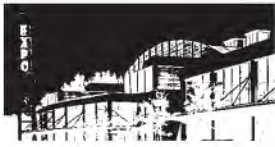

MERC Commission Meeting

September 6, 2017
12:30 pm

Expo Center
2060 N.E. Marine Drive
Rooms D202-203



600 NE Grand Ave.
Portland, OR 97232
503-797-1780

www.oregonmetro.gov



Metro | *Exposition Recreation Commission*

Agenda

Meeting: Metro Exposition Recreation Commission Meeting
Date: Wednesday, Sept 6, 2017
Time: 12:30 – 2:30 p.m.
Place: Expo Center, D202-203

CALL TO ORDER

12:30 1. QUORUM CONFIRMED

12:35 2. OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS

12:40 3. CONSENT AGENDA

- Record of MERC Actions, August 2, 2017, pgs 4-6
- Ethics approval for Karis Stoudamire-Phillips to attend the Travel Portland Multicultural sales event, Sept. 21-24, 2017, pg 7

Karis Stoudamire-Phillips

12:45 4. COMMISSION/COUNCIL LIAISON COMMUNICATIONS

Karis Stoudamire-Phillips, Sam Chase

12:50 5. GM COMMUNICATIONS

- Introduction: Raahi Reddy, DEI Program Director

Scott Cruickshank

1:00 6. FINANCIAL REPORT, pgs 9-25

Rachael Lembo

1:05 7. CAPITAL PROJECTS REPORT, pgs 27-34

Ben Rowe

1:20 8. VENUE BUSINESS REPORTS

Robyn Williams, Craig Stroud,
Matthew P. Rotchford

1:35 9. PROPOSED CHANGES TO MERC PERSONNEL POLICIES, pgs 35-39

Angie Bond

1:40 10. TRAVEL PORTLAND FOURTH QUARTER REPORT, pgs 41-64

Jeff Miller, Steve Faulstick

ADJOURN

An optional Cirque du Soleil backstage tour will be offered following the meeting.

Matthew P. Rotchford, Expo staff

MERC Commission Meeting

September 6, 2017
12:30 pm

3.0 Consent Agenda

Metropolitan Exposition Recreation Commission
Record of MERC Commission Actions
August 2, 2017
Oregon Convention Center, A107-108

Present:	Karis Stoudamire-Phillips, Deidra Krys-Rusoff, Ray Leary, Deanna Palm, Judie Hammerstad, Damien Hall
Absent:	Dañel Malán(excused)
	A regular meeting of the Metropolitan Exposition-Recreation Commission was called to order by Chair Karis Stoudamire-Phillips at 12:38 p.m.
1.0	QUORUM CONFIRMED A quorum of Commissioners was present. <ul style="list-style-type: none"> Before beginning the agenda, Chair Stoudamire-Phillips welcomed Craig Stroud, new Executive Director of the Oregon Convention Center and thanked Matt Pizzuti, Interim Executive Director of the Oregon Convention Center. Robyn Williams of P'5 and Nathan Sykes, Deputy Metro Attorney, introduced the interns working with their staff for the summer.
2.0	OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS None
3.0	COMMISSION AND COUNCIL COMMUNICATIONS <ul style="list-style-type: none"> Commissioner Leary reported on his trip to Baltimore with Travel Portland to bid for the 2020 annual NAACP convention. Chair Stoudamire-Phillips reported on her attendance at the first Metro Committee on Racial Equity (CORE) meeting. Commissioner Leary reported on his participation in the selection of a contractor for the OCC renovations work. Additionally he thanked Aramark for its work creating opportunities for youth of color to gain entry into the hospitality industry.
4.0	GM COMMUNICATIONS Scott Cruickshank updates included: <ul style="list-style-type: none"> Karol Collymore, MERC Communications and Policy Development Manager, in response to a request from Chair Stoudamire-Phillips, reported that Metro had recently hired five people of color to managerial and director positions – a significant increase. The memo will be forwarded to the Commission. Former MERC Commissioner Terry Goldman has been hired as the new General Manager for The Canopy by Hilton which opens in the Pearl in early 2018. Commissioners Hall and Leary will join Cruickshank and Travel Portland for the ASAE annual convention in Toronto. The ground breaking ceremony for the Hyatt Regency Portland is scheduled for this Friday, Aug. 4 at 10 a.m. It will be followed by an 11 a.m. celebration at the Convention Center plaza. The necessary funds for the hotel project will go into escrow and be dispersed as of August 8th - construction can then begin. Mortenson will share bid opportunities for hotel construction on August 30 at its second COBID bid package open house. In October, quarterly workforce equity reports to the commission will begin. Mortenson and Metro have contributed funds to create an apprentice development program which will be administered by Work Systems Inc. Its goal is to assist people of color and women get work and aid them in establishing careers in construction. Cruickshank introduced Tim Collier, Metro's Director of Finance, to report on the Hotel bond sale. Collier noted that his mother's first vote as a Metro Councilor was to authorize construction

	<p>of the convention center hotel - after 27 years, the sale has concluded. He then provided details about the bond sale.</p> <ul style="list-style-type: none"> • Commissioner Kryz-Rusoff commented favorably on Collier's work. • Commissioner Leary added that there is always a human story at the bottom of every major achievement and offered thanks to Collier's mother for her inspiration which ultimately ended in a benefit for the entire region.
5.0	<p>FINANCIAL REPORT</p> <ul style="list-style-type: none"> • Ben Rowe reported on venue financials. • Commissioner Kryz-Rusoff noted that she is concerned about capital spending and asked that Rowe prepare a capital projects report. • Commissioner Leary thanked the venue directors for their work in keeping expenses down. • Rowe noted that FY17 was Expo's best year.
6.0	<p>VENUE BUSINESS REPORTS Robyn Williams of Portland'5, Matthew P. Rotchford of Expo and Matt Pizzuti of the Oregon Convention Center updated the commission on venue business.</p>
7.0	<p>ARAMARK FOURTH QUARTER REPORT Dave Woodman, Aramark GM of MERC Visitor Venues, and Diane Marshall, Aramark HR Manager, presented the report.</p>
8.0	<p>CONSENT AGENDA</p> <ul style="list-style-type: none"> • Record of MERC Actions, July 12, 2017 Prior to the vote, commissioner Leary updated the Commission on the work being done by Travel Portland and MERC to create a campaign to address negative reactions from convention planners following recent violence and protests in Portland. <p>A motion was made by Commissioner Leary and seconded by Commissioner Hammerstad to approve the Consent Agenda.</p> <p>VOTING: AYE: 6 (Hall, Hammerstad, Kryz-Rusoff, Leary, Palm, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
9.0	<p>ACTION AGENDA</p>
9.1	<p>Resolution 17-25: For the purpose of approving the contract with Portland Mechanical Contractors, Inc., for "On-Call Plumbing Maintenance and Repair" at the Oregon Convention Center (OCC), and authorizing the General Manager of Visitor Venues to execute the contract. Matt Pizzuti of the Oregon Convention Center presented the resolution. A motion was made by Commissioner Kryz-Rusoff and seconded by Commissioner Leary to approve Resolution 17-25.</p> <p>VOTING: AYE: 6 (Hall, Hammerstad, Kryz-Rusoff, Leary, Palm, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
9.2	<p>Resolution 17-26: For the Purpose of Adopting New Resident Company and other User Fee rates effective September 1, 2017. Robyn Williams, Executive Director of Portland'5, presented the resolution. A motion was made by Commissioner Kryz-Rusoff and seconded by Commissioner Palm to approve Resolution 17-26.</p> <p>VOTING: AYE: 6 (Hall, Hammerstad, Kryz-Rusoff, Leary, Palm, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
9.3	<p>Resolution 17-27: For the purpose of ratifying the collective bargaining agreement between Metro and</p>

	<p>the American Federation of State, County, and Municipal Employees Local 3580.</p> <p>A motion was made by Commissioner Leary and seconded by Commissioner Hall to approve Resolution 17-27.</p> <p>Ross Hume and Terry Smith of Metro Human Resources presented the resolution.</p> <ul style="list-style-type: none"> Commissioners Krys-Rusoff and Leary inquired how the agreement would affect the MERC budget. <p>Hume responded that the changes would have a minimal effect.</p> <p>A motion was made by Commissioner Hall and seconded by Commissioner Leary to approve Resolution 17-26.</p> <p>VOTING: AYE: 6 (Hall, Hammerstad, Krys-Rusoff, Leary, Palm, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
	<p>As there was no further business to come before the Commission, the meeting was adjourned at 2:11 p.m.</p>

**Authorization to Represent MERC/METRO
on Trade-Promotion Mission; Fact-Finding Mission;
Economic Development Activity; or Negotiation
(Food Travel, Lodging Expenses Approved in Advance - exception (H))**

In accordance with ORS 244.020(7)(b)(H), the following public official:
Karis Stoudamire-Phillips, MERC Commissioner, is hereby authorized to
represent Metro/MERC in an official capacity; and

The MERC Commission hereby approves in advance, the receipt of
reasonable expenses for food and travel for the above-named public
official and his/her accompanying relative, household member, or staff
member, for attendance at (check one):

- ☒ **trade-promotion mission;**
- ☐ **fact-finding mission;**
- ☒ **economic development activity; OR**
- ☐ **negotiation;**

as follows (describe date and type of event):

While attending the 2017 Multicultural Sales Mission, activities
related to the Travel Portland business relationship where meals,
room and travel expenses will be paid for by Travel Portland, to
introduce and familiarize potential meeting planners and
association executives with Portland and the Oregon Convention
Center, and to facilitate Oregon and Portland tourism and
economic development, which activity(ies) will take place in
Washington, D.C., on September 21-24, 2017.

Being approved by the MERC Commission, at its regular meeting on
September 6, 2017, the above activity is hereby officially sanctioned by
MERC.

Ray Leary
MERC Commission Vice Chair

MERC Commission Meeting

September 6, 2017
12:30 pm

6.0 Financial Report

JULY 2017

FINANCIAL INFORMATION

For Management Purposes only



OREGON

Oregon
Convention
Center



Memo



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Date: September 6, 2017
To: Commissioner Karis Stoudamire-Phillips, Chair
Commissioner Deidra Kryz-Rusoff, Secretary-Treasurer
Commissioner Judie Hammerstad
Commissioner Ray Leary
Commissioner Damien Hall
Commissioner Deanna Palm
Commissioner Danel Malan

From: Rachael Lembo – MERC Finance Manager
Re: Financial Updates for FY 2016-17 and July FY 2017-18

Fiscal Year 2016-17 Update

Fiscal year 2016-17 is now in the second close. There are still some significant outstanding items, including the final Transient Lodging Tax receipt and the Aramark incentive payment. Third close financials for FY 2016-17 will be presented to the Commission at the October meeting.

Review of the Fiscal Year 2017-18 Budget

Oregon Convention Center (OCC)

- OCC is poised for a strong revenue year due to sales at record pace with 46 confirmed conventions.
- The OCC major facility remodel will begin this year. It is expected to cost \$35 million and be completed prior to the opening of the new hotel in FY 2019-20. As part of this project OCC is paying for a Principal Project Manager in the cPMO office at Metro.
- Revenues from the Visitor Development Fund include an additional \$2 million to incentivize large scale national events to choose Portland.

Portland's Centers for the Arts (Portland's)

- The Broadway season at Portland's will run for nine weeks, including three weeks of Hamilton. While this is one week shy of FY16-17, Hamilton is expected to generate very strong sales across the entire Broadway season.
- Portland's added four new positions to assist with marketing, sales, operations and security.
- The Educational Outreach program is expanding to bring more students from Title 1 schools into the theaters. This year 15,000 students are expected to attend shows through this program.

Expo Center (Expo)

- Cirque du Soleil, performing now, added a 10% boost to Expo's revenue budget.
- The Metropolitan Tourism Opportunity and Competitiveness Account (MTOCA), a transfer from Metro's General Fund, has increased to \$400,000 to support marketing and campus enhancement initiatives.

Transient Lodging Tax (TLT)

- Transient Lodging Tax is expected to continue to meet the maximum contributions to OCC and Portland's, and provide additional capital funding for OCC and Expo. This year \$16 million will be transferred from the TLT Pooled Capital Account to OCC for the major remodel project and \$2.85 million to Expo.

Total MERC Venues – July Financial Statistics

MERC Venues Events & Attendance

The venues in total were slightly below the prior year in events and attendance in July.

Total MERC Venues	2016		2017		Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
July	70	67,141	67	57,440	(3), (4%)	(9,701), (14%)

MERC Venues Revenues & Expense

Total July venue revenues are \$2.2 million, 5% less than July 2016 and 31% less than the 3-year historical average. Charges for services were up slightly, 10% above July 2016, however Food and Beverage revenues were down 28% from the prior year. Overall operating expenses are \$3.4 million, 10% less than July 2016 and 13% less than the 3-year historical average. While Personnel Services are up 5% from July 2016, due to certain payroll increases effective July 1, all other operating expenses were lower than the prior year, by 20% altogether.

Food & Beverage

Food and beverage margins are impacted by having only one month of actuals; currently the food and beverage margin is negative in all venues except for Portland's, which shows a margin of 8.2%. The budgeted margin for FY2017-18 is 18%.

Net Operations

This report is for the first month of the fiscal year, which means there are no other months to balance out ups and downs. Each of the venues expects strong revenues in FY17-18, which has the highest revenue budget in recent years, and negative variances in the first month are not expected to have significant impacts.

Total MERC net operations in July is negative \$1.1 million, slightly less than the prior year but significantly larger than the historical three-year average.

Historical Actual Comparison FY 2014-15 to FY 2017-18

Fiscal Year:	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	3-yr Hist.	% Var	% Var
Revenues	YTD	YTD	YTD	YTD	Average	Average	PY
Food and Beverage	1,721,300	2,209,910	1,129,468	817,263	1,686,893	-51.6%	-27.6%
Charges for Services	1,694,696	1,595,899	1,221,999	1,337,680	1,504,198	-11.1%	9.5%
Lodging Tax	-	-	-	-	-		
Other	59,977	47,688	13,711	92,395	40,459	128.4%	573.9%
Total Revenues	3,475,973	3,853,498	2,365,178	2,247,338	3,231,550	-30.5%	-5.0%
Expenses							
Food and Beverage	1,207,579	1,430,291	932,182	886,985	1,190,017	-25.5%	-4.8%
Personnel Services	1,419,331	1,466,847	1,462,375	1,541,848	1,449,518	6.4%	5.4%
Materials and Services	719,101	656,314	835,513	535,664	736,976	-27.3%	-35.9%
Other Operating Expense	413,188	482,004	482,510	389,596	459,234	-15.2%	-19.3%
Total Operating Expense	3,759,199	4,035,456	3,712,579	3,354,093	3,835,745	-12.6%	-9.7%
Net Operations	(283,226)	(181,958)	(1,347,401)	(1,106,755)	(604,195)	83.2%	-17.9%
Food & Beverage Margin \$	513,721	779,619	197,286	(69,722)	496,875	-114.0%	-135.3%
Food & Beverage Margin %	29.8%	35.3%	17.5%	-8.5%	29.5%		

Oregon Convention Center

July total revenues closed at \$1.1 million, 17%, below prior year and 44% below the three-year historical average. The number of events and attendance were down from the prior year 26% and 66%, respectively, primarily due to cancellations for two large catering events and two conventions, with limited opportunity to book new events or conventions. July expenses were \$1.8 million, also lower than prior year and three-year average, by \$510 thousand, 22%, and \$670 thousand, 28%, respectively.

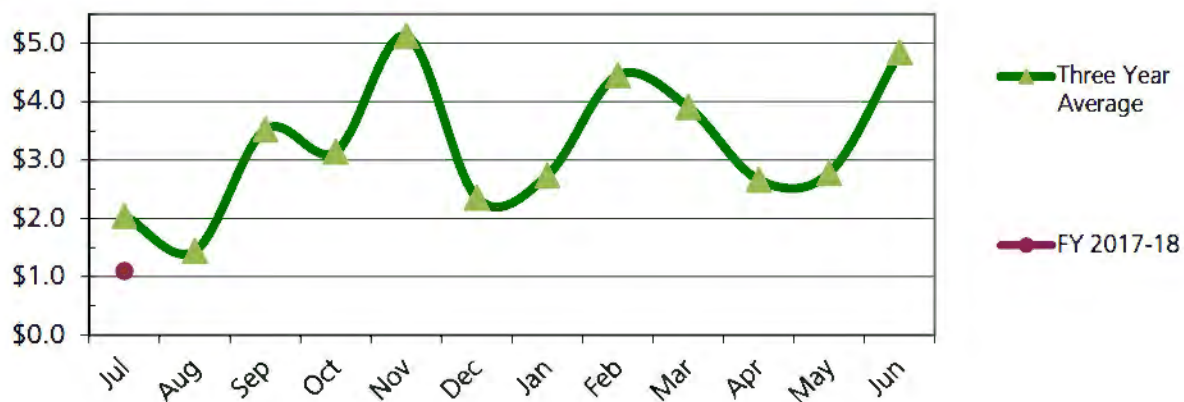
Highest Grossing Events

Event*	Gross Event Revenue	% of June Event Revenue
International Master Gardener Conference	\$351,928	31%
Society of American Archivists	256,862	23%
American Baptist Church in the USA Mission Summit/Biennial Meeting	201,872	18%
Digitalsummit Portland 2017	109,986	10%
All other Events	209,937	19%
Total Event Revenues	\$1,130,585	100%

*Note: revenue reported in the table above reflects event receipts in the reporting month only and not total gross event revenue or total gross monthly revenue.

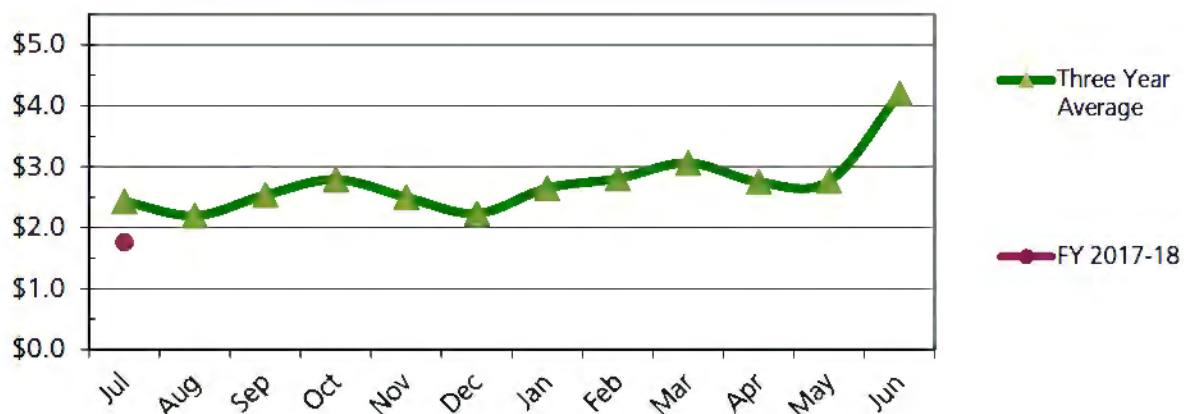
OCC Program Revenues by Month

Shown in Millions



OCC Program Expense by Month

Shown in Millions



Portland's Centers for the Arts

July total revenues closed at \$600 thousand, comparable to the prior year and 23% below the three-year historical average. The number of performances and attendance were both up from the prior year, 12% and 51%, respectively, primarily due to the final four Broadway shows. Expenses came in at \$1.1 million, an 11% increase from the prior year.

