Tom Hughes, Council President

Approved as to Form:

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Alison Kean Campbell, Acting Metro Attorney

Portland Metropolitan Area  
Housing, Equity and Opportunity Strategy  
Proposed Consortium

Government Organizations	Community Based Organizations
<ul style="list-style-type: none"> <li>• Metro</li> <li>• Multnomah County</li> <li>• Washington County</li> <li>• Clackamas County</li> <li>• City of Portland</li> <li>• City of Beaverton</li> <li>• City of Gresham</li> <li>• TriMet</li> <li>• Portland State University</li> <li>• Home Forward</li> <li>• Oregon Housing and Community Services</li> <li>• Portland Community College</li> <li>• City of Vancouver (ex-officio)</li> <li>• Clark County (ex-officio)</li> <li>• Southwest Washington Regional Transportation Council (ex-officio)</li> <li>• Vancouver Housing Authority (ex-officio)</li> </ul>	<ul style="list-style-type: none"> <li>• Urban League of Portland</li> <li>• Communities of Color Coalition</li> <li>• Housing Organization of Color Coalition</li> <li>• Coalition for a Livable Future</li> <li>• Oregon Opportunity Network</li> <li>• Meyer Memorial Trust</li> <li>• The Oregon Community Foundation</li> <li>• Northwest Health Foundation</li> <li>• Oregon Public Health Institute</li> <li>• Greater Portland, Inc.</li> <li>• WorkSystems, Inc.</li> <li>• Clackamas County Workforce Investment Council</li> <li>• Home Builders Association of Metropolitan Portland</li> <li>• Portland Metropolitan Association of Realtors</li> </ul>

## STAFF REPORT

### IN CONSIDERATION OF RESOLUTION NO. 11-4292, FOR THE PURPOSE OF APPROVING THE OREGON ZOO BOND IMPLEMENTATION PLAN

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Date: Sept. 9, 2011

Prepared by: Craig Stroud, 503.220.2451

## BACKGROUND

At the General Election held on November 4, 2008, the Metro Area voters approved Oregon Zoo Bond Measure 26-96, entitled “Bonds to Protect Animal Health and Safety; Conserve and Recycle Water.” The measure outlined a series of capital improvements that will: provide enhanced welfare and care for Zoo animals, protect animal health and safety, increase access to conservation education, conserve water and harvest storm water for reuse, and improve water quality. Improvements identified include:

- An expanded and improved elephant habitat
- An improved polar bear habitat
- Improved habitats for apes and monkeys
- An improved and dedicated space for conservation education
- A new condor habitat and exhibit
- Upgrades to facilities to save water and energy
- A modern filtration system for the hippo pools
- A new veterinary medical center
- A modern filtration system for the penguin pools

Of these improvements, construction on the new veterinary medical center and installation of the modern filtration system for the penguin pool is nearly complete.

Metro contracted with a multi-disciplinary consulting team in October 2010 to develop a 20-year Comprehensive Capital Master Plan (CCMP). The CCMP includes information to implement the remaining bond measure projects and provides:

- Analysis, recommendations and a strategy for Metro to implement the specific bond projects, as well as sustainability initiatives and infrastructure improvements. Each remaining bond project scope is developed through pre-schematic design<sup>1</sup>.
- An overall schedule for all bond projects based on the optimal project sequencing, timing and estimated duration. The plan includes a schedule for each bond project.

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<sup>1</sup> In working with an architect, the initial design phase is considered to be schematic design. This phase includes identifying project goals and requirements that define the program for the project. The program typically includes estimated square footage for each use and any other elements that are required to achieve the project goals. During schematic design the architect will commonly produce study drawings, documents and other media that illustrate the concepts of the design, which include spatial relationships, scale and form. For the bond project implementation plan, most of this work has been completed for each project. This phase also includes research of zoning requirements, jurisdictional restrictions and other special needs. Because of the complexity of the bond project implementation plan which covers multiple projects, each with its own set of needs, research is still needed to fully determine and resolve some jurisdictional requirements and special needs for several of the projects. Due to this ongoing research, the status of each project’s program did not completely fulfill the requirements to be considered complete at the schematic design level. The program is categorized as complete at the pre-schematic design level, with notes regarding the outstanding issues that require further research and resolution.