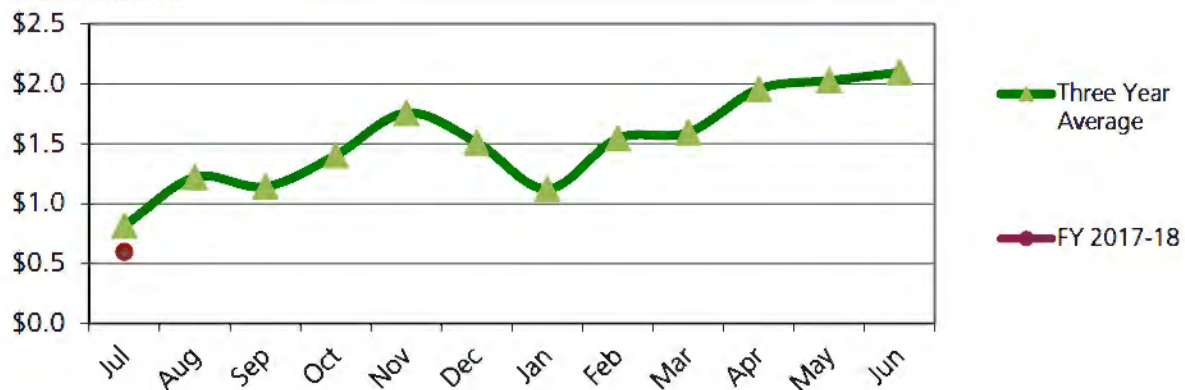
Highest Grossing Events

Event*	Gross Event Revenue	% of June Event Revenue
Cabaret	\$73,299	13%
World Domination Summit 2017	64,465	11%
Dan TDM	57,773	10%
Cosi fan tutte	53,284	9%
All other Events	331,652	57%
Total Event Revenues	\$580,474	100%

*Note: revenue reported in the table above reflects event receipts in the reporting month only and not total gross event revenue or total gross monthly revenue.

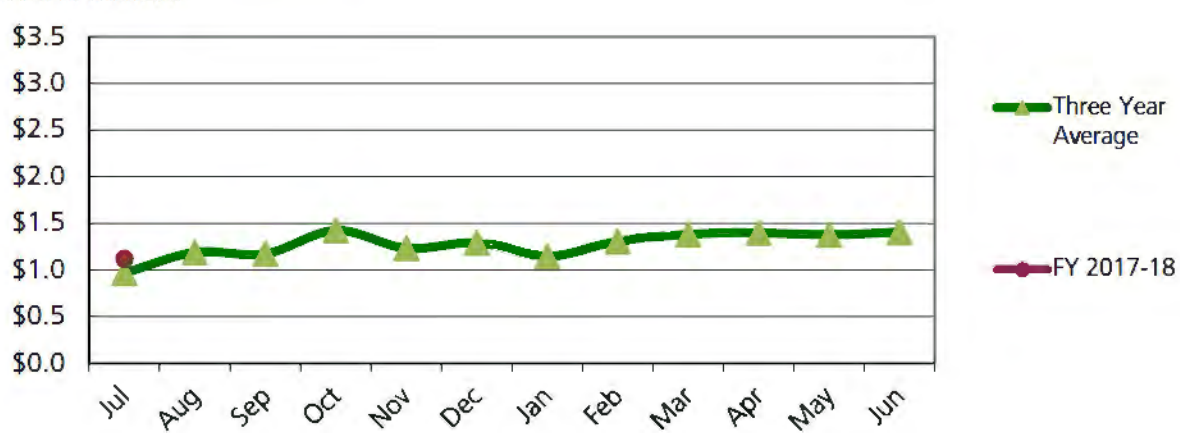
P5CA Program Revenue by Month

Shown in Millions



P5CA Program Expense by Month

Shown in Millions



Portland Expo Center

July total revenues closed at \$380 thousand, slightly higher than the prior year and three-year historical average. The number of events and attendance were comparable to the prior year. Expenses came in at \$380 thousand, about 10% higher than the prior year.

Highest Grossing Events

Event*	Gross Event Revenue	% of June Event Revenue
America's Largest Antique and Collectible Show	\$164,213	50%
Portland Kennel Club Dog Show	94,120	28%
Collectors West Gun and Knife Show	19,114	6%
Oregon State Bar Exams	17,045	5%
All other Events	35,814	11%
Total Event Revenues	\$330,306	100%

*Note: revenue reported in the table above reflects event receipts in the reporting month only and not total gross event revenue or total gross monthly revenue.

Expo Program Revenue by Month

Shown in Millions



Expo Program Expense by Month

Shown in Millions



MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
All Departments
July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	1,337,680	1,221,999	1,337,680	1,221,999	28,783,091	109.47%	4.65%
Contributions from Governments	-	-	-	-	889,441	0.00%	0.00%
Contributions from Private Sources	-	-	-	-	75,000	0.00%	0.00%
Enhanced Marketing VDF	-	-	-	-	491,122	0.00%	0.00%
Food and Beverage Revenue	817,263	1,129,468	817,263	1,129,468	18,524,543	72.36%	4.41%
Grants	50,000	-	50,000	-	38,000	0.00%	131.58%
Interest Earnings	666	(10,969)	666	(10,969)	445,000	-6.07%	0.15%
Lodging Tax	-	-	-	-	13,052,470	0.00%	0.00%
Miscellaneous Revenue	8,396	1,348	8,396	1,348	113,765	623.01%	7.38%
Transfers-R	33,333	23,333	33,333	23,333	400,000	142.86%	8.33%
Visitor Development Fund Alloc	-	-	-	-	4,488,395	0.00%	0.00%
Total Revenues	2,247,338	2,365,178	2,247,338	2,365,178	67,300,827	95.02%	3.34%
Food & Beverage Services	886,985	932,182	886,985	932,182	15,252,656	95.15%	5.82%
Materials and Services	535,664	835,513	535,664	835,513	18,326,503	64.11%	2.92%
Personnel Services	1,541,848	1,462,375	1,541,848	1,462,375	22,106,786	105.43%	6.97%
Transfers-E	389,596	482,510	389,596	482,510	5,830,412	80.74%	6.68%
Visitor Development Marketing	-	-	-	-	2,508,282	0.00%	0.00%
Total Expenditures	3,354,093	3,712,579	3,354,093	3,712,579	64,024,639	90.34%	5.24%
Net Operations	(1,106,755)	(1,347,401)	(1,106,755)	(1,347,401)	3,276,188		
Capital							
Contributions from Private Sources	-	-	-	-	762,501	0.00%	0.00%
Lodging Tax	-	-	-	-	6,741,441	0.00%	0.00%
Transfers-R	-	26,667	-	26,667	-	0.00%	0.00%
Total Revenues	-	26,667	-	26,667	7,503,942	0.00%	0.00%
Capital Outlay	57,495	(11,316)	57,495	(11,316)	14,071,310	-508.09%	0.41%
Materials and Services	-	-	-	-	1,130,000	0.00%	0.00%
Total Expenditures	57,495	(11,316)	57,495	(11,316)	15,201,310	-508.09%	0.38%
Net Capital	(57,495)	37,983	(57,495)	37,983	(7,697,368)		
12 Month Fund Balance Increase	(1,164,250)	(1,309,418)	(1,164,250)	(1,309,418)	(4,421,180)		

MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
Convention Center Operating Fund
July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	602,963	477,072	602,963	477,072	11,789,193	126.4%	5.1%
Enhanced Marketing VDF	-	-	-	-	491,122	0.0%	0.0%
Food and Beverage Revenue	569,117	914,415	569,117	914,415	13,050,157	62.2%	4.4%
Interest Earnings	-	(4,258)	-	(4,258)	190,000	0.0%	0.0%
Lodging Tax	-	-	-	-	11,661,784	0.0%	0.0%
Miscellaneous Revenue	4,953	(625)	4,953	(625)	17,700	-792.5%	28.0%
Transfers-R	(78,161)	(67,396)	(78,161)	(67,396)	(937,926)	116.0%	8.3%
Visitor Development Fund Alloc	-	-	-	-	3,784,454	0.0%	0.0%
Total Revenues	1,098,872	1,319,208	1,098,872	1,319,208	40,046,484	83.3%	2.7%
Food & Beverage Services	619,589	720,445	619,589	720,445	10,840,964	86.0%	5.7%
Materials and Services	113,570	487,966	113,570	487,966	9,848,744	23.3%	1.2%
Personnel Services	810,334	799,292	810,334	799,292	11,199,173	101.4%	7.2%
Transfers-E	219,750	266,205	219,750	266,205	2,830,488	82.5%	7.8%
Visitor Development Marketing	-	-	-	-	2,491,122	0.0%	0.0%
Total Expenditures	1,763,243	2,273,908	1,763,243	2,273,908	37,210,491	77.5%	4.7%
Net Operations	(664,371)	(954,701)	(664,371)	(954,701)	2,835,993		
Capital							
Contributions from Private Sources	-	-	-	-	476,563	0.0%	0.0%
Transfers-R	-	26,667	-	26,667	16,000,000	0.0%	0.0%
Total Revenues	-	26,667	-	26,667	16,476,563	0.0%	0.0%
Capital Outlay	16,550	(32,063)	16,550	(32,063)	9,200,500	-51.6%	0.2%
Materials and Services	-	-	-	-	355,000	0.0%	0.0%
Total Expenditures	16,550	(32,063)	16,550	(32,063)	9,555,500	-51.6%	0.2%
Net Capital	(16,550)	58,730	(16,550)	58,730	6,921,063		
12 Month Fund Balance Increase	(680,920)	(895,970)	(680,920)	(895,970)	9,757,056		

MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
Portland's Centers for the Arts Fund
July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	499,219	507,837	499,219	507,837	12,170,223	98.3%	4.1%
Contributions from Governments	-	-	-	-	889,441	0.0%	0.0%
Contributions from Private Sources	-	-	-	-	75,000	0.0%	0.0%
Food and Beverage Revenue	136,873	114,918	136,873	114,918	3,175,764	119.1%	4.3%
Grants	-	-	-	-	38,000	0.0%	0.0%
Interest Earnings	666	(3,917)	666	(3,917)	170,000	-17.0%	0.4%
Lodging Tax	-	-	-	-	1,390,686	0.0%	0.0%
Miscellaneous Revenue	1,659	(703)	1,659	(703)	61,590	-236.0%	2.7%
Transfers-R	(40,519)	(36,852)	(40,519)	(36,852)	(486,226)	109.9%	8.3%
Visitor Development Fund Alloc	-	-	-	-	703,941	0.0%	0.0%
Total Revenues	597,899	581,283	597,899	581,283	18,188,419	102.9%	3.3%
 Food & Beverage Services	125,590	110,554	125,590	110,554	2,503,553	113.6%	5.0%
Materials and Services	378,239	301,719	378,239	301,719	6,323,561	125.4%	6.0%
Personnel Services	507,667	464,167	507,667	464,167	7,862,673	109.4%	6.5%
Transfers-E	110,177	134,933	110,177	134,933	1,322,109	81.7%	8.3%
Total Expenditures	1,121,673	1,011,373	1,121,673	1,011,373	18,011,896	110.9%	6.2%
Net Operations	(523,774)	(430,090)	(523,774)	(430,090)	176,523		
Capital							
Contributions from Private Sources	-	-	-	-	114,375	0.0%	0.0%
Total Revenues	-	-	-	-	114,375	0.0%	0.0%
 Capital Outlay	5,899	20,389	5,899	20,389	2,004,120	28.9%	0.3%
Materials and Services	-	-	-	-	325,000	0.0%	0.0%
Total Expenditures	5,899	20,389	5,899	20,389	2,329,120	28.9%	0.3%
Net Capital	(5,899)	(20,389)	(5,899)	(20,389)	(2,214,745)		
12 Month Fund Balance Increase	(529,673)	(450,479)	(529,673)	(450,479)	(2,038,222)		

MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
Expo Fund
July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	235,498	237,090	235,498	237,090	4,823,675	99.3%	4.9%
Food and Beverage Revenue	111,273	100,135	111,273	100,135	2,298,622	111.1%	4.8%
Interest Earnings	-	(789)	-	(789)	35,000	0.0%	0.0%
Miscellaneous Revenue	1,784	2,676	1,784	2,676	34,475	66.7%	5.2%
Transfers-R	33,333	23,333	33,333	23,333	400,000	142.9%	8.3%
Total Revenues	381,887	362,445	381,887	362,445	7,591,772	105.4%	5.0%
Food & Beverage Services	141,806	101,183	141,806	101,183	1,908,139	140.1%	7.4%
Materials and Services	36,914	32,290	36,914	32,290	1,615,813	114.3%	2.3%
Personnel Services	148,153	137,727	148,153	137,727	1,939,455	107.6%	7.6%
Transfers-E	53,984	76,197	53,984	76,197	1,670,090	70.8%	3.2%
Visitor Development Marketing	-	-	-	-	17,160	0.0%	0.0%
Total Expenditures	380,857	347,397	380,857	347,397	7,150,657	109.6%	5.3%
Net Operations	1,030	15,048	1,030	15,048	441,115		
Capital							
Contributions from Private Sources	-	-	-	-	171,563	0.0%	0.0%
Transfers-R	-	-	-	-	2,850,000	0.0%	0.0%
Total Revenues	-	-	-	-	3,021,563	0.0%	0.0%
Capital Outlay	35,047	358	35,047	358	2,616,690	9788.7%	1.3%
Materials and Services	-	-	-	-	450,000	0.0%	0.0%
Total Expenditures	35,047	358	35,047	358	3,066,690	9788.7%	1.1%
Net Capital	(35,047)	(358)	(35,047)	(358)	(45,127)		
12 Month Fund Balance Increase	(34,017)	14,690	(34,017)	14,690	395,988		

MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
MERC Admin Sub Fund
July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Grants	50,000	-	50,000	-	-	0.0%	0.0%
Interest Earnings	-	(2,005)	-	(2,005)	50,000	0.0%	0.0%
Transfers-R	118,679	104,248	118,679	104,248	1,424,152	113.8%	8.3%
Total Revenues	168,679	102,243	168,679	102,243	1,474,152	165.0%	11.4%
Materials and Services	6,941	13,538	6,941	13,538	538,385	51.3%	1.3%
Personnel Services	75,694	61,188	75,694	61,188	1,105,485	123.7%	6.8%
Transfers-E	5,685	5,175	5,685	5,175	7,725	109.9%	73.6%
Total Expenditures	88,320	79,901	88,320	79,901	1,651,595	110.5%	5.3%
Net Operations	80,360	22,341	80,360	22,341	(177,443)		
Capital							
Lodging Tax	-	-	-	-	6,741,441	0.0%	0.0%
Transfers-R	-	-	-	-	(18,850,000)	0.0%	0.0%
Total Revenues	-	-	-	-	(12,108,559)	0.0%	0.0%
Capital Outlay	-	-	-	-	250,000	0.0%	0.0%
Total Expenditures	-	-	-	-	250,000	0.0%	0.0%
Net Capital	-	-	-	-	(12,358,559)		
12 Month Fund Balance Increase	80,360	22,341	80,360	22,341	(12,536,002)		

MERC Food and Beverage Margins

July 2017

	Current Month Actual	Prior Year Month Actual	Current Year to Date	Prior Year to Date Actual	Annual Budget
Convention Center Operating Fund					
Food and Beverage Revenue	569,117	914,415	569,117	914,415	13,050,157
Food & Beverage Services	619,589	720,445	619,589	720,445	10,840,964
Food and Beverage Gross Margin	(50,472)	193,970	(50,472)	193,970	2,209,193
Food and Beverage Gross Margin %	-8.87%	21.21%	-8.87%	21.21%	16.93%
Portland's Centers for the Arts Fund					
Food and Beverage Revenue	136,873	114,918	136,873	114,918	3,175,764
Food & Beverage Services	125,590	110,554	125,590	110,554	2,503,553
Food and Beverage Gross Margin	11,284	4,364	11,284	4,364	672,211
Food and Beverage Gross Margin %	8.24%	3.80%	8.24%	3.80%	21.17%
Expo Fund					
Food and Beverage Revenue	111,273	100,135	111,273	100,135	2,298,622
Food & Beverage Services	141,806	101,183	141,806	101,183	1,908,139
Food and Beverage Gross Margin	(30,533)	(1,048)	(30,533)	(1,048)	390,483
Food and Beverage Gross Margin %	-27.44%	-1.05%	-27.44%	-1.05%	16.99%
MERC Fund Total					
Food and Beverage Revenue	817,263	1,129,468	817,263	1,129,468	18,524,543
Food & Beverage Services	886,985	932,182	886,985	932,182	15,252,656
Food and Beverage Gross Margin	(69,722)	197,286	(69,722)	197,286	3,271,887
Food and Beverage Gross Margin %	-8.53%	17.47%	-8.53%	17.47%	17.66%

MERC Statement of Fund Balances and Reserves

July 2017

	Annual Basis			Monthly Basis	
	FY 2016-17 Actuals	FY 2017-18 Budget	FY 2017-18 YTD Actuals	FY 2016-17 July	FY 2017-18 July
<u>Oregon Convention Center</u>					
Beginning Fund Balance	21,770,042	24,966,039	25,203,578	21,770,042	25,203,578
Fund Balance Inc (Dec)	3,433,536	9,757,056	(680,920)	(895,970)	(680,920)
Ending Fund Balance	25,203,578	34,723,095	24,522,657	20,874,072	24,522,657
Contingency - Operating		1,500,000			
Contingency - New Capital-Business Strategy		2,092,301			
Contingency - Renewal & Replacement		31,130,794			
Ending Fund Balance		34,723,095			
<u>Portland's Centers for the Arts</u>					
Beginning Fund Balance	13,178,660	13,293,035	12,943,704	13,178,660	12,943,704
Fund Balance Inc (Dec)	(234,956)	(2,038,222)	(529,673)	(450,479)	(529,673)
Ending Fund Balance	12,943,704	11,254,813	12,414,031	12,728,181	12,414,031
Contingency - Operating		600,000			
Contingency - New Capital-Business Strategy		2,263,311			
Contingency - Renewal & Replacement		8,391,502			
Ending Fund Balance		11,254,813			
<u>Expo</u>					
Beginning Fund Balance	2,843,104	2,527,012	1,972,376	2,843,104	1,972,376
Fund Balance Inc (Dec)	(870,728)	395,988	(34,017)	14,690	(34,017)
Ending Fund Balance	1,972,376	2,923,000	1,938,359	2,857,794	1,938,359
Contingency - Operating		662,730			
Contingency - New Capital-Business Strategy		2,260,270			
Contingency - Renewal & Replacement		-			
Ending Fund Balance		2,923,000			
<u>MERC Administration</u>					
Beginning Fund Balance	14,171,403	18,757,585	15,945,528	14,171,403	15,945,528
Fund Balance Inc (Dec)	1,774,125	(12,536,002)	80,360	22,341	80,360
Ending Fund Balance	15,945,528	6,221,583	16,025,887	14,193,744	16,025,887
Contingency - Operating		53,460			
Contingency - Renewal & Replacement		1,056,059			
Contingency - TLT Pooled Capital		5,112,064			
Ending Fund Balance		6,221,583			
<u>MERC Fund</u>					
Beginning Fund Balance	51,963,209	59,543,671	56,065,185	51,963,209	56,065,185
Fund Balance Inc (Dec)	4,101,976	(4,421,180)	(1,164,250)	(1,309,417)	(1,164,250)
Ending Fund Balance	56,065,185	55,122,491	54,900,935	50,653,792	54,900,935

MERC Visitor Venues
Events-Performances-Attendance
FY 2017-18

	July 2014		July 2015		July 2016		July 2017		Net Change from Prior Year		July 2017	
OCC	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Tradeshows/Conventions	4	7,765	4	12,210	3	2,247	2	3,187	(1)	940	923,945	82%
Consumer Public Shows	6	6,856	4	2,923	2	3,504	2	3,827	-	323	48,584	4%
Miscellaneous									-	-	10,000	1%
Miscellaneous -In-House	5	192	13	334	13	220	7	93	(6)	(127)	4,141	0%
Meetings	2	370	11	2,087	11	6,951	11	2,537	-	(4,414)	140,450	12%
Catering	1	4,589	6	5,315	2	15,625	1	25	(1)	(15,600)	3,465	0%
Totals	18	19,772	38	22,869	31	28,547	23	9,669	(8)	(18,878)	\$ 1,130,585	100%

	July 2014		July 2015		July 2016		July 2017		Net Change from Prior Year		July 2017	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Consumer Public Shows	3	17,768	3	18,582	3	19,341	3	17,339	-	(2,002)	286,535	87%
<i>Cirque Du Soleil</i>	-	-	-	-	-	-	-	-	-	-	-	0%
Miscellaneous	3	4,115	2	4,520	2	37	1	882	(1)	845	28,087	9%
Meetings	1	25	1	26	1	18	-	-	(1)	(18)	268	0%
Catering	1	52	1	37	-	-	3	500	3	500	15,415	5%
Tradeshows/Conventions	-	-	1	1,483	-	-	-	-	-	-	-	0%
Totals	8	21,960	8	24,648	6	19,396	7	18,721	1	(675)	\$ 330,306	100%
Totals w/Cirque du Soleil	8	21,960	8	24,648	6	19,396	7	18,721	1	(675)	\$ 330,306	100%

	July 2014		July 2015		July 2016		July 2017		Net Change from Prior Year		July 2017	
Portland 'S	Performances	Attendance	Performances	Attendance	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue	% of Rev.
Commercial (Non-Broadway)	10	15,321	13	22,791	7	9,607	4	5,473	(3)	(4,134)	233,874	40%
Broadway	17	46,603	-	-	-	-	4	6,895	4	6,895	73,299	13%
Resident Company	1	1,550	7	3,429	13	6,150	9	5,089	(4)	(1,061)	72,759	13%
Non-Profit	4	1,510	-	-	2	172	9	6,688	7	6,516	134,762	23%
Promoted/Co-Promoted			4	1,955	9	3,111	9	4,601	-	1,490	64,637	11%
Student	16	2,210	17	2,541	1	100	2	304	1	204	1,124	0%
Miscellaneous	5	2,497	1	43	1	58	-	-	(1)	(58)	18	0%
Totals	53	69,691	42	30,759	33	19,198	37	29,050	4	9,852	\$ 580,474	100%

MERC Totals (w/ Cirque)	79	111,423	88	78,276	70	67,141	67	57,440	(3)	(9,701)	2,041,365	
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OCC Capital Project Status Report

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category			FY 2017-18 Budget		
Project Title	Management	Phase	Adopted	Actual	Remaining
Food & Beverage					
Food & Beverage Point of Sale System (POS) Replacement	ARA / IS	Contracting	230,000	-	230,000
Renewal & Replacement					
Plaza, Entries, & Major Interior Remodel	CPMO	Design	6,000,000	3,107	5,996,893
Building Envelop Assessment	CPMO	Planning	150,000	-	150,000
Cooling System Design Consulting (Cooling Towers & Chillers)	CPMO	Planning	80,000	1,729	78,271
Loading Dock Improvements (Dock Locks, Enclosures, Levelers)	CPMO	Planning	360,000	6,104	353,896
Movable Partition Refurbishment	OCC	In Progress	180,000	10,885	169,115
Break Room Renovation	CPMO	Planning	285,000	-	285,000
Setup Supervisors' Office Renovation	CPMO	Planning	95,000	-	95,000
Security & Access					
Security Camera Replacements	CPMO	Design	450,000	-	450,000
Alerton Global Controller & Software Upgrade	OCC	In Progress	70,000	-	70,000
Integrated Door Access Controls	CPMO	Planning	300,000	-	300,000
Life & Safety					
Telecom MDF Fire Suppression Upgrade	OCC	Contracting	55,000	-	55,000
Emergency Notification Upgrade	OCC	In Progress	305,000	19,431	285,569
Fire Sprinkler System Design Consulting	OCC	Planning	50,000	-	50,000
Lighting & Electrical					
Exhibit Hall Lighting Control Replacement	CPMO	Construction	275,000	-	275,000
Technology					
Telephone - Voice Over Internet Protocol (VOIP) Implementation	IS	Construction	352,500	674	351,826
Equipment					
AV Equipment	OCC	Complete	150,000	154,881	(4,881)
Tug Tow Tractor Purchase	OCC	Planning	28,000	-	28,000
480V Show Equipment	OCC	Planning	90,000	-	90,000
Holladay Suites Furniture Purchase	OCC	Planning	50,000	-	50,000
Total			9,555,500	196,811	9,358,689
% of Budget				2%	98%

Portland'5 Capital Project Status Report

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering,
Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category Project Title	Management	Phase	FY2017-18 Budget		
			Adopted	Actuals	Remaining
Food & Beverage					
ArtBar Bar Replacement (Aramark)	CPMO	on hold	200,000	-	200,000
Aramark Point Of Sale System Replacement	ARA / IS	Contracting	130,000	-	130,000
Information Technology					
AHH/ASCH/Keller VOIP Implementation	IS	Construction	214,120	-	214,120
Elevators					
Keller Backstage Dressing Tower Elevator Overhaul	CPMO	on hold	300,000	-	100,000
Lighting & Electrical					
Newmark Lighting Overhaul Phase II	P5	Construction	275,000	-	275,000
Newmark Lighting Overhaul Phase III	P5	Construction	275,000	-	275,000
Winningstad - House Lighting Control & Dimmers	P5	Construction	200,000	-	200,000
AHH Brunish Theater Electrical Improvements	P5	Contracting	50,000	-	50,000
ASCH Audience Chamber Lighting	P5	Contracting	25,000	-	25,000
CPMO Management					
Keller - Roof & Drains Replacement	CPMO	Construction	-	216	(216)
ASCH - Portland Sign Assessment & Refurb Scoping	CPMO	Construction	-	614	(614)
All Buildings Access Controls CCTV Replacement	CPMO	Planning	200,000	-	200,000
AHH Roof, Green Roof	CPMO	Design	50,000	-	50,000
Venue Management					
Schnitzer Orchestra Shell Replacement	CPMO	Planning	25,000	5,315	219,685
ASCH Backstage Entry Door Replacement (R&R)	P5	Construction	-	532	(532)
AHH Main Street Rotunda Storefront Doors Replacement	P5	Planning	75,000	-	75,000
AHH, ASCH, Keller Assisted Listening System	P5	Contracting	70,000	-	70,000
AHH, ASCH, Keller ADA Signage	P5	Construction	50,000	-	50,000
Equipment					
ASCH & Keller Main Curtain, Loft Curtains, Legs & Borders	P5	Design	100,000	-	100,000
Keller Balcony Front Fill Speakers	P5	Planning	50,000	-	50,000
Aerial Work Platform (Scissor lift)	P5	Construction	20,000	-	20,000
Banquet Chairs Replacement	P5	Planning	20,000	-	20,000
Total			2,329,120	6,677	2,322,443
% of Budget				0%	100%

Expo Center Capital Project Status Report

Project Phases: Planning - Initiating/Planning, Design - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category			2018 Budget		
Project Title	Managemen	Phase	Adopted	Actuals	Remaining
Food & Beverage					
Connector Glass Door (ARA)	CPMO	Design	120,000	-	120,000
Concessions Upgrades (ARA)	ARA	Planning	50,000	-	50,000
Aramark Point of Sale System Replacement	ARA / IS /	Contracting	160,000	-	160,000
Maintenance					
Capital Maintenance - Truss Repair	EXPO	In Progress	-	-	-
Capital Maintenance - Truss Repair	EXPO	In Progress	-	-	-
Parking Lot Asphalt (R&R)	CPMO	In Progress	135,000	-	135,000
Expo Water Efficiency Upgrades	EXPO	Complete	80,000	-	80,000
Lighting & Electrical					
Halls ABCDE Lighting Controls study and Replacement	CPMO	Planning	20,000	-	20,000
New Hall A Shore Power	EXPO	Complete	150,000	42,949	107,051
Interior & Exterior Lighting Replacements	EXPO	Planning	70,000	-	70,000
Renewal & Replacement					
Hall C HVAC Study	EXPO	Planning	35,000	-	35,000
Halls ABCDE HVAC Controls Replacement	EXPO	Planning	60,000	-	60,000
Roofing					
ABC Roof Repairs (R&R)	EXPO	In Progress	80,000	-	80,000
Halls D & E Roof Replacement (R&R)	CPMO	Construction	1,898,750	30,000	1,868,750
Halls D&E Solar Project	CPMO	Planning	-	-	-
Equipment					
Audio Visual Equipment (Pooled TLT Capital)	EXPO	Planning	-	-	-
Radio Replacements (1 of 5)	EXPO	In Progress	20,000	-	20,000
Information Technology					
Security Camera Access Control System (Phase 1	CPMO	In Progress	-	-	-
Electronic Signage (TLT Pooled) & Landscaping	CPMO	In Progress	-	-	80,000
Voice Over IP (VoIP) Infrastructure	IS	In Progress	107,940	-	107,940
WiFi Upgrade (TLT)	CPMO	In Progress	80,000	-	-
Total			3,066,690	72,949	2,993,741
% of Budget				2%	98%

MERC Commission Meeting

September 6, 2017
12:30 pm

7.0 Capital Projects Report

MERC Historical Capital Budget to Actual Analysis FY 2014-2017

Table 1: 2013-2017 Historical Budget to Actual Capital Expenditures

	2013-14		2014-15		2015-16		3-yr Hist.	2016-17	
	Budget	Actual	Budget	Actual	Budget	Actual	Average	Budget	Actual*
OCC	3,424,814	2,712,266	4,258,000	2,322,780	3,966,400	724,109	1,919,718	6,913,959	3,548,330
% of Budget		79%		55%		18%	51%		51%
Portland's	916,000	643,700	1,938,000	1,498,685	3,156,100	1,056,623	1,066,336	5,229,405	2,378,575
% of Budget		70%		77%		33%	60%		45%
Expo	1,169,003	962,510	930,500	478,441	1,361,000	355,639	598,863	2,071,380	1,657,908
% of Budget		82%		51%		26%	53%		80%
Total:	5,509,817	4,318,477	7,126,500	4,299,907	8,483,500	2,136,372	3,584,919	14,214,744	7,584,814
% of Budget		78%		60%		25%	55%		53%

Unspent OCC Plaza, Entries, & Major Remodel and CCTV Projects Combined:	2,504,411	
OCC Capital Program Budget net of unspent Major Remodel & CCTV Projects:	4,409,548	3,548,330
% of OCC Budget expenditure net of unspent Major Remodel & CCTV Projects:		80%

**Note: there are minor discrepancies (\$50,940) between this report and the financial report due to some non-project related expenses included in the financial report. This report includes only capital project expenses.*

Management Discussion & Analysis

The venues' capital programs face many challenges throughout the fiscal year including unforeseen changing priorities, emergency projects, staff turnover, supply chain issues and a dynamic construction market. Additionally, the Commission should understand two fundamental and one public agency specific dynamic regarding capital projects:

Fundamental Capital Project Dynamics

1. **Capital projects span multiple years** – Capital projects require financial and engineering planning as well as equipment, supply and project management resource planning. Because public agencies operate on fiscal years and have budgetary requirements, it's sometimes difficult to align the right funding requests 12-24 months prior to construction to meet changing scope and expenditure demands throughout the multi-year lifecycle of projects.
2. **Budget to actual spending in a single fiscal year is not always a good indicator of good project management** - both the Construction Project Management Office (CPMO) and department project managers are very good at what they do. Both groups have celebrated many successes over the years; however, their success stories are not always apparent by merely comparing actual expenditures to budgeted funds in a single fiscal year. Due to several dynamics and

challenges, what is not completed in one fiscal year, is completed in the following fiscal year. Project managers and leadership would be remiss to not strategically re-evaluate priorities and funding as projects and environmental circumstance unfold.

3. **Our public agency fiscal year (July 1 – June 30) spans the prime construction season** – the summer months are prime construction months. The construction season is the same for both public and private agencies requesting bids from contractors and creating demand on resources and supplies. These dynamics are often compounded constraints by our public budget compliance process and fiscal year end.

Given these fundamental dynamics, prior to FY 2015-16, the venues budget to actual annual spending ratio was well over 50%, which is average for public agencies. MERC leadership and Finance have taken several measures to reduce the budgeted capital project amounts in the future to historical average expenditure levels. Additionally, in FY 2016-17, the CPMO hired a project manager dedicated to OCC projects.

FY 2016-17 2nd fiscal close Capital Project Status Reports for each of the venues is included in this report for reference.

Capital Project Challenges

Changing Priorities

The original scopes of some projects evolve over time.

Example: The OCC Plaza, Entries, & Major Interior Remodel, began as just a plaza remodel project. Because of several changing forces including but not limited to the recent performance of hotel tax, the project scope has expanded to include several aspects of the Center's Master Plan. More scope can be managed for lower cost with economies of scale. What was once just the plaza project is now part of a \$35 million Construction Manager/ General Contractor project. This scope change caused other projects (including CCTV) to be included in the larger major remodel scope as well because portions of the project are contingent upon decisions and or construction included in the major remodel project scope. The Plaza, Entries, & Major Interior Remodel project has proceeded cautiously as the OCC Hotel project has worked towards financial close and ground breaking.

Emergency Projects

Emergency projects impact the available resources for management of planned projects.

Example: In 2015, the electrical vault serving the Keller auditorium caught fire. Mitigating this emergency project pulled staff resources away from planned projects. While the actual capital expenditures for Portland's compared to Budget performed well in FY 2014-15 because of emergency spending, some projects necessitated schedule delays until the following year.

Staff Turnover

Staff turnover within departments and the CPMO cause significant impacts to capital project schedules.

Example: please notice the low percentage of actual expenditure to budget for all three venues in FY 2015-16. The most significant reason for this was two separate CPMO staff changes in project management personnel dedicated to venue projects. If FY 2015-16 budget to expenditure rate was excluded from and FY 2016-17 included in the average, the ratio would be 64%.

Supply Chain

Project managers can plan everything perfectly only to find out that an uncontrollable circumstance will cause significant delivery delays to necessary materials for their capital project.

Example:

LED lighting projects across the venues and the Keller roof project experienced this dynamic challenge in both 2015-16 and 2016-17. LED lighting contractors discovered that equipment specified in the project scope and budget months earlier were no longer available because of advances in technology. The older technology equipment was no longer being produced and therefore was unavailable. Somewhat similarly, materials for the Keller roof project in FY 2015-16 were scarce because of the multitude of concurrent roofing projects in the region.

Local Construction Market

Project managers follow best practice by obtaining professional estimates in the recent past often to find the current construction market has changed significantly.

Example: Project managers often budget design, engineering and estimating in one fiscal year, which informs the construction budget planning in the following fiscal year. Recently and consistently projects estimates from 3rd party professionals have been delivered significantly below market. This forces project managers and venue managers to re-evaluate project priorities and funding for their portfolio of projects and submit changes back into the budget compliance process.

OCC Capital Project Status Report

Project Phases: Planning - Initiating/Planning, Design - Design & Engineering,
Contracting - in process of vendor selection & signing contract with selected vendor, Construction/In Progress - in progress, Complete

Category			2017 Budget			
Project Title	Management	Phase	Adopted	Amended	Actual	Remaining
Food & Beverage						
Cucina Rosa Remodel	CPMO	On Hold-'19	331,779	331,779	-	331,779
Portable Concession Kiosks	ARAMARK	On Hold	50,000	50,000	-	50,000
Renewal & Replacement						
Plaza, Entries, & Major Interior Remodel	CPMO	Design	2,600,000	1,865,865	529,723	1,336,142
Admin & Guest Services Area Carpet Replacement	OCC	Complete	95,000	103,891	103,991	(100)
Drinking Fountains Replacement	OCC	Complete	175,000	175,000	168,127	6,873
Engineer Workspace Remodel	OCC	Complete	35,000	36,144	34,000	2,144
Cooling System Design Consulting (Cooling Towers & Chillers)	CPMO	Planning	-	20,000	4,032	15,968
Loading Dock Improvements (Dock Locks, Enclosures, Levelers)	CPMO	Planning	-	20,000	8,558	11,442
Break Room Renovation	CPMO	Planning	-	20,000	22,101	(2,101)
Setup Supervisors' Office Renovation	CPMO	Planning	-	10,000	7,100	2,900
Security & Access						
Security Camera Replacements	CPMO	Design	450,000	450,000	5,831	455,831
Alerton Global Controller & Software Upgrade	OCC	Complete	70,000	70,000	70,000	-
Integrated Door Access Controls	CPMO	Planning	302,712	302,712	982	301,730
Life & Safety						
Telecom MDF Fire Suppression Upgrade	OCC	Contracting	55,000	55,000	-	55,000
Emergency Notification Upgrade	OCC	In Progress	375,000	375,000	278,013	96,987
Lighting & Electrical						
Tower Lighting	CPMO	In Progress	650,000	650,000	487,926	162,074
Portland Ballroom Can Lighting	CPMO	In Progress	115,000	115,000	94,747	20,253
Oregon Ballroom Lighting Replacement	CPMO	In Progress	220,000	220,000	219,891	109
Loading Dock & Parking Lot Lighting Replacement	CPMO	In Progress	46,000	46,000	34,353	11,647
Parking Garage Lighting	CPMO	In Progress	90,000	90,000	87,524	2,476

OCC Capital Project Status Report

Project Phases: Planning - Initiating/Planning, Design - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, Construction/In Progress - in progress, Complete

Category Project Title	Management	Phase	2017 Budget			
			Adopted	Amended	Actual	Remaining
Exhibit Hall Lighting Control Replacement	CPMO	In Progress	25,000	25,000	23,030	26,970
NFPA 70 E Arc Flash Assessment	OCC	In Progress	-	35,000	24,100	10,900
Technology						
Telephone - Voice Over Internet Protocol (VOIP) Implementat	IS	In Progress	366,068	366,068	107,490	258,578
Xirrus WiFi & Show Network Upgrade	OCC	Complete	170,000	170,000	134,871	35,129
OM4 Network Upgrade	OCC	Canceled	130,000	130,000	-	130,000
Equipment						
Parking Management System	CPMO	Complete	1,000,000	1,000,000	934,984	65,016
AV Equipment	OCC	Complete	150,000	150,000	136,739	13,261
Cardboard Baler & Canopy	CPMO	On Hold-'19	130,000	-	-	-
Utility Cart & Tug	OCC	Complete	15,000	15,000	13,816	1,184
Performance Stage ADA Ramp	OCC	Complete	16,500	16,500	16,401	99
Total:			7,663,059	6,913,959	3,548,330	3,402,291
% of Budget:					51%	