- An overall bond budget and financing plan with cost estimates for each bond project based on pre-schematic designs. Contingencies are included based on the proposed site and complexity of each specific project.

The bond measure project portion of the CCMP is called the bond project implementation plan. The plan was developed using the assumption that \$110 million remained of the general obligation bond funds. Approximately \$15 million of the \$125 million of general obligation bond authority has either been spent or is earmarked for the capital construction, master planning, and land use efforts underway.

The CCMP consulting team is comprised of three primary architect firms that focus on animal exhibits, landscape architecture, core architecture, master planning, and management. Sub-consultants for civil, structural, mechanical, electrical, and life support system engineering, as well as interpretive design, guest services, land use planning, and cost estimating round out the team.

The entire consulting team is:

**SRG Partnership** – Prime Consultant; Architecture & Management  
**CLR Design** – Zoo Planning and Exhibit Design  
**Atelier Dreiseitl** – Landscape, Planning & Sustainability  
**Main Street Design** – Interpretive Planning  
**TJP Engineering** – Life Support System Engineering  
**KPFF Consulting Engineers** – Civil Engineering  
**Rider Levett Bucknall** – Cost Estimating  
**PAE Consulting Engineers** – Mechanical, Electrical, and Plumbing Engineering  
**Equilibrium** – Structural Engineering  
**ORCA Consulting** – Guest Services and Economic Analysis  
**The Bookin Group** – Land Use Planning

Since October 2010, the zoo has hosted six intensive three-day workshops with the consulting team, staff, and stakeholders. Early workshops focused on exploring and understanding the existing zoo campus, capital project vision and goals, and 2008 bond measure commitments. As designs began to develop over time, later workshops focused on scope refinement, schedules and sequencing, and budget development. The sixth and final workshop was held in June 2011. In addition to the workshops, numerous in-person and teleconference meetings were held to continue progress and plan development. Progress on the planning effort was summarized in four interim reports that were shared and presented to the Metro Council, Oregon Zoo Bond Citizens' Oversight Committee, the Oregon Zoo Bond Advisory Group, and other stakeholders to affirm direction and progress.

To provide public outreach and an opportunity for comment, the program held five open houses in April and August 2011. These events were hosted in the Cascade Crest Banquet Center and included numerous design renderings and narratives describing the planned improvements. In addition, the program used Metro's innovative online opinion panel, Opt In, to communicate draft plans and to seek opinion on various planning options and received more than 4,400 responses.

In July 2011, the Metro Council adopted resolution 11-4277 authorizing the Chief Operating Officer to begin procuring the design and construction of the new elephant habitat and associated infrastructure prior to the completion and adoption of the CCMP. The elephant project scope, schedule, and budget have been incorporated into the overall bond program implementation plan. Staff is currently working to procure design services for the new elephant habitat.

In August 2011, the Metro Council adopted resolution 11-4283 eliminating the proposed hippopotamus improvements from the Metro Council's recommended list of projects to be funded by the bond measure.

During the CCMP process, an assessment of the zoo's overall electrical power use revealed that the highest use is for exhibits that require water pumps and filtration, and that despite anticipated water savings, an adequate hippo water filtration system would consume extensive power, placing it at odds with the bond measure's sustainability goals. The process also discovered that, due to space constraints, it is not feasible to expand the hippo exhibit and keep the rhinoceros exhibit. For the reasons stated in the resolution, the Oregon Zoo Bond Advisory Group advised Metro remove the Proposed Hippo Project from the list of recommended bond measure projects. In keeping with the bond measure animal welfare goals, the rhino exhibit will be expanded into the hippo exhibit while providing the water savings desired in the bond measure through hippo pool elimination.

The consulting team delivered the draft pre-schematic bond project designs in August 2011 and staff have been reviewing and providing final comments and edits. In addition, the team completed an overall schedule of implementation and developed project and program level-budgets which have undergone review and are in final form. The budget sets aside \$7.2 million to help fund the initial capital costs associated with the first phase of a Remote Elephant Center and assumes \$5.2 million of funding from sources outside the bond ~~through fund raising by The Oregon Zoo Foundation to finance the zoo train improvements that are necessary due to the elephant habitat expansion.~~ With forecast interest earnings of \$2 million, the final plan assumes approximately \$112 million of available financing resources and balances to forecast bond project costs. The bond project implementation plan scopes, schedule and budget information is summarized in Attachment 1.