Portland'5 Capital Project Status Report

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category	Project Title	Manager	Phase	2017 Budget			Remaining
				Adopted	Amended	Actual	
Food & Beverage							
	Keller - North Concessions Stand Remodel (Aramark)	CPMO	on hold	150,000	348,000	-	348,000
	Keller - 1st Balcony Concessions stand remodel	CPMO	on hold	30,000	-	-	-
	All Venues - 14 Grab & Go Portables	ARA	Planning	168,000	-	-	-
	ArtBar Bar Replacement (Aramark)	CPMO	Design	30,000	200,000	-	200,000
	ArtBarista Remodel (Aramark)	CPMO	on hold	30,000	30,000	-	30,000
Information Technology							
	AHH - Stagehand Payroll Upgrade	P5	Complete	-	5,593	5,593	0
	AHH/ASCH/Keller VOIP Implementation	IS	In Progress	214,120	214,120	-	214,120
Elevators							
	AHH/ASCH/Keller - Elevators Design & Scope	CPMO	Construction	15,767	150,767	738	150,029
	AHH - Backstage Elevator Overhaul (R&R)	CPMO	Planning	235,000	-	-	-
	AHH FOH Elevator Overhaul (R&R)	CPMO	Planning	480,000	580,000	-	580,000
Lighting & Electrical							
	Newmark Lighting Overhaul Phase II	P5	Contracting	40,000	-	6,610	(6,610)
	Newmark Lighting Overhaul Phase III	P5	Contracting	130,000	130,000	327	129,673
	Winningstad - House Lighting Control & Dimmers	P5	Contracting	40,000	80,000	6,450	73,550
	Keller Auditorium - LED Lighting Conversion	P5	Design	110,635	90,635	-	90,635
	Newmark LED Cyclorama Light Fixtures	P5	Complete	75,000	75,000	-	75,000
	P5 NMK/Winni FOH Lighting System Overhaul (R&R)	P5	Canceled	-	-	-	-
	AHH Winni LED Par Theatrical Fixtures (R&R)	P5	Planning	15,000	25,000	13,748	11,252
CPMO Management							
	AHH - Fire Alarm System	CPMO	Complete	175,000	225,000	205,083	19,917
	Keller - Roof & Drains Replacement	CPMO	Construction	1,509,793	1,509,793	1,269,084	240,709
	ASCH - Portland Sign Assessment & Refurb Scoping	CPMO	Construction	360,000	560,000	353,346	206,654
	ASCH - Cooling Tower & Associated Piping (R & R)	CPMO	Design	50,000	50,000	22,304	27,696
	Keller Wall Panels	CPMO	Complete	500,000	35,000	21,723	13,277
Venue Management							
	Keller Carpet Stairwells (R & R)	P5	Complete	-	11,827	11,827	-
	Keller - Rehearsal Hall Acoustical Treatment	P5	Complete	50,000	50,000	-	50,000
	Schnitzer Orchestra Shell Replacement	P5	Planning	150,000	64,701	7,071	57,630

Portland'5 Capital Project Status Report

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category Project Title	Manager	Phase	2017 Budget			
			Adopted	Amended	Actual	Remaining
Stage Doors & Box Offices Plan	P5	Planning	241,719	241,719	10,203	231,516
Marketing & Reception Office Remodel	P5	Planning	-	-	33,902	(33,902)
AHH/ASCH/Keller Building Re-key & Key Control Software	P5	Complete	94,784	148,933	151,471	(2,538)
Keller Main Switch Gear (R&R)	P5	Complete	25,000	25,000	-	25,000
Keller Electrical Panels Replacement (R&R)	P5	Complete	25,000	25,000	-	25,000
AHH Brunish Deck Replacement (R&R)	P5	Complete	25,000	38,630	38,630	0
ASCH Backstage Entry Door Replacement (R&R)	P5	Construction	30,000	85,000	85,593	(593)
Water Fixture Upgrades	P5	Complete	-	-	42,396	(42,396)
Equipment						
Newmark - Stage Floor Replacement (R&R)	P5	Complete	100,000	100,000	63,650	36,350
Newmark - Main Speakers Replacement (R&R)	P5	on hold	100,000	100,000	-	100,000
Keller - Sound Console replacement (R&R)	P5	Complete	-	100	90	10
Keller/ASCH - Soft Goods, Main Curtain, Borders (R&R)	P5	Complete	29,587	29,587	28,736	851
Total:			5,229,405	5,229,405	2,378,575	2,850,830
% of Budget:					45%	

Expo Center Capital Project Status Report

Project Phases: **Planning** - Initiating/Planning, **Design** - Design & Engineering,

Contracting - in process of vendor selection & signing contract with selected vendor, **Construction/In Progress** - in progress, **Complete**

Category	Project Title	Management	Phase	2017 Budget			
				Adopted	Amended	Actual	Remaining
Food & Beverage							
	Connector Glass Door (ARA)	CPMO	Design	100,000	100,000	17,643	82,357
Maintenance							
	Parking Lot Asphalt (R&R)	EXPO	Complete	77,415	77,415	38,434	38,981
Lighting & Electrical							
	New Hall A Shore Power	EXPO	Complete!	-	75,000	68,538	6,462
Renewal & Replacement							
	Hall D Lobby Carpet/Paint (R & R)	CPMO	Complete	25,065	25,065	3,727	21,338
	HVAC Rvw & Repair (TLT)	EXPO	Complete	170,000	-	110,894	(110,894)
	Halls ABCDE Retrofit Exhaust Fans	EXPO	On Hold	25,000	-	-	-
	Hall A Carpet & Paint & Sign	EXPO	On Hold	125,000	25,000	27,792	(2,792)
	Expo Water Efficiency Upgrades	EXPO	Complete	46,000	46,000	39,984	6,016
Roofing							
	ABC Roof Repairs (R&R)	EXPO	In Progress	10,000	10,342	10,438	(96)
	Halls D & E Roof Replacement (R&R)	CPMO	Construction	779,500	924,500	903,561	20,939
	Halls D&E Solar Project	CPMO	Planning	100,000	71,781	-	71,781
Equipment							
	Audio Visual Equipment (Pooled TLT Capital)	EXPO	Planning	50,000	85,000	73,133	11,867
	Plastic Folding Stacking Chairs (1 of 3)	EXPO	Complete	25,000	52,877	52,877	-
	Radio Replacements (1 of 5)	EXPO	In Progress	10,000	10,000	10,342	-
	Scaffolding	EXPO	On Hold	10,000	-	-	-
	Stromwater Wall	Expo	Complete	14,460	14,460	16,780	
Information Technology							
	Security Camera Access Control System (Phase	CPMO	In Progress	98,000	98,000	15,862	82,138
	Electronic Signage (TLT Pooled) & Landscaping	CPMO	In Progress	265,000	265,000	217,452	47,548
	Voice Over IP (VoIP) Infrastructure	IS	In Progress	107,940	107,940	43,867	64,073
	Ticketing Hardware	EXPO	Complete	8,000	8,000	4,796	3,204
	WiFi Upgrade (TLT)	CPMO	In Progress	25,000	75,000	1,788	73,212
Total:				2,071,380	2,071,380	1,657,908	416,134
% of Budget						80%	

MERC Commission Meeting

September 6, 2017
12:30 pm

9.0 Proposed Changes to
MERC Personnel Policies

EXHIBIT A: SUMMARY OF PROPOSED PERSONNEL POLICIES FOR PRESENTATION TO MERC COMMISSION

SEPTEMBER 6, 2017

Below is a list of draft policies for your review. These proposed policies are intended to supersede those listed from the Metro Employee Handbook (EO #88) and the MERC Personnel Policies Handbook (8/1/07).

Policy	Existing MERC Policy	Existing Metro Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change	Fiscal Impact	Business Impact
Vacation	MERC Personnel Policies (2007) §16.2	Vacation Leave for Non-Represented Health Benefits – Eligible Employees	None	<p>Consolidates current MERC Non-Represented employees with the same vacation policy as the Metro Non-Represented employees.</p> <p>Caps amount of vacation that can be accrued and the amount that can be paid out at time of an employee's departure from 250 hours to 275 hours.</p> <p>Allows the use of vacation leave as a recruitment incentive tool.</p> <p>Allows probationary employees to utilize their accrued vacation.</p>	<p>Some indirect impact costs for backfilling while employees are on vacation.</p> <p>Additional 25 hours paid out per departing employee</p>	<p>Promotes consistency across agency.</p> <p>Increases employee flexibility to use vacation time.</p>

Policies and procedures



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Subject Vacation Leave for Non-Represented Health Benefits-Eligible Employees
Section Human Resources
Approved by Martha Bennett, Chief Operating Officer

POLICY

Metro provides non-represented health benefits-eligible regular and limited duration employees with paid vacation leave.

Applicable to

All Metro non-represented regular and limited duration employees who work 20 hours or greater and are eligible for health insurance and vacation accrual.

Paid vacation leave may be available for represented employees as determined by the applicable collective bargaining agreement.

Definitions

Benefits eligible refers to those who are eligible for health insurance and vacation accrual.

Guidelines

1. Employees are eligible to use accrued vacation leave subject to supervisory approval.
2. Employees shall not accumulate more than 275 hours of vacation leave.
3. **Accrual cap:** *The 275-accrual cap is firm. Employees who reach the accrual cap stop accruing vacation leave until they use vacation leave and reduce their accrual level below 275 hours. Once the accrual level drops below the 275-hour maximum, they will then accrue leave based on the accrual schedule below.*
4. Managers shall schedule vacation leave requests consistent with the operational needs of the department. Vacation schedules may be amended to allow the department to meet emergency situations.
5. An employee who has successfully completed their initial probationary period and terminates for any reason, shall be entitled to payment for accrued unused vacation leave. In no case shall payment be for more than the maximum allowable 275-hour accrual limit.
6. Employees shall accrue vacation leave according to the following schedule:

Level	Total Years of Continuous Service	Accrual Rate per hour paid	Equivalent Annual Hours for Full-time Employees working
-------	-----------------------------------	----------------------------	---

			2080 hours per year
Level 1	Date of hire through completion of 3 rd year	.0577 hours	120 hours
Level 2	4 th years through completion of 7 th year	.0692 hours	144 hours
Level 3	8 th year through completion of 11 th year	.0808 hours	168 hours
Level 4	12 th year or more	.0923 hours	192 hours

Part time eligible employees shall accrue vacation leave under the above hourly accrual rate for hours worked.

Probationary Employees

1. An employee who terminates for any reason during the initial probationary period shall not be paid out any vacation leave at time of departure.
2. Probationary employees may use accrued vacation. However, consistent with the Probation Policy, if an employee is absent from work for a total of 10 or more days during probation, the probationary period will be extended by the number of days the employee was absent.

Recruitment Incentive Vacation Leave

1. As part of an employment offer when recruiting a candidate, Department Directors with the approval of the HR Director may provide additional vacation leave as a recruitment incentive to new non-represented employees covered by this policy.
 - a. Recruitment Incentive Vacation Leave
 - i. Eligible individuals may be offered vacation leave starting at level 2 or in some instances level 3. The employee will then stay at that level until they have reached the number of years of service to move them to the next level. For example, if an employee starts at level 2, the employee will stay at that level until the start of the employee's 8th year of employment.
2. If hiring offer is to include recruitment incentive leave, it is to be noted on New Hire Form.

PROCEDURES

1. Use of Vacation Leave:
 - a. Employees must submit requests to use vacation leave per their department or work unit procedures and receive approval prior to taking time off.
 - b. For full-time exempt employees, absences of four hours or more will be tracked in the leave management system and covered through the use of available vacation leave accruals. Part-time exempt employees and exempt employees who work a flex schedule, must enter vacation leave in the leave management system when they take vacation leave for one-half (1/2) or more of their regularly scheduled shift.
2. Infrequent Absences of Exempt Employees: When an exempt employee has an absence of four or more hours, such absences will be tracked in the leave management system and covered through the use of available leave accruals as appropriate for the situation.

Infrequent absences of less than four hours by an exempt employee that does not negatively impact expected work performance or productivity will not be covered through the use of leave accruals. In addition, this section would not apply if an employee has received prior approval from their manager to flex their schedule in a given workweek.

3. Rate of Pay: Vacation leave will be paid at the employee's regular rate of pay for that job for the number of hours the employee requested to use.
4. Written Notification of Accruals: Metro will provide notification on employees' pay statements of the amount of accrued and unused vacation leave available for use by an employee.

Responsibilities

Employees:

- Submit request for use of vacation leave in accordance with work unit or department procedures, when possible, provide at least ten (10) business days advance notice.
- Code leave appropriately in Metro's timekeeping system.

Supervisors:

- Approve or deny advance requests for use of vacation leave and notify the employee as soon as possible.
- Notify HR of approved recruitment incentive vacation leave prior to the employee's start date.
- Notify employees as soon as possible if approved vacation schedules need to be amended for emergency reasons.
- Ensure that leave is coded appropriately in Metro's timekeeping system.

Department Director:

- Ensure supervisors are approving vacation leave equitably and in a timely manner.
- Prior to approving, consult with HR Director for requests to grant recruitment incentive vacation leave to potential new hires.

Human Resources:

- Provide guidance and information as needed.
- Consult with hiring managers and department directors on recruitment incentive vacation leave.

References

Metro Family and Medical Leave Policy

Domestic Violence, Sexual Assault, Criminal Harassment and Stalking Protections Policy

MERC Commission Meeting

September 6, 2017
12:30 pm

10.0 Travel Portland
Fourth Quarter Review

travel PORTLAND

Highlights:

Executive Summary - Page 3



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Jeff Miller.....	President and CEO
Brian Doran.....	Chief Financial Officer
Greg Newland.....	Chief Marketing Officer
Steve Faulstick.....	Chief Sales Officer

100 SW Main Suite 1100 Portland, OR 97204 503.275.9750



Executive Summary

ACCOMPLISHMENTS

- In this year OCC realized \$13.5 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 42.4 to 1.
- Fifty-nine new and ten repeat OCC conventions were booked for future year's worth \$16 million in OCC revenue. Community economic impact was \$105.7 million. Travel Portland bookings, including single hotel, will result in over \$173.3 million of economic impact.
- Travel Portland booked two minority meetings for the year with an EEI of \$6.3 million and 10,374 room nights.
- Travel Portland generated one hundred fifty-eight articles worth \$24 million for the OCC and visitor venues for 2016-17.
- Travel Portland estimated economic impact from domestic and international tour operator bookings is \$34.2 million.

	Number of tour operators	Number of published itineraries
	2016-17	2016-17
Asia	19	105
Canada	18	24
Domestic (U.S.)	74	145
Europe	134	352
Latin America	0	0
Oceania	30	61
Total	275	687

TRENDS, SUCCESSES, OBSTACLES

- Fiscal YTD collection from the City is up 3.9% compared to FY 2015-16.
- Travel Portland tracked lost business during fiscal year 2016-17. Thirty-seven groups worth 154,359 room nights declined to come to Portland due to lack of a headquarter hotel or the inability to get all their delegates in a single hotel. Lost OCC revenue and lost Community Economic Impact was over \$16 million and over \$156 million respectively for future years.
- Central City occupancy decreased 1.3 % for YTD through June; ADR 0.3%, room revenue -1.0%.
- TID hotels occupancy decreased 0.5% for YTD through June; ADR 1.5%, room revenue +1.0%.



Executive Summary

MERC CONTRACT TARGETS

TARGET #	TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
1	OCC revenue target	\$13,543,286	\$14.0 Million
2	ROI on future OCC business	3.9	3.8
3	Lead conversion	38%	35%
4	Services performance survey	3.87	3.85
5	ROI on public relations/media	138.5	25.0
6	Community economic impact	42.4	42.0

CITY CONTRACT GOALS

OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1	Convention Sales and Marketing Economic Impact ROI	35.0	25.0
6	Media Placement ROI	119.2	25.0
2			

Market Performance: Hotel Demand		
Market	January – March 2016 vs. PYTD	January – March 2017 vs. PYTD
Portland*	+3.9%	+0.4%
San Francisco	+3.5%	-2.1%
Seattle	+3.2%	+7.0%
Vancouver, BC	+8.1%	+0.4%
*Includes TID and non-TID hotels		
Source: STR (Smith Travel Research)		

TID Hotels: Monthly Demand		
Month	Demand: forecast	Demand: actual
November 2016	+2.5%	+4.1%
December 2016	+1.0%	+3.4%
January 2017	+2.4%	-1.1%
February 2017	+1.9%	+1.3%
March 2017	+0.5%	+5.2%
Total	+1.6%	+2.6%
Source: STR Analytics and STR (Smith Travel Research)		

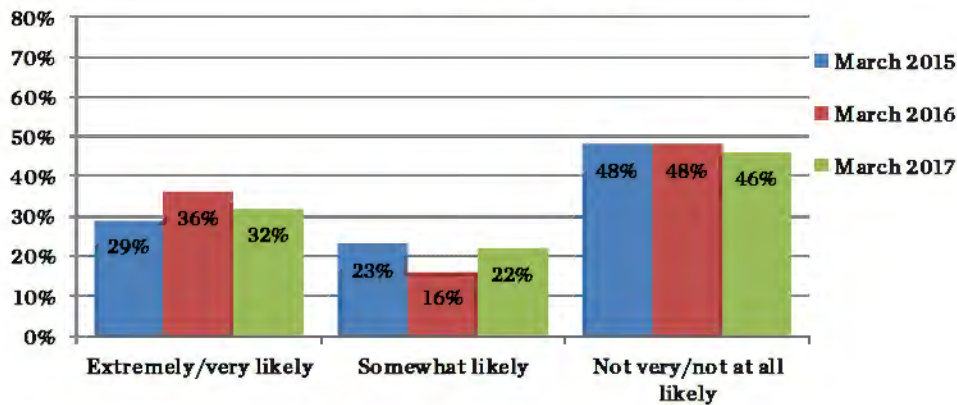


Executive Summary

CITY CONTRACT GOALS - OBJECTIVE #2 CONTINUED

Intent to Travel to Portland
How likely are you to visit Portland, Oregon, for a leisure trip/vacation during the next 24 months?

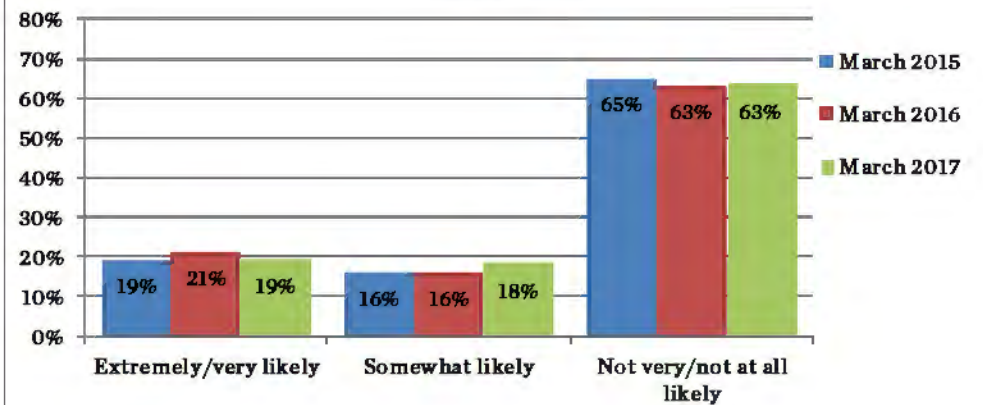
Lives in West



Source: MMGY Global

Intent to Travel to Portland
How likely are you to visit Portland, Oregon, for a leisure trip/vacation during the next 24 months?