As a conservative financial funding approach to the bond project implementation plan, base bond project designs and plans are entirely bond funded. Additional outside funds, such as fundraising by The Oregon Zoo Foundation, will be used for project alternates that enhance the guest experience but are not required to fulfill animal welfare goals or to deliver the base bond projects. The Oregon Zoo Foundation is working to finalize a development plan to support the bond program implementation plan. The development plan is expected to be completed later this fall.

To provide assurance that the consulting team developed schedule and budgets were reasonable and appropriate, Metro hired an independent cost estimator with extensive prior zoo project cost estimating and project management experience. The master plan consulting team cost estimator and Metro's independent cost estimator have reached agreement on the final project budgets and schedules. Each project budget includes estimates for construction; design and engineering; other consulting disciplines; furniture, fixtures, and equipment; administration; contingency, and cost inflation for future years.

The draft project designs, schedules, and budgets were presented in August 2011 to the Oregon Zoo Bond Citizens' Oversight Committee and the Oregon Zoo Bond Advisory Group for review and comment. The committee and group also received periodic updates and interim reports over the past 11 months. Neither body has outstanding issues requiring resolution for the bond project implementation plan.

The bond project implementation plan will be presented to the Metro Council on September 22 for review and approval. The program will return to the Metro Council in early November for review and approval of the 20-year CCMP, which incorporates the bond project implementation plan.

### **Bond Project Related Land Use Approval Activities**

The Oregon Zoo operates under a conditional use master plan (CUMS), approved by the City of Portland in 2003. That plan was initially approved by the city in 1997, but then appealed by both Metro and outside entities, primarily neighbors, for issues related to access and parking. The current CUMS remains in effect until Feb. 2013. The CUMS serves as the legally-binding land use master plan for guiding development at the Oregon Zoo. A CUMS is considered a major land use decision subject to close



scrutiny by the city and other stakeholders by means of a robust public review process. All projects originally identified in the 1997 plan have been completed or are in the process of being completed, thus necessitating the adoption of an updated (new) CUMS. Under the current provisions of the Portland Zoning Code, such a master plan has a maximum 10-year term.

The bond project implementation plan will serve as the basis for the updated CUMS. The updated CUMS will request conceptual land use approval for the proposed CCMP projects that the zoo reasonably expects to initiate within the 10-year term.

To minimize risk of future project delays, the zoo will seek approval of the next scheduled bond program projects (new elephant habitat, new condor exhibit and related site improvements) as a major amendment to the current CUMS, as construction of these is expected to commence prior to the current CUMS' 2013 expiration. This major amendment also involves a concurrent Environmental (EN) review because portions of the projects are located within the environmental conservation ("c") and preservation ("p") overlay zones. City staff stated that approvals obtained as part of the amendment application will carry over to the updated CUMS.

Accepting the bond program implementation plan as presented in Attachment 1 allows the bond program to move forward with implementation of the capital improvements. Activities include the next phase of designs for projects earlier in the schedule, as well as application for CUMS approval from the City of Portland for the remaining projects.

While much work and planning has been performed to create the plan, it is likely the program will identify issues or opportunities that will require choices and decisions as designs and construction moves forward. The program will seek guidance and approval, as warranted, with governance bodies and the Metro Council through regular meetings, work sessions, and established internal processes, such as the annual budget and Capital Improvement Plan, to navigate these issues and opportunities. Scopes, schedules, and budgets will be monitored and managed to ensure successful implementation of all bond measure recommended projects.

## ANALYSIS/INFORMATION

1. **Known Opposition** - None
2. **Legal Antecedents** - Ballot Measure No. 26-96: bond to Protect Animal Health and Safety; Conserve, recycle water
3. **Anticipated Effects** – Accepting the bond program implementation plan as presented in Attachment 1 allows the bond program to move forward with implementation of the capital improvements. Activities include the next phase of designs for projects earlier in the schedule, as well as application for CUMS approval from the City of Portland.
4. **Budget Impacts** – This resolution allocates the remaining bond funds to the project scopes and schedule identified in the bond project implementation plan.