National



Source: MMGY Global

Ad Accountability: Incremental Visitor Spending Generated by Advertising

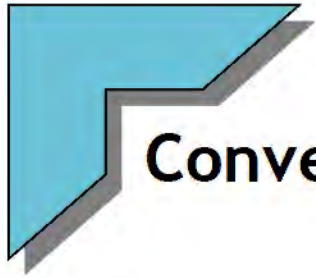
Winter markets (Pacific Northwest)	\$29.5M
Spring markets (San Francisco, Phoenix, Minneapolis)	To come
Source: Longwoods International	



Convention Sales

OREGON CONVENTION CENTER REVENUE FROM TRAVEL PORTLAND BOOKINGS			
	OCC Revenue	Annals	Total Potential Future Business
FY 16/17	\$ 13,543,286	\$ -	\$ 13,543,286
FY 17/18	\$ 10,342,475	\$ 209,708	\$ 10,552,183
FY 18/19	\$ 7,954,240	\$ 948,546	\$ 8,902,786
FY 19/20	\$ 7,384,461	\$ 1,368,778	\$ 8,753,239
FY 20/21	\$ 3,253,017	\$ 1,381,740	\$ 4,634,757
FY 21/22	\$ 6,138,160	\$ 1,368,778	\$ 7,506,938
FY 22/23	\$ 1,115,564	\$ 1,381,740	\$ 2,497,304
FY 23/24	\$ -	\$ 1,368,778	\$ 1,368,778
FY 24/25	\$ -	\$ 1,381,740	\$ 1,381,740
TOTAL	\$ 49,731,203	\$ 9,409,808	\$ 59,141,011

Oregon Convention Center Projected Future Revenue			
Total Travel Portland Contract:	Quarter	YTD	Target
New OCC Bookings	15	59	
Repeat OCC Bookings	4	10	
Total OCC Bookings	19	69	
Room Nights from OCC Bookings	31,822	133,330	
Future OCC Revenue Booked during FY 2016/17	\$ 4,805,765	\$ 16,054,108	
ROI OCC Bookings	\$ 4.2	\$ 3.9	3.8 to 1
Community Economic Impact from OCC Bookings	\$ 24,854,798	\$ 105,770,226	
Total Room Nights Booked	70,724	276,012	
Total Community Economic Impact from Bookings	\$ 42,106,587	\$ 173,354,187	
ROI on Total Community Economic Impact	\$ 36.4	\$ 42.4	42.0 to 1
OCC Revenue Realized During FY 2016/17	\$ 4,363,286	\$ 13,543,286	\$14.0 Million



Convention Sales

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS					
AS OF JULY 1, 2017					
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21 and beyond
Current	53	49	26	20	18
4 Year Average	Current	1 yr. out	2 yrs. out	3 yrs. out	Beyond 3 yrs.
(FY 13/14 – FY 16/17)	53	45	23	15	17

4TH QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS					
Year	Groups	Total Room Nights	Attendees	OCC Revenue	Community Economic Impact
FY 17/18	7	6,975	16,550	\$ 1,275,700	\$ 5,218,445
FY 18/19	7	7,053	7,250	\$ 1,258,273	\$ 6,073,216
FY 19/20	3	12,050	11,600	\$ 1,533,910	\$ 9,473,575
FY 21/22	2	5,744	3,800	\$ 737,882	\$ 4,089,562
Total OCC Bookings	19	31,822	39,200	\$ 4,805,765	\$ 24,854,798

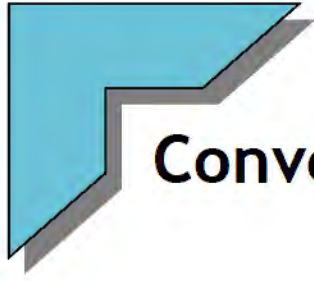
4TH QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS				
Year	Groups	Total Room Nights	Room Tax Generated	Community Economic Impact
FY 16/17	9	19,053	\$ 301,156	\$ 7,218,693
FY 17/18	42	12,235	\$ 193,389	\$ 6,258,733
FY 18/19	10	5,571	\$ 88,057	\$ 2,879,779
FY 19/20	1	486	\$ 7,682	\$ 249,294
FY 21/22	1	1,557	\$ 24,610	\$ 645,290
Total Other Bookings	63	38,902	\$ 614,895	\$ 17,251,789

Convention Sales

Oregon Convention Center Revenue: Three Year Average						
	Total Contract		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Revenue Generated (3 yr. average)	\$ 5,065,513	\$ 15,364,993	\$ 1,223,314	\$ 2,199,733	\$ 1,529,174	\$ 3,688,739
Travel Portland Contract Costs	\$ 1,157,191	\$ 4,086,118	\$ 37,402	\$ 151,857	\$ 84,851	\$ 318,985
ROI (Revenue / Costs)	4.4	3.8	32.7	14.5	18.0	11.6

LEAD CONVERSION						
	Travel Portland Office		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Leads	49	252	12	54	18	100
OCC Lost Leads due to OCC space & availability	6	31	3	10	3	13
OCC Lost Leads due to HQ hotel & hotel package	4	37	0	12	1	16
Lead Conversion Percentage	49%	38%	22%	34%	43%	23%
Annual Target -35%						

4TH QUARTER - OREGON CONVENTION CENTER LOST BUSINESS						
Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Subtotal	2	Hotel - HQ	11,775	7,125	\$ 1,620,142	\$ 9,876,388
Subtotal	1	Hotel - Under One Roof	4,131	2,000	\$ 398,332	\$ 2,930,613
Subtotal	1	Hotel Package - Number Hotels Needed	6,627	10,000	\$ 496,437	\$ 6,579,068
Subtotal	7	Board Decision	15,717	21,000	\$ 3,422,403	\$ 13,961,355
Subtotal	6	Geographic	15,777	7,050	\$ 1,813,806	\$ 11,691,286
Subtotal	5	Date Availability - OCC	22,554	10,400	\$ 16,560,220	\$ 14,770,463
Subtotal	3	Not Enough Space to Accommodate Group	65,000	60,000	\$ 9,498,871	\$ 40,367,151
Subtotal	3	Rates/Cost - Hotel	17,765	14,000	\$ 3,467,088	\$ 12,989,769
Subtotal	2	Date Availability - Hotel	11,370	4,200	\$ 987,205	\$ 6,644,139
Subtotal	1	3rd Party Lost Account	2,380	750	\$ 131,080	\$ 1,110,972
Subtotal	1	Conference Cancelled - Moved to Another Year	3,092	1,750	\$ 587,599	\$ 2,122,338
Subtotal	1	Date Availability - Hotel Date Availability - OCC	3,451	750	\$ 391,707	\$ 1,781,827
Subtotal	1	OCC - Does Not Meet Booking Guidelines	1,847	530	\$ 295,386	\$ 1,150,519
Subtotal	1	Rates/Cost - Hotel Rates/Cost - OCC	623	425	\$ 88,300	\$ 350,944
Subtotal	1	Rates/Cost - OCC	1,690	1,200	\$ 248,649	\$ 1,550,926
Subtotal	1	Weak Local Support	2,999	1,000	\$ 319,072	\$ 2,237,561
Subtotal	1	Weather/Environmental Issues	1,850	1,200	\$ 83,412	\$ 935,766
Total	38		188,648	143,380	\$ 40,409,709	\$ 131,051,085



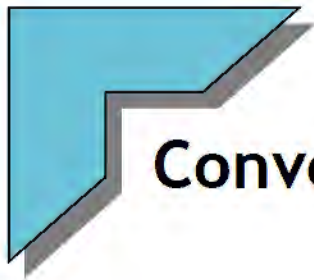
Convention Sales

4TH QUARTER - OREGON CONVENTION CENTER CANCELLATIONS

Account Name	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact	Arrival Date
Kalmbach Publishing	1	Conference Cancelled - Not Happening	650	750	\$ 67,189	\$ 364,386	7/18/17
Intel Corporation	1	Conference Cancelled - Not Happening	2,883	2,500	\$ 619,648	\$ 3,210,381	7/25/17
Total OCC Cancellations	2		3,533	3,250	\$ 686,837	\$ 3,574,767	

4TH QUARTER INDUSTRY TRADE SHOWS AND EVENTS

Trade Show/Event	Location
Travel Portland Spring 2017 Familiarization Tour	Portland, OR
Professional Conference Managers Association - Educon	New York, NY
Society of Government Meeting Professionals	Ft. Lauderdale, FL
Meeting Professionals International	Las Vegas, NV
CVENT Annual Convention	Las Vegas, NV
Annual Chicago Area Sales Mission	Chicago, IL
Annual Washington DC Area Sales Mission	Washington, DC/Maryland, VA
National Association of Sports Commissions	Sacramento, CA
Helms Briscoe Annual Conference	Chicago, IL
Simpleview Summit	Tucson, AZ
Conference Direct Annual Partners Meeting	Baltimore, MD
Global Industry Meetings Day	Kansas City, MO
Oregon Dental Association	Portland, OR
Xperience Design Project	Washington, D.C.
Oregon Association of Nurseries Golf Tournament	Portland, OR



Convention Sales

MINORITY PROJECTED FUTURE REVENUE		
Total Travel Portland Contract:	4th Quarter	YTD
New Minority Bookings	1	2
Total Minority Bookings	1	2
Room Nights from Minority Bookings	10,200	10,374
Minority Leads	9	16
Minority Lost Leads	1	4
Minority Lost Leads Due to OCC Space & Availability	1	2
Minority Lost Leads Due to Hotel Package & Availability	0	0

For the fourth quarter of FY 2016/17, minority bookings created an estimated economic impact to the greater metro Portland community of approximately \$6.2 million. Booked groups included the following:

Church of God in Christ, Inc.	\$ 6,286,555
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Convention Sales

Program	Date	Location	Debra Zverch	Shawna Wolfman	Cathy Kevitz	Cheryl Shorrock	Ana Liberty	Toni Portelli	Don DeMarco	Jennie ArcCoel	Brian Ganssardoff	Kayla Davis	Jule Smith	Danielle Cornish	Cara Tobias Ingram	Tracey Chapman	Maurven Clamport	Kristine Becker	James Leane	Steve Gaudreault	Jeff Miller
Jul-17																					
Oregon Society of Association Management and Meeting Professionals International - Oregon Chapter Golf Tournaments	July 13, 2017	Portland, OR				1			1												
Council of Engineering and Scientific Society Executives Annual Meeting	July 25-27, 2017	Quebec City, Quebec Canada												1							
Exproint e4	July 30 - August 2, 2017	Houston, TX	1															1			
Destination Marketing Association International Annual Conference	July 12-14, 2017	Montreal, Quebec	1															1	1		
Aug-17																					
IEEE Panel of Conference Organizers	August 8 - 13, 2017	Sydney, Australia		1																	
ASAE Annual Meeting and Exposition	August 12-15, 2017	Toronto, Canada	1											1				1	1	1	
Kellen Management	August 28 - 30, 2017	Chicago, IL														1					
Council of Manufacturing Association	August 2 - 4, 2017	Boston, MA				1											1				
Connect Marketplace	August 21-23, 2017	New Orleans, LA			1	1								1							
Sep-17																					
ASAE 5 Star Weekend	September 7 - 10, 2017	San Antonio, TX																1		1	
Holius Briscoe Cares	September 17-19, 2017	Lake Geneva, WI													1						
Professional Convention Management Association/Meeting Professionals International NW Summit	TBD	Seattle, WA					1	1	1												
Destination Marketing Association of the West Education Summit	September 27-29, 2017	Las Vegas, Nevada								1	1										
Congressional Black Caucus Annual Legislative Conference	September 20-24, 2017	Washington, D.C.			1								1	1			1	1	1		
CDX Client & Partner Event	September 5 - 8, 2017	Dallas, TX	1																		
DC Multicultural Event	September 23, 2017	Washington, D.C.			1								1	1			1	1	1		
Oct-17																					
IMEX America: The Worldwide Meetings and Incentive Travel Exhibition	October 10-13, 2017	Las Vegas, NV	1		1												1			1	
Customer Advisory Board	October 4 - 6, 2017	Portland, OR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Professional Convention Management Association/Philadelphia Road Show	October 21-27, 2017	Pittsburgh/Cleveland/Philadelphia	1			1															
Connect Faith	October 24-26, 2017	Cincinnati, OH			1																
Nov-17																					
HPN Global Partners Meeting (1175)	November 28-30, 2017	San Francisco, CA	1																		
Single Hotel Chicago Sales Mission	November 8 - 10, 2017	Chicago, IL	1				1	1							1		1				
Certified Meeting Planner Conclave	November 13-15, 2017	Baltimore, MD			1						1										
Nursing Organizations Alliance Fall Summit	November 16-18, 2017	Birmingham, AL	1																		
Inter[action] (1067)	Nov. 28 - Dec. 1, 2017	Orlando, FL			1																
National Coalition of Black Meeting Planners Educational Conference	Nov. 29 - Dec. 2, 2017	Oakland, CA				1								1			1				
Dec-17																					
Travel Portland Fall Familiarization Tour	Nov. 30 - Dec. 3, 2017	Portland, OR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Oregon Society of Association Management Annual Meeting	December 6, 2017	Portland, OR							1												
Holiday Showcase	December 14, 2017	Chicago, IL	1													1		1		1	
Connect DC	December 13, 2017	Washington, D.C.												1	1						
Jan-18																					
Professional Convention Management Association Convening Leaders 2017	January 7 - 10, 2018	Nashville, TN	1	1	1		1							1	1	1	1	1			
Religious Conference Management Association Emerge Conference	January 30 - Feb. 1, 2018	Omaha, NE				1															
Council of Manufacturing Association	January 10 - 12, 2018	Philadelphia, PA					1										1				
Feb-18																					
Council of Engineering and Scientific Society Executives Chief Executive Officer	February 18-21, 2018	Pt. Myers, FL												1							
Society of Government Meeting Professionals National Education Conference & Connect Diversity (1149)	TBD	Oregon						1													
Meeting Professional International Northern California Chapter Annual	February 2 - 8, 2018	Portland, OR	1						1						1			1	1	1	
Single Hotel Sales Mission in California	February 27, 2018	San Francisco, CA					1	1													
Road Show	Feb 28 - Mar. 2, 2018	California	1				1	1					1	1							
	TBD	Colorado Springs, CO			1	1															



Convention Sales

Program	Date	Location	Debbie Everett	Shauna Wellman	Cathy Kove	Cheryl Savage	Aria Liberty	Tori Pontrelli	Dina DeMarco	Joanne McCoy	Erica Vannucci	Karla Davis	Julie Smith	Danielle Griggs	Cara Tobias	Tracy Chapman	Margaret Clappitt	Kristine Becker	James H. So	Steve Paulson	Jeff Miller
Mar-18																					
CBI Pharma Forum	March 25 - 28, 2018	Philadelphia, PA					1										1				
ConferenceDirect Annual Partner Meeting & Tradeshow	March 24 - 29, 2018	Hollywood, CA				1															
Experient Envision	March 14 - 16, 2017	Detroit, MI														1					
Meeting Professionals International Cascadia Educational Conference	March 4 - 7, 2017	Reno, NV						1													
Destination Management Association International Showcase	TBD	Washington, D.C.	1										1	1							
Meet NY	March 6 - 9, 2018	New York, NY		1																	
Convention Sales Professional International Annual Conference	TBD	Washington, D.C.	1																		
Apr-18																					
CDX Client & Partner Event	TBD	TBD	1																		
XDP - ASAE	April 19-20, 2018	Washington, D.C.												1	1			1			
HelmsBriscoe Annual Business Conference & Partner Fair	TBD	Orlando, FL			1	1															
National Association of Sports Commissions Sports Event Symposium	April 23 - 26, 2018	Indianapolis, IN			1																
May-18																					
Simpleview Summit	May 7-10, 2018	Scottsdale, AZ							1												
D.C. Client Event Week	TBD	Washington, D.C.	1		1	1	1	1					1	1				1	1		
Chicago Client Events	TBD	Chicago, IL	1	1		1		1								1		1		1	
IMEX Frankfurt	May 15 - 18, 2017	Frankfurt, Germany			1																
Jun-18																					
Oregon Association of Nurseries Golf Tournament	TBD	Portland, OR																1	1		
Oregon Dental Association Golf Tournament	TBD	Portland, OR																	1	1	
Travel Portland Spring Familiarization Tour	TBD	Portland, OR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Professional Convention Management Association Education Conference	June 10 - 13, 2018	Cleveland, OH					1	1		1				1	1		1				
Society of Government Meeting Professionals National Education Conference	June 4 - 8, 2018	Norfolk, VA			1																
Meeting Professionals International World Education Congress	June 2 - 5, 2018	Indianapolis, IN						1							1						
Event Connect	TBD	Las Vegas, NV	1																		
Jul-18																					
Oregon Society of Association Management and Meeting Professionals International - Oregon Chapter Golf Tournaments	TBD	TBD																			
Council of Engineering and Scientific Society Executives Annual Meeting	TBD	TBD																			
Experient e4	TBD	TBD																			
Destination Marketing Association International Annual Conference	TBD	TBD																			
Aug-18																					
IEEE Panel of Conference Organizers	TBD	TBD																			
ASAE Annual Meeting and Exposition	TBD	TBD																			
Kellen Management	TBD	TBD																			
Council of Manufacturing Association	TBD	TBD																			
Connect Marketplace	TBD	TBD																			
Sep-18																					
ASAE 5 Star Weekend	TBD	TBD																			
HelmsBriscoe Cares	TBD	TBD																			
Professional Convention Management Association/Meeting Professionals International NW Summit	TBD	TBD																			
Destination Marketing Association of the West Education Summit	TBD	TBD																			
Congressional Black Caucus Annual Legislative Conference	TBD	TBD																			
CDX Client & Partner Event	TBD	TBD																			
DC Multicultural Event	TBD	TBD																			



ACTIVITY DESCRIPTION	4TH QUARTER	YTD
OCC groups occurring during the quarter	12	54
Distribution of promotional pieces	30,920	112,735
Meeting planning assistance - Services leads	327	1,248
Pre-convention attendance building - Site tours	9	30
Pre-convention attendance building -Promo trips, e-newsletters and materials	6	13
Housing-convention room nights	7,383	26,814

4TH QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS					
Organization	Organization Location	Promotional Trip	Site Visit	OCC	Non-OCC
Association for Professionals in Infection Control & Epidemiology	Washington, DC		X	X	
American Choral Directors Association	Oklahoma City, OK		X		X
National Association of Home Builders	Washington, DC		X		X
Society for Healthcare Epidemiology of America	Arlington, VA		X		X
Northwest PBIS Network, Inc.	Seattle, WA		X	X	
Association for Corporate Contributions Professionals	Orlando, FL		X		X
American Physical Therapy Association	Alexandria, VA		X	X	
USA/Canada Lions	Black Hawk, SD		X	X	
North American Association of State and Provincial Lotteries	Concord, OH		X	X	



Convention Services

TRAVEL PORTLAND POST CONVENTION SURVEY							
Overall impression of the following:							
Answer Options	Excellent = 4	Good = 3	Average = 0	Poor = 1	N/A	Rating Average	Response Count
Travel Portland sales staff	5	1	0	0	0	3.83	6
Travel Portland convention services staff	6	0	0	0	0	4.00	6
Travel Portland housing services (if utilized)	2	0	0	0	4	4.00	2
Travel Portland collateral/promotional materials	5	1	0	0	0	3.83	6
Quality and user-friendliness of the Travel Portland	3	1	0	0	2	3.75	4
Average rating for the quarter						3.88	
Average rating YTD						3.87	
Target						3.85	
Is there anything Travel Portland could have done to enhance your experience?							
Shawna and Michael were amazing to work with! They went above and beyond. Shawna and Michael C were so very helpful! Travel Portland could manage the issuance of permits for bus parking downtown on behalf of clients. They were helpful. Dramatic rise in hotel prices over the past 12 months very noticeable. Great staff. No recommendations.							
Groups Serviced/Surveyed:							
Tilde, Inc. (*Completed Survey) Forest Business Network (*Completed Survey) Key Club International (*Completed Survey) Future Business Leaders of America - Phi Beta Lambda Oregon School Personnel Association (*Completed Survey) Oregon Dental Association Oregon Restaurant & Lodging Association Society for Investigative Dermatology (*Completed survey) Columbia Empire Volleyball Association Infinity Rehab Northwest Energy Efficiency Alliance Python Software Foundation (*Completed survey) Association for Professionals in Infection Control & Epidemiology Evolution Conference American Baptist Churches U.S.A.							