## RECOMMENDED ACTION

Metro Council approves the bond project implementation plan via resolution to enable staff to move forward with implementation of the capital improvements.

# SUMMARY OF BOND FUND ALLOCATION

## Cost Summary

<b>Project</b>	<b>Estimate</b>
<b>Elephant Habitat and Related Conservation Discovery Zone</b>	\$ 48,954,771
<b>Polar Bear</b>	\$ 12,773,593
<b>Primates and Rhino</b>	\$ 18,079,392
<b>Condor</b>	\$ 12,951,286
<b>Subtotal</b>	<b>\$ 2,394,667</b>
<b>Program Level Budgets</b>	
Administration and Staffing, One Percent for Art, and Owner's Construction Contingency	\$ 14,921,164
Offsite Elephant Allocation	\$ 7,200,000
Funding from Outside Funds	\$ (5,200,000)
<b>Total Project Cost</b>	<b>\$ 112,074,873</b>

The project budget estimates include: construction costs, construction design contingency, professional fees, interpretives, signage, equipment, fees, permits, and related contingency.

# PROJECT SCHEDULE

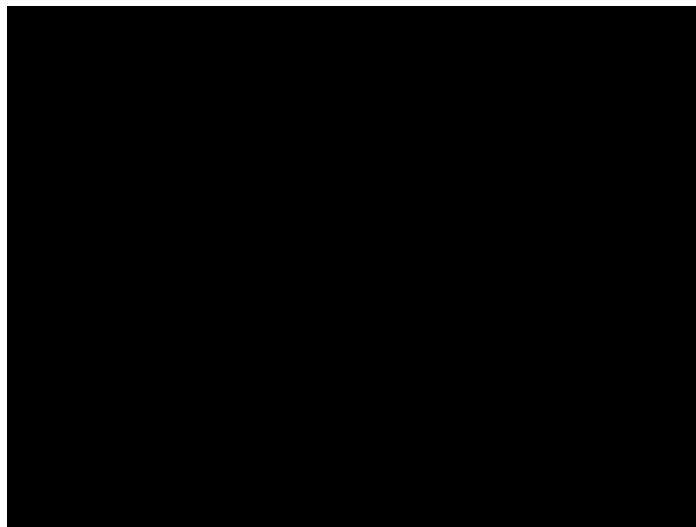
Note: The Condor Habitat project scope and campus impact are small enough to sequence at Metro's discretion, once land use approvals are obtained. Hence, the project is not shown in the schedule, below. The schedule for the on campus projects is not dependent on Remote Elephant Center project.

Task Name	2011		2012				2013				2014				2015				2016				2017				2018				2019				2020			
	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4				
<b>Overall Duration of all Projects</b>	Overall Duration of Projects																																					
<b>Elephant/Road/Train</b>	Elephant/Road/Train																																					
<b>Procurement/Design/Bid</b>	Procurement/Design/Bid																																					
<b>Construction - Train &amp; Road</b>	Construction - Train & Road																																					
<b>Construction - Elephant Habitat</b>	Construction - Elephant Habitat																																					
<b>Complete North Meadow</b>	Finish Staging Area, Complete North Meadow																																					
<b>Conservation Discovery Zone</b>	Conservation Discovery Zone																																					
<b>Procurement/Design/Bid</b>	Procurement/Design/Bid																																					
<b>Construction</b>	Construction																																					
<b>Polar Bear</b>	Polar Bear																																					
<b>Procurement/Design/Bid</b>	Procurement/Design/Bid																																					
<b>Construction</b>	Construction																																					
<b>Primates/Rhino</b>	Primates/Rhino																																					
<b>Procurement/Design/Bid</b>	Procurement/Design/Bid																																					
<b>Construction</b>	Construction																																					
<b>Remote Elephant Center</b>	Remote Elephant Center																																					
<b>Property Option</b>	Property Option																																					
<b>Property Purchase</b>	TBD, Property Purchase																																					
<b>Operating &amp; Capital Plans</b>	TBD, Operating & Capital Plans																																					

## Willamette Falls opportunity



## Willamette Falls opportunity



## Willamette Falls opportunity