Communications & PR

	4th Quarter	YTD	Target
Totals (Broadcast, Print, & Online)			
Value	\$ 30,000,012	\$ 82,221,731	
Circulation	819,409,328	2,249,012,715	
Placements	313	838	
International (Broadcast, Print, & Online)			
Value	\$ 5,741,854	\$ 14,430,686	
Circulation	211,508,293	561,763,311	
Placements	123	317	
MERC (facilities*)			
Value	\$ 10,672,489	\$ 24,046,198	
Direct Costs	\$ 53,686	\$ 173,660	
ROI	198.8	138.5	25.0 to 1
Circulation	211,216,145	556,305,146	
Placements	48	158	
Oregon Convention Center			
Value	\$ 36,036	\$ 463,851	
Circulation	311,979	13,446,534	
Placements	8	41	
City of Portland			
Value	\$ 30,000,012	\$ 82,221,731	
Direct Costs	\$ 152,130	\$ 689,884	
ROI	197.2	119.2	25.0 to 1

*MERC adjustment - 25 MERC article placements; \$3,571,779 value; 104,084,705 circulation

*OCC adjustment - 2 OCC article placements; \$82,421 value; 9,617,135 circulation

*YTD increase came from auditing our report to ensure placements were properly tagged in addition to counting the diversity clips as allowed in the MERC contract.

*YTD Direct Costs paid to MERC

* No multipliers are used to calculate media values.

* MERC Value - Counts all media placements that includes any MERC facility: Oregon Convention Center, Portland's, Portland Metropolitan Exposition Center and Oregon Zoo or cover industry topics related to Portland as a meetings destination.

* OCC Value - Counts only those media placements that feature the Oregon Convention Center.

* Totals represent broadcast, print, and online media



Communications & PR

KEY MESSAGES/CONTENT	
Circulation Totals - 2016-17	
Top 10 of 31 key messages	
	Total
Character	1,476,556,395
Drink	1,281,866,065
Food	1,261,615,964
Designers & Makers	673,754,168
Lodging	591,326,749
TravelPortland.com	523,200,859
MERC	452,015,879
Diversity/Minority	449,191,220
Outdoor Recreation	423,300,166
Southeast	415,271,793

Articles			MERC			OCC		
Publication/ Air Date	Outlet	Headline	Total Value	Total Circulation	Placements	Total Value	Total Circulation	Placements
9/1/16	KATU Broadcast Online	Magazine names Portland best food town for second consecutive year	\$130	1,024,951	1			
1/4/17	KGW	Portland makes New York Times' prestigious '52 Places to go in 2017' list	\$288	2,086,421	1			
1/13/17	ELLE Netherlands	Waarom Portland kan tippen aan New York: ELLE's grote Portland-dossier vol hotspots	\$39,240	1,000,000	1			
1/26/17	Travel Weekly UK	The US: Portland	\$297	150,000	1			
1/26/17	Travel Weekly UK	Hipster Crazy	\$26,337	14,515	1			
3/1/17	pdx.eater.com	32 of Portland Dining Month's Best Deals, Mapped	\$1	126,575	1			
3/1/17	Groups Today Magazine	Raise Your Glass	\$2,995	10,000	1			
3/1/17	Groups Today Magazine	What's On The Menu	\$2,995	10,000	1			
3/1/17	BCAA	Hot in Portland	\$10,354	473,996	1			
3/1/17	Northwest Meetings + Event	Travel Portland moves into a new space	\$4,995	16,000	1			
3/6/17	Outlook	Portland officials vie for massive outdoor trade show	\$1	39,755	1	\$1	39,755	1
3/7/17	Chicago Tribune	Portland's robust food cart scene a treat for the taste buds	\$239,271	23,927,096	1			
3/7/17	425 Magazine	Portland Dining	\$2,750	22,500	1			
3/7/17	425 Magazine	Portland Dining	\$895	14,000	1			
3/14/17	Fort Worth Star-Telegram	Where to go for dining and drinks in Portland right now	\$76,909	3,845,461	1			
3/14/17	The Palm Beach Post	Where to go for dining and drinks in Portland right now	\$67,039	3,846,171	1			
3/16/17	Texarkana Gazette	For Dining in Portland? Rock it at the Willamette	\$1	77,507	1			



Communications & PR

Articles			MERC			OCC		
Publication/ Air Date	Outlet	Headline	Total Value	Total Circulation	Placements	Total Value	Total Circulation	Placements
3/17/17	Seattle Gay News	Hungry for Portland: With so many good restaurants, eating is the perfect reason to visit PDX	\$1,010	13,500	1			
3/19/17	The Dispatch	Feeling Peckish in Portland? You've got great options	\$300	7,191	1			
3/20/17	Northwest Meetings & Events Magazine	Creativity in the Making	\$4,995	16,000	1			
3/26/17	Vindulge.com	You still have time for Portland Dining Month	\$28	33,388	1			
3/31/17	Sing Tao Daily	Portland	\$25,768	80,000	1			
3/31/17	The Meeting Professional	Trailblazing in the City of Roses	\$10,290	30,157	1	\$10,290	30,157	1
4/1/17	Northwest Meetings & Events Magazine	Maker Movement is a natural fit for meetings and events	\$1	16,000	1	\$1	16,000	1
4/1/17	USA Today Online	10 Best Holiday Events and Attractions in Portland, Oregon	\$1,908,069	36,693,647	1			
4/6/17	Meeting News Northwest	Outdoor Venues: Parks, Ranches And Gardens	\$1	8,500	1	\$1	8,500	1
4/6/17	Meeting News Northwest	Independent Meeting Venues	\$1	8,500	1			
4/15/17	Groups Today Magazine	Your Group's Guide to Portland's 600 Food Carts	\$2,995	12,028	1	\$2,995	12,028	1
4/16/17	The Sunday Tribune	Where to go for dining and drinks in Portland right now	\$470	29,353	1			
4/18/17	St. Paul Pioneer Press	Portland is weird? St. Paul is boring? Well, yes and no	\$465,751	2,117,052	1			
4/18/17	St. Paul Pioneer Press	Portland Vs. St. Paul	\$42,000	194,195	1			
4/25/17	Good Morning Arizona	Planning your Summer getaway to Portland Planning your Summer getaway to Portland	\$1	1,093,173	1			
4/25/17	Good Morning Arizona	Planning your Summer getaway to Portland Planning your Summer getaway to Portland	\$8,432	35,811	1			
4/27/17	The Wall Street Journal	How to Spend a Perfect Long Weekend in Portland	\$1,523,371	43,524,902	1			
4/30/17	The Times (UK)	Oregon, the state of nature: lakes, waterfalls, and volcanoes	\$39,900	441,049	1			
5/1/17	LA Travel Magazine	Portland Beards, Bikes and a Breath of Fresh Air	\$11,996	50,000	1			
5/1/17	Meetings Today Online	Oregon's artistic hub inspires a creative edge	\$1	30,254	1	\$1	30,254	1
5/1/17	Meetings Today	Portland Made	\$20,247	55,151	1	\$20,247	55,151	1
5/10/17	The Independent (UK)	coffee	\$2,417,004	17,498,233	1			
5/12/17	USA Today Online	Bug out at these hands-on insect zoos and museums	\$1,908,070	36,693,647	1			
5/14/17	Bend Bulletin Online	Portland's renovated Japanese Garden adds Cultural Village	\$2,139	194,430	1			
5/14/17	The Bend Bulletin	Portland's renovated Japanese Garden adds Cultural Village	\$1,204	26,406	1			
5/26/17	425 Magazine	Northwest Dining Destinations	\$895	14,000	1			
5/27/17	The Guardian	Portland city guide: what to see plus the best hotels, bars and restaurants	\$1,800,300	35,300,000	1			
5/27/17	The Guardian	Portland, Oregon	\$1	154,010	1			
6/1/17	Courier Magazine/National Tour Association	Partners in prime time	\$1	6,000	1			
6/6/17	Indagare.com	Top Tables Portland	\$250	34,486	1			
6/9/17	Smart Meetings Magazine Online	Why meet in Portland?	\$2,500	120,134	1	\$2,500	120,134	1
			\$10,672,489	211,216,145	48	\$ 36,036	311,979	8



Marketing & Tourism Sales

MARKETING		
TravelPortland.com*	4th Quarter	YTD
Visits	1,026,140	4,018,938
International Visits	137,799	526,313
Referrals	251,947	1,044,737
Business and Event Detail Views	515,330	1,927,438
Meetings.TravelPortland.com*		
Venue Finder Page Views	1,159	5,309
Social Media**		
Estimated Economic Impact of Social Media Activity (Monthly Average)		\$ 598,448

*Source: Google Analytics / **Source: Edelman Worldwide

TOURISM SALES		
	4th Quarter	YTD Total
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	16,718	57,132
FAMS/Research & Site Visits		
# of Fams	19	74
# of Companies	85	227
# of Attendees	131	359
Published Itineraries	654	686
Number of Room Nights by County		
Receptive & Tour Operators & Hotels report Room Nights at fiscal year end.		
Clackamas County	680	2,846
Columbia County	0	5
Multnomah County	29,820	76,560
Washington County	291	2,010



DIVERSITY EMPLOYMENT STATISTICS 2016-17					
TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATEGORIES					
	June 30, 2017		2016-17		
Job Category	Category Number	Total	Actual Percentage	Goal Percentage	Objective
	Number of Females	Number of Staff			
Office/Clerical	20	21	95%	65%	Monitor
Officials/Administration	4	10	40%	50%	Improve
Professionals	11	15	73%	50%	Monitor
Sales	17	18	94%	50%	Monitor
Technicians	3	5	60%	10%	Monitor
Total	55	69	80%	45%	Monitor
	Number of Minorities	Number of Staff			
Office/Clerical	5	21	24%	15%	Monitor
Officials/Administration	3	10	30%	10%	Monitor
Professionals	0	15	0%	10%	Improve
Sales	3	18	17%	10%	Monitor
Technicians	0	5	0%	10%	Improve
Total	11	69	16%	11%	Monitor
This report is based on current full and part-time staff.					



FIRST OPPORTUNITY TARGET AREA (FOTA)

HIRING

Travel Portland hired five new employees in the fourth quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has eight employees who reside in the MERC FOTA. Job openings were posted to the following: Destination Marketing Association International, American Society of Association Executives, Professional Conventions Management Association, DMOPROZ, DMA West, HCareers, Indeed, Mac's List, Jooble, The Skanner, Asian American Reporter, El Hispanic News, Mosaic Metier, Urban League, Travel Portland website, and LinkedIn.

PURCHASING

Travel Portland expended a total of \$301,390 with businesses in the FOTA area for ending FY quarter June 2017.

PARTNERSHIP

Travel Portland currently has 138 member businesses within FOTA and 63 minority and 97 women-owned businesses as its partners.

MBE/DBE/WBE PURCHASING PARTICIPATION

For the last 28 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

For fiscal year 2016-17, Travel Portland expended \$1,222,240 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$675,300 or 55% percent was spent with minority/women-owned or emerging small business enterprises.

OCC SALES AND MARKETING BUDGET

Expenses

Direct Sales:

Portland office:

	Annual Budget	QTR Ending 06-30-17	Sum of YTD 06-30-2017	Percent
Personnel Costs	1,131,184	242,919	972,434	
Direct expenses	122,714	30,679	122,714	
Total Portland office	1,253,898	273,597	1,095,148	87%

Washington DC office:

Personnel Costs	248,000	66,420	245,260	
DC client events	13,000	3,250	13,000	
Direct expenses	60,725	15,181	60,725	
Total DC office	321,725	84,851	318,985	99%

Chicago office:

Personnel Costs	120,000	29,438	128,644	
Chicago client events	12,000	3,000	12,000	
Direct expenses	19,857	4,964	19,857	
Total Chicago expenses	151,857	37,402	160,501	106%

Fall & Spring Fam	113,000	93,585	213,114	
Site Visits	72,500	35,285	127,417	
Bid/Sales Trips	44,800	3,889	49,393	
Local Promotions	9,000	3,196	39,140	
Tradeshows	307,221	42,554	645,152	
Road Shows/Client Events-Chicago & Washington DC	95,000	132,212	197,096	
Research/Lead Generation	47,840	10,623	59,718	
Three City Alliance	60,000	19,956	74,429	
Advisory Council	60,000	473	70,274	
Minority Sales	55,450	33,748	91,068	
Sub-Total	864,811	375,521	1,566,801	

Total Direct Sales	2,592,291	771,371	3,141,435	121%
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Marketing:

Total Marketing	734,393	211,651	751,127	102%
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Publication Relations:

Total PR	173,660	53,686	230,002	132%
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Convention Services:

Total Convention Services	406,218	84,699	482,354	119%
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Contract Administration:

Personnel Costs	179,557	35,784	122,569	
Total Contract Admin	179,557	35,784	122,569	68%

Total Budget	\$ 4,086,118	\$1,157,191	\$ 4,727,486	116%
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Travel Portland
Income Statement
(Statement of Financial Activities)

	Actual (Prior Year) YTD 6/30/2016 Column A	Actual YTD 6/30/2017 Column B	Budget YTD 6/30/2017 Column C	Actual (Prior Year) Full Year 6/30/2016 Column D	Budget Full Year 6/30/2017 Column E
Revenue					
City/County Lodging Tax (1%)	6,449,149	6,371,458	7,121,428	6,449,149	7,121,428
Tourism Improvement District (TID) (2%)	10,742,745	11,198,661	11,279,882	10,742,745	11,279,882
MERC (OCC contract)	3,821,201	4,086,119	4,086,119	3,821,201	4,086,119
Partnership Dues	483,767	490,741	470,005	483,767	470,005
Fees earned	173,385	155,387	174,800	173,385	174,800
Other Income	43,431	50,467	30,000	43,431	30,000
Tradeout/In-Kind	10,135	0	0	10,135	0
Cooperative programs	376,511	362,628	406,128	376,511	406,128
Regional RCTP (from Travel Oregon)	425,000	425,000	425,000	425,000	425,000
Cultural Tourism	323,244	329,490	300,000	323,244	300,000
Visitor Development Fund (VDF)	129,004	2,406	54,130	129,004	54,130
Total Revenue	22,977,572	23,472,357	24,347,492	22,977,572	24,347,492
Expenses					
Convention Sales	3,815,027	4,304,210	4,819,161	3,815,027	4,819,161
Tourism Sales	2,367,501	2,609,887	2,776,129	2,367,501	2,776,129
Marketing & Communications	9,152,371	11,782,433	11,722,870	9,152,371	11,722,870
Regional RCTP (from Travel Oregon)	565,039	688,203	686,761	565,039	686,761
Convention & Housing Services	916,403	986,851	1,043,529	916,403	1,043,529
Partnership Services & Events	662,639	744,893	758,127	662,639	758,127
Visitor Services (Fulfillment & VIC)	321,523	348,325	376,170	321,523	376,170
Program Support	2,871,430	3,459,816	3,587,670	2,871,430	3,587,670
Total Expenses	20,671,934	24,924,619	25,770,418	20,671,934	25,770,418
NET SURPLUS/(DEFICIT)	2,305,638	-1,452,262	-1,422,926	2,305,638	-1,422,926

Travel Portland
Balance Sheet
(Statement of Financial Position)

	Actual 6/30/2017 Column A	Actual as of 6/30/2016 Column B	Increase (Decrease) Column C
Assets			
Cash and Cash Equivalents	\$3,253,533.29	\$5,726,332.21	-43%
Investments	\$4,391,572.08	\$3,833,002.11	15%
Accounts Receivable	\$956,351.10	\$857,657.06	12%
Prepaid Assets	\$754,753.83	\$694,243.18	9%
Fixed Assets, net	\$1,945,937.10	\$1,300,047.06	50%
Other Assets	\$0.00	(\$20,860.05)	-100%
Total Assets	\$11,302,147.40	\$12,390,421.57	-9%
Liabilities and Net Assets			
Liabilities			
Accounts Payable & Accrued Expenses	\$1,425,862.66	\$1,253,227.72	14%
Accrued Personnel	\$1,684,436.45	\$1,465,224.84	15%
Deferred Revenue	\$217,165.74	\$245,024.41	-11%
Other Fiduciary Liabilities - RCTP	\$86,760.85	\$86,760.85	0%
Total Liabilities	\$3,414,225.70	\$3,050,237.82	12%
Net Assets			
Undesignated-Balance Sheet	\$4,255,949.38	\$6,781,106.55	-37%
Board Designated-Balance Sheet	\$1,652,570.59	\$1,259,030.14	31%
Net Property and Equipment-Balance Sheet	\$1,979,401.73	\$1,300,047.06	52%
Total Net Assets	\$7,887,921.70	\$9,340,183.75	-16%
Total Liabilities and Net Assets	\$11,302,147.40	\$12,390,421.57	-9%



Board of Directors

Last Name	First Name	Company	Officers	Committee Chair
Ackman	Tim	Alaska Airlines		
Bebo	Chris	Provenance Hotels		
Craddick	Shirley	Metro		
Daley	Mike	Sheraton Portland Airport Hotel		
Dawes	Alex	Embassy Suites by Hilton Portland Downtown		
Drumheller	Tom	Escape Lodging		
Frey	Victoria	Portland Institute for Contemporary Art		
Goldman	Terry	DoubleTree by Hilton Hotel Portland		
Hasan	Naim	Naim Hasan Photography @ N2H Media Group	Vice Chair	
Holt	Charles	The Mark Spencer Hotel		
Johnson	Dennis	CPA		
Kunzer	Ryan	RiverPlace Hotel		
Malek	Kim	Salt & Straw		
Murray	Dave	Courtyard Portland City Center		
Patel	Jatin	Lodging Mgmt NW, LLC		
Penilton	David	America's Hub World Tours	Chair	
Ponzi	Maria	Ponzi Vineyards		
Pyne	Tim	Portland Marriott Downtown Waterfront		Convention Sales Steering Committee
Rank Ignacio	Renee	McMenamins Pubs, Breweries & Historic Hotels		
Rokovitz	Sabrina	Enterprise Rent A Car		
Shelby	E. Allen	BPM Real Estate Group	Treasurer	Budget and Finance Committee
Shelly	Ruth	Portland Children's Museum		Partner Services Committee
Smith	Loretta	Multnomah County		
Walters	Eric	Hilton Portland Downtown & The Duniway		TID Committee
Watson	Lisa	Cupcake Jones		
Weston	Linda	Rapporto		Community Action Committee
Wheeler	Ted	City of Portland		

**Materials following this page are
attachments to the public record.**

		Tentative calendar for the month of										Tentative calendar for the month of															
		SUNDAY		MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY													
ASCH														1	RIDC Imparables, El Show 9:00pm	2											
KA																											
NMK																											
WIN																											
AHH																											
OCC	EXPO																										
ASCH		3		4		5		6		7		8		OSO Special La La Land 7:30pm	9												
KA																											
NMK																											
WIN												PICA TBA Festival Dohee Lee 6:30pm		PICA TBA Festival Dohee Lee 6:30pm													
AHH								Summer Arts on Main Marti Mendenhall 12:00pm Main Street Music on Main Kahulanui 5:00pm Main Street																			
OCC	EXPO									Rose City Comic Con		Rose City Comic Con		Rose City Comic Con Gun Show													
ASCH		OSO Special La La Land 2:00pm		10		11		OSO Presentation Donald Fagen 7:30pm		12		13		14		15		OSO Special George Takei 7:30pm		16							
KA				True West Jason Isbell 8:00pm																							
NMK												Pixie Dust Productions Billy Elliot 7:30pm		Pixie Dust Productions Billy Elliot 7:30pm Open Rehearsal		Pixie Dust Productions Billy Elliot 7:30pm											
WIN		PICA TBA Festival Morgan Bassichis 8:30pm		PICA TBA Festival Morgan Bassichis 6:30pm										PICA TBA Festival Dorothee Munyaneza 6:30pm		PICA TBA Festival Dorothee Munyaneza 6:30pm											
AHH												PICA TBA Festival TBA Festival 8:30pm Brunish Theatre		PICA TBA Festival TBA Festival 8:30pm Brunish Theatre		PICA TBA Festival TBA Festival 8:30pm Brunish Theatre											
OCC	EXPO	Rose City Comic Con Gun Show		State & Provincial Lotteries		State & Provincial Lotteries		State & Provincial Lotteries John Edward Group		State & Provincial Lotteries		State & Provincial Lotteries RV & Van Show		State & Provincial Lotteries NW Home Living/Junk Bonanza RV & Van Show		State & Provincial Lotteries NW Home Living/Junk Bonanza RV & Van Show		NW Home Living Show Junk Bonanza RV & Van Show									
ASCH		17		18		OR Historical Soc Caroline Kennedy Schlossberg 7:00pm		19		20		21		22		23		OSO Classical #1 Beethoven 7:30pm		24							
KA				WME Entertainment The Together Tour 6:30pm										Live Nation Tom Jones 8:00pm		Massimo Gallotta Prod The Legend of Zelda 8:00pm											
NMK		Pixie Dust Productions Billy Elliot 2:00pm										Pixie Dust Productions Billy Elliot 7:30pm		Pixie Dust Productions Billy Elliot 7:30pm		Pixie Dust Productions Billy Elliot 2:00pm and 7:30pm											
WIN		PICA TBA Festival Dorothee Munyaneza 6:30pm																									
AHH		PICA TBA Festival TBA Festival 4:30pm Brunish Theatre																									
OCC	EXPO	NW Home Living Show Signature Equipo RV & Van Show		OR Health Care Assn				Multifamily NW		Multifamily NW						2B Party Tualatin											
ASCH		OSO Classical #1 Beethoven 2:00pm		24		OSO Classical #1 Beethoven 7:30pm		25		OSO Special Angelique Kidjo 7:30pm		26		27		Square Peg Sturgill Simpson 8:00pm		28		Square Peg Sturgill Simpson 8:00pm		29		OSO Special Music of Led Zepplin 7:30pm		30	
KA																											
NMK		Pixie Dust Productions Billy Elliot 2:00pm												Pixie Dust Productions Billy Elliot 7:30pm		Pixie Dust Productions Billy Elliot 7:30pm		Pixie Dust Productions Billy Elliot 2:00pm and 7:30pm									
WIN		Educate Ya Modela Queen Look Pageant 6:00pm																Joy Teriyaki We Are One 7:00pm									
AHH														Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre									
OCC	EXPO			Institute of Navigation		Urban League of Ptl'd Institute of Navigation				Institute of Navigation Quilt Show		Institute of Navigation		Institute of Navigation Quilt Show		Institute of Navigation GWCO Quilt Show		GWCO Quilt Show									

NOTE: ALL LISTED EVENTS ARE SUBJECT TO CHANGE WITHOUT NOTICE

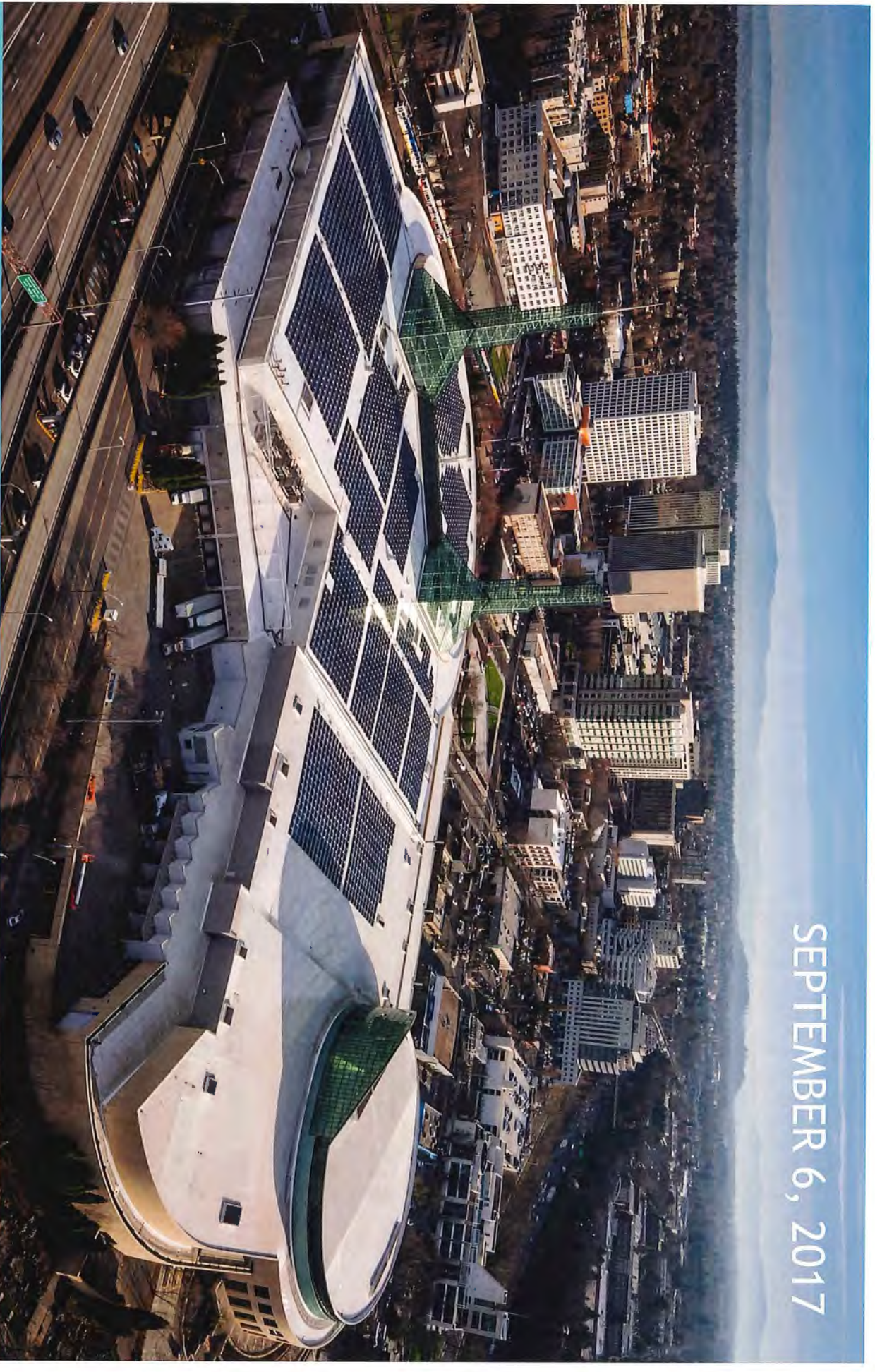
ASCH = Arlene Schnitzer Concert Hall KA = Keller Auditorium NMK = Newmark Theatre WIN = Dolores Winningslad Theatre AHH = Antoinette Hatfield Hall BT = Brunish Theatre

Tentative calendar for the month of										Tentative calendar for the month of									
		SUNDAY		MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY					
ASCH		Live Nation Nick Offerman 5:30pm and 8:00pm	1	PAL	2	OSO Special Amos Lee 7:30pm	3	OSO Presentation Paul Anka & His Big Band 7:30pm	4	JR Affiliates LLC Joe Bonamassa 8:00pm	5	True West The Piano Guys 8:00pm	6	OSO Special Harry Potter Part 2 7:30pm	7				
KA												OBT Rhapsody in Blue 7:00pm Open Rehearsal		OBT Rhapsody in Blue 7:30pm					
NMK		Pixie Dust Productions Billy Elliot 12:00pm		Portland'5 Presents Nat Geo/Terry Virts 11:00am and 7:30pm		Powell's Books Stephen & Owen King 7:30pm				White Bird Complexions 7:30pm		White Bird Complexions 7:30pm		White Bird Complexions 7:30pm					
WIN												Portland'5 American Brass Quintet 7:30pm		Rasika Dance of the Hummingbirds 7:00pm					
AHH		Stumptown Stages Phantom 2:00pm Brunish Theatre								Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre					
OCC	EXPO																		
ASCH		OSO Special Harry Potter Part 2 2:00pm	8	Live Nation Alt-J 8:00pm	9	Live Nation Alt-J 8:00pm	10	AEG Live The War on Drugs 8:00pm	11	PAL	12	Warren Miller Warren Miller 7:30pm	13	OSO Classical Shostakovich 10:00am Open Rehearsal 7:30pm Performance	14				
KA		OBT Rhapsody in Blue 2:00pm								OBT Rhapsody in Blue 12pm Student Performance 7:30pm Performance		OBT Rhapsody in Blue 7:30pm		OBT Rhapsody in Blue 7:30pm					
NMK				Square Peg Gillian Welch 8:00pm		Square Peg Gillian Welch 8:00pm				White Bird Paul Taylor Dance 7:30pm		White Bird Paul Taylor Dance 7:30pm		White Bird Paul Taylor Dance 7:30pm					
WIN												NASAA NASAA Conference 2:00pm		Portland'5 Presents Kaki King 7:30pm					
AHH		Stumptown Stages Phantom 2:00pm Brunish Theatre								Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre		Stumptown Stages Phantom 7:30pm Brunish Theatre					
OCC	EXPO																		
ASCH		OSO Classical Shostakovich 7:30pm	15	OSO Classical Shostakovich 7:30pm	16		17	OSO Presentation Take Me to the River 7:30pm	18		19	Monqui Kurt and Courtney 8:00pm	20	OSO Pops #1 Phantoms of Orchestra 7:30pm	21				
KA						Portland'5 Presents A Night w/Janis Joplin 7:30pm							Portland'5 Presents Keller Centennial Celebration 12:00pm						
NMK		Portland'5 Presents Yolanda Del Rio 6:00pm										OCT Judy Moody 7:00pm Open Rehearsal		OCT Judy Moody 2:00pm and 5:00pm					
WIN						Portland'5 Presents Simply Three 7:30pm						Portland'5 Presents One Woman Sex in the City 7:30pm		Portland'5 Presents One Woman Sex in the City 1:00pm and 7:30pm					
AHH		Stumptown Stages Phantom 2:00pm Brunish Theatre																	
OCC	EXPO																		
ASCH		OSO Pops #1 Phantoms of Orchestra 2:00pm	22		23		24	Portland'5 Presents Dracula 7:30pm	25		26		27	OSO Classical #3 Mozart's Jupiter Symphony 7:30pm	28				
KA																			
NMK		OCT Judy Moody 11:00am and 2:00pm		Portland'5 Presents Hudson 7:30pm				OCT Judy Moody 9:45am and 11:45am Two shows, one call time		OCT Judy Moody 9:45am and 11:45am Two shows, one call time		OCT Judy Moody 9:45am and 11:45am Two shows, one call time		OCT Judy Moody 2:00pm and 5:00pm					
WIN		Portland'5 Presents One Woman Sex in the City 1:00pm												Japanese Cool Nature Japanese 5:30pm					
AHH																			
OCC	EXPO																		
ASCH		OSO Classical #3 Mozart's Jupiter Symphony 2:00pm	29	OSO Classical #3 Mozart's Jupiter Symphony 7:30pm	30	Double Tee Morrissey 8:00pm	31												
KA																			
NMK		OCT Judy Moody 11:00am and 2:00pm		Kaise Permanente Saward Lecture Frances Jensen 7:30pm															
WIN		Portland'5 Presents Las Migas 7:30pm																	
AHH																			
OCC	EXPO																		

NOTE: ALL LISTED EVENTS ARE SUBJECT TO CHANGE WITHOUT NOTICE

ASCH = Arlene Schnitzer Concert Hall KA = Keller Auditorium NMK = Newmark Theatre WIN = Dolores Winningslad Theatre AHH = Antoinette Hatfield Hall BT = Brunish Theatre

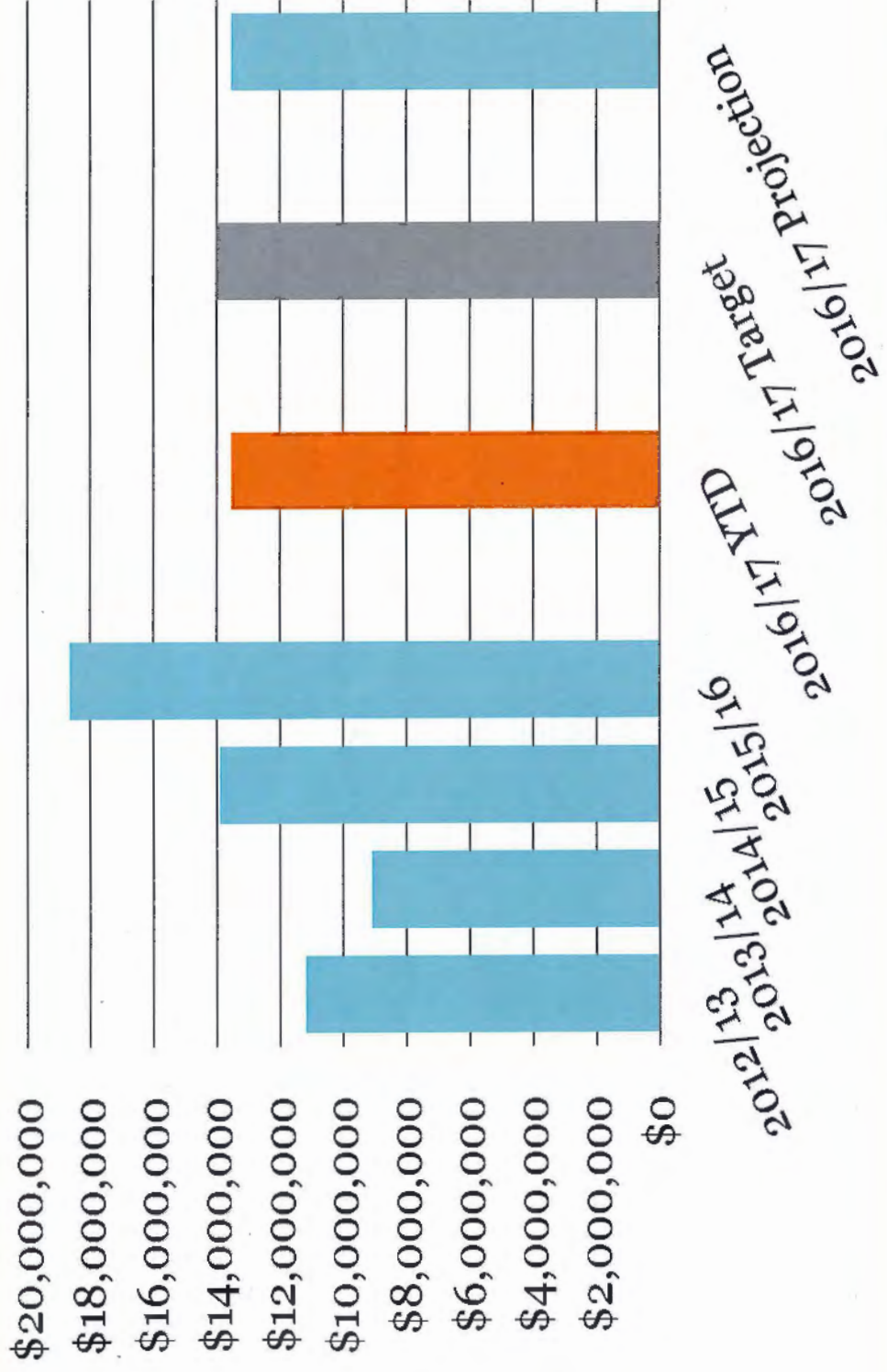
SEPTEMBER 6, 2017



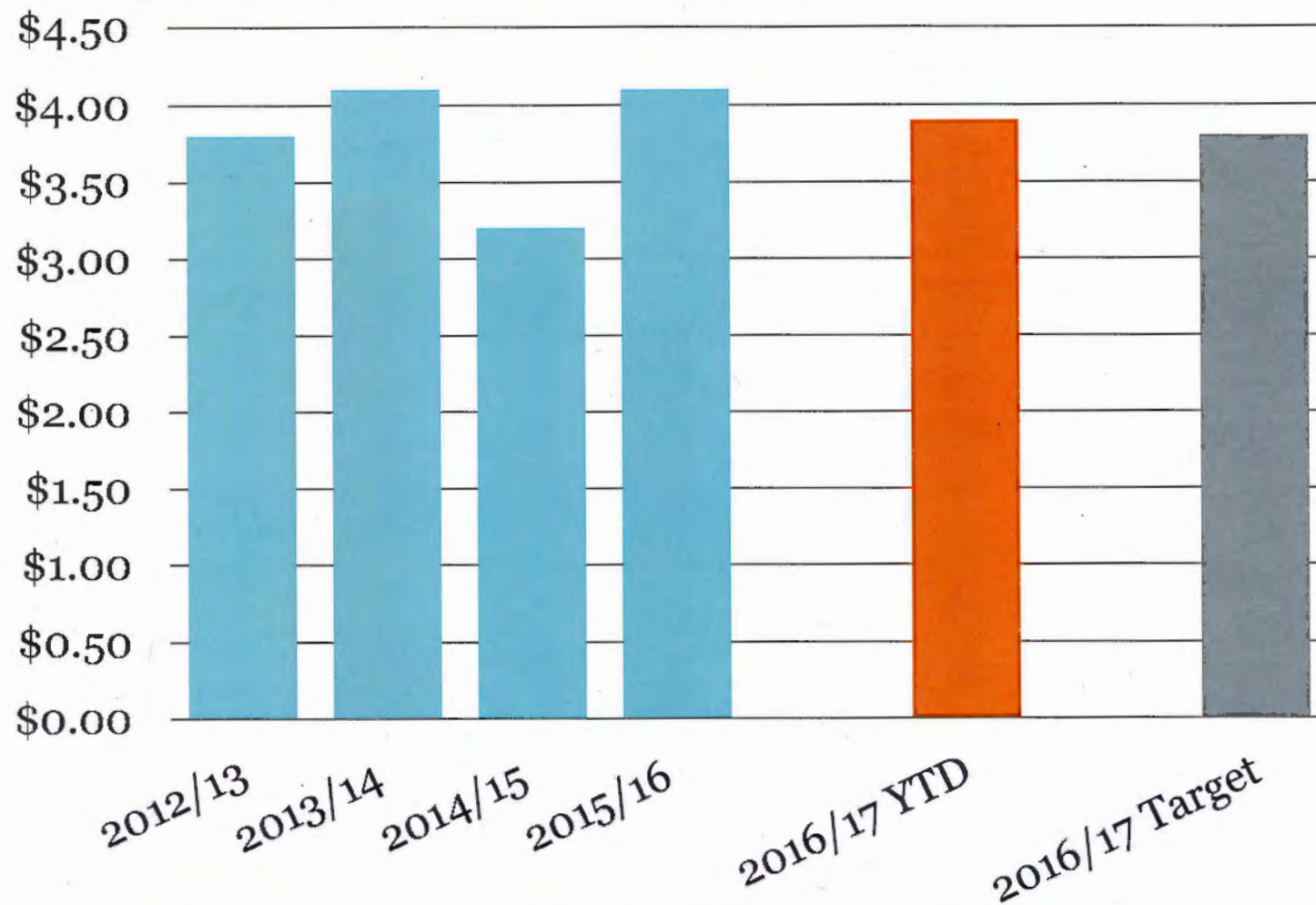
travel
PORTLAND

4TH QUARTER 2016-17 REPORT

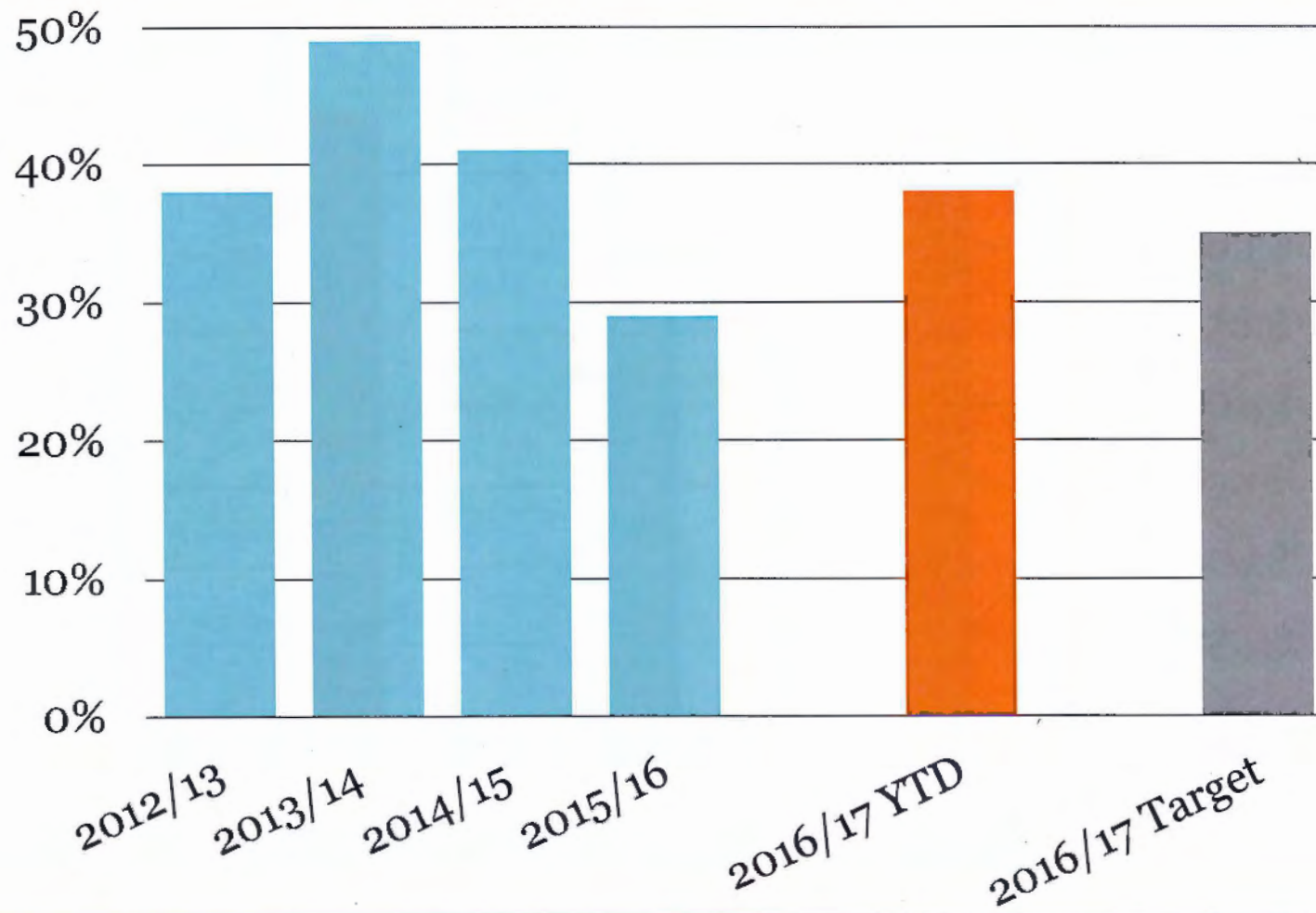
ACTUAL OCC REVENUE REALIZED-CURRENT



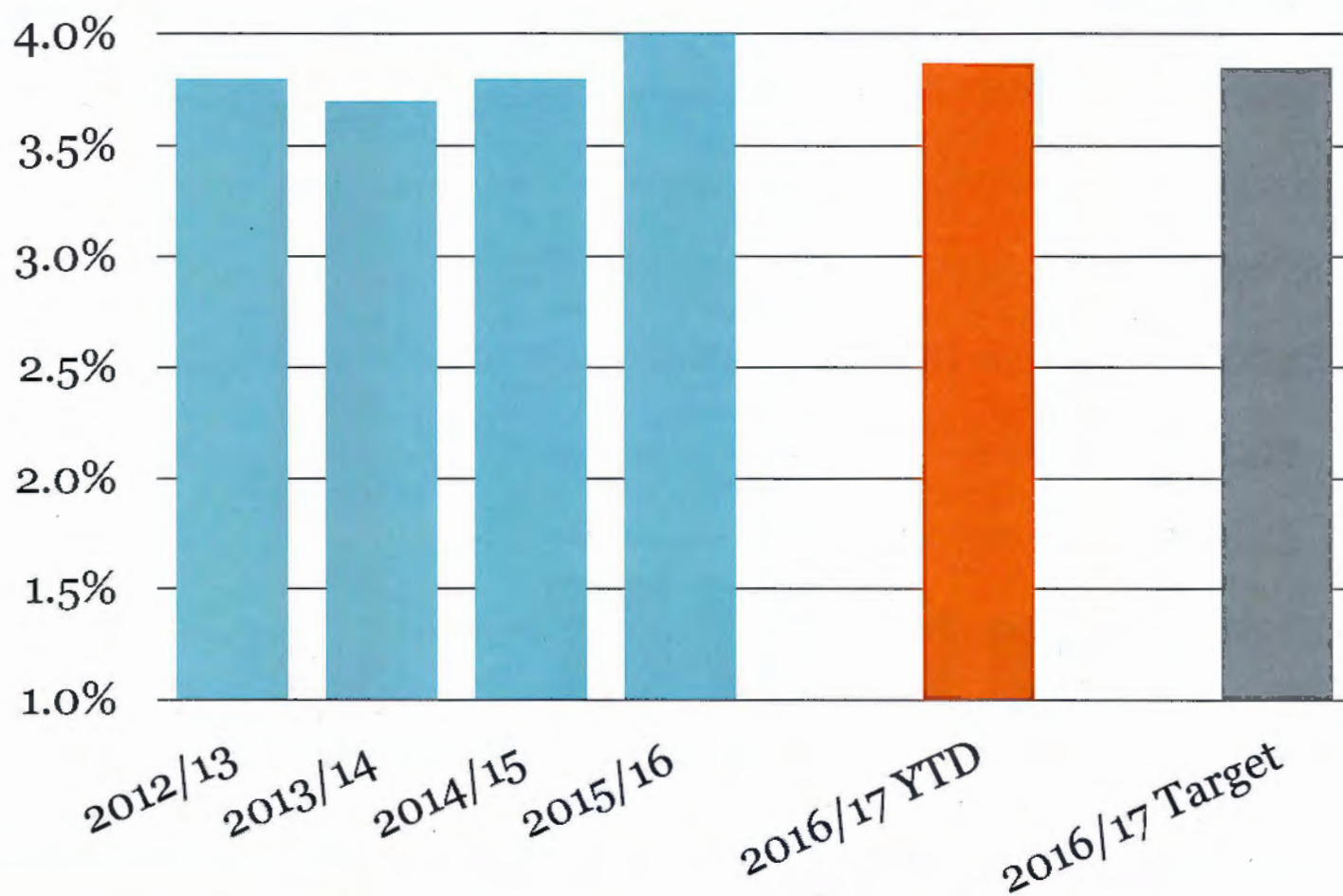
ROI ON FUTURE OCC REVENUE GENERATED



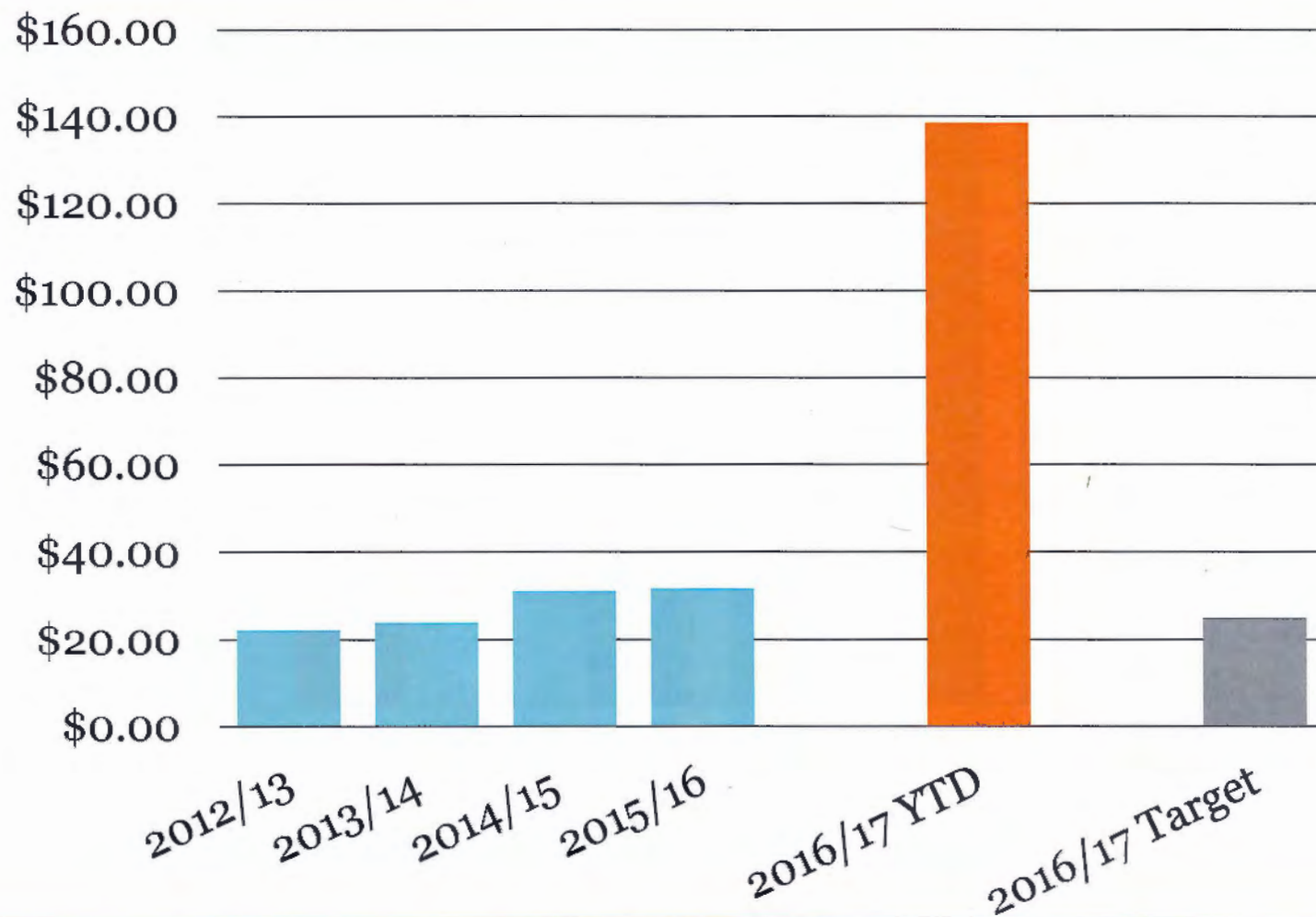
LEAD CONVERSION



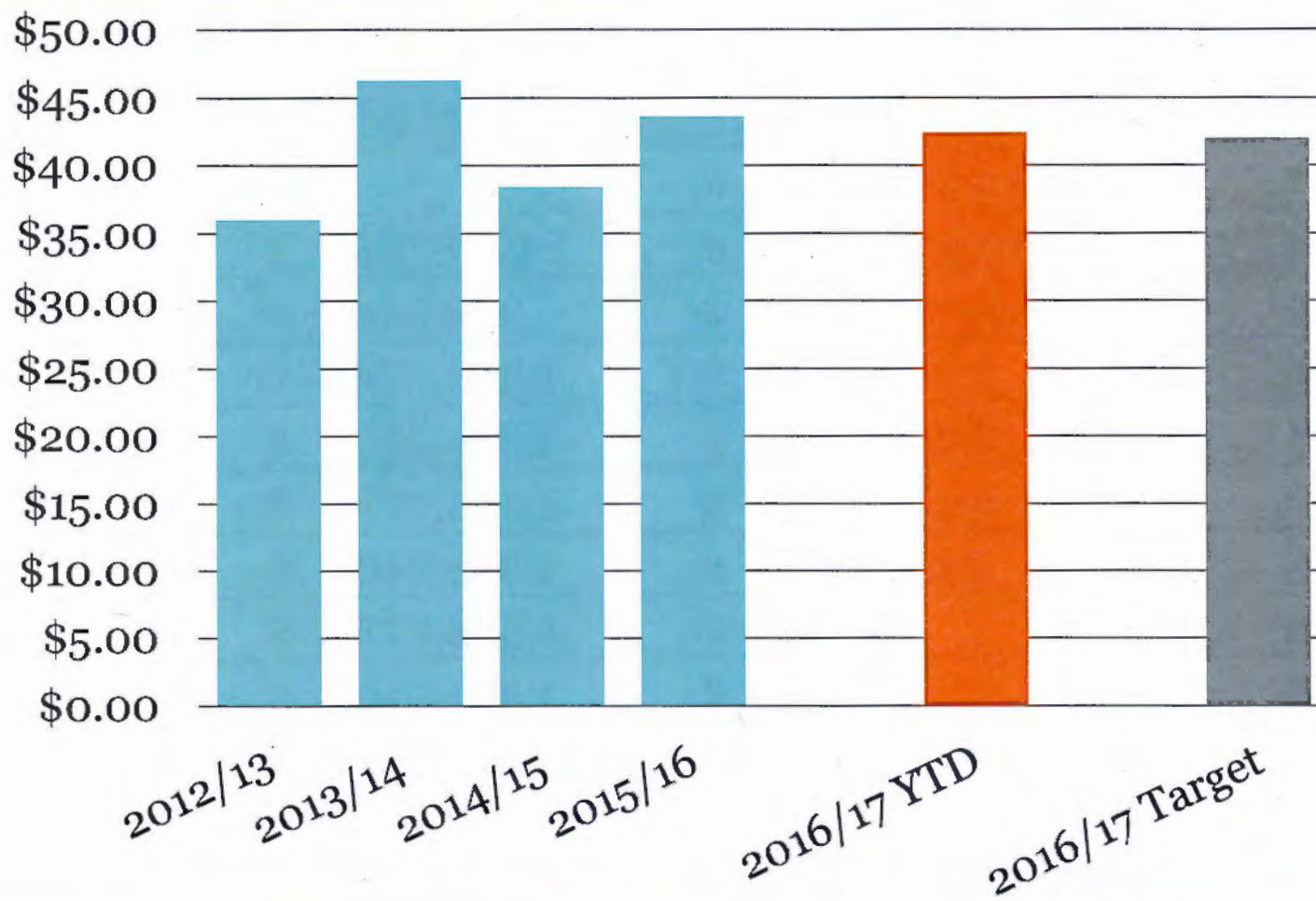
CONVENTION SERVICES SATISFACTION SURVEY SCORE



ROI ON PUBLIC RELATIONS



ROI ON TOTAL COMMUNITY ECONOMIC IMPACT



OREGON CONVENTION CENTER REVENUE FROM TRAVEL PORTLAND BOOKINGS

	OCC Revenue	Annals	Total Potential Future Business
FY 16/17	\$ 13,543,286	\$ -	\$ 13,543,286
FY 17/18	\$ 10,342,475	\$ 209,708	\$ 10,552,183
FY 18/19	\$ 7,954,240	\$ 948,546	\$ 8,902,786
FY 19/20	\$ 7,384,461	\$ 1,368,778	\$ 8,753,239
FY 20/21	\$ 3,253,017	\$ 1,381,740	\$ 4,634,757
FY 21/22	\$ 6,138,160	\$ 1,368,778	\$ 7,506,938
FY 22/23	\$ 1,115,564	\$ 1,381,740	\$ 2,497,304
FY 23/24	\$ -	\$ 1,368,778	\$ 1,368,778
FY 24/25	\$ -	\$ 1,381,740	\$ 1,381,740
TOTAL	\$ 49,731,203	\$ 9,409,808	\$ 59,141,011

JULY 2017 YTD

SMITH TRAVEL RESEARCH	OCCUPANCY%		AVERAGE DAILY RATE		REV-PAR		ROOM REVENUE
	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR	THIS YEAR	LAST YEAR	
PORTLAND MARKET	76.1%	77.0%	\$137.77	\$135.87	\$104.87	\$104.65	
% OF CHANGE	-1.2%		+1.4%		+0.2%		+0.2%
PORTLAND CENTRAL CITY	81.0%	82.3%	\$179.62	\$180.79	\$145.43	\$148.71	
% OF CHANGE	-1.6%		-0.6%		-2.2%		-1.4%

<u>Program</u>	<u>Date</u>
April 2017	
ConferenceDirect Annual Partner Meeting & Tradeshow	April 9-13, 2017
Simpleview Summit	April 3 -6, 2017
HelmsBriscoe Annual Business Conference & Partner Fair	April 18-20, 2017
May 2017	
D.C. client event week	May 1-5, 2017
Chicago client events	May 22-26, 2017
Xperience Design Project	May 23-24, 2017
June 2017	
Oregon Association of Nurseries Golf Tournament	June 8, 2017
Oregon Dental Association Golf Tournament	June 16, 2017
Travel Portland Spring Familiarization Tour	June 1 -4, 2017
Professional Convention Management Association Education Conference	June 11-14, 2017
Society of Government Meeting Professionals National Education Conference	June 6-8, 2017
Meeting Professionals International World Education Congress	June 19 - 22, 2017
Cvent Connect	June 12-14, 2017

PROGRAM OF WORK

FY 2016-17
4TH QUARTER

PROGRAM OF WORK

FY 2017-18
1ST QUARTER

<u>Program</u>	<u>Date</u>
July 2017	
Oregon Society of Association Management and Meeting Professionals International - Oregon Chapter Golf Tournaments	July 13, 2017
Council of Engineering and Scientific Society Executives Annual Meeting	July 25-27, 2017
Exprient e4	July 30 - August 2, 2017
Destination Marketing Association International Annual Conference	July 12-14, 2017
August 2017	
IEEE Panel of Conference Organizers	August 8 - 13, 2017
ASAE Annual Meeting and Exposition	August 12-15, 2017
Kellen Management	August 28 - 30, 2017
Council of Manufacturing Association	August 2 - 4, 2017
Connect Marketplace	August 21-23, 2017
September 2017	
ASAE 5 Star Weekend	September 7 - 10, 2017
HelmsBriscoe Cares	September 17-19, 2017
Destination Marketing Association of the West Education Summit	September 27-29, 2017
Congressional Black Caucus Annual Legislative Conference	September 20 -24, 2017
CDX Client & Partner Event	September 5 - 8, 2017
DC Multicultural Event	September 23, 2017

HOTEL ANNOUNCEMENT

HYATT REGENCY PORTLAND
at the Oregon Convention Center

**SOMETHING'S BREWING
IN PORTLAND.
AND IT'S NOT AT A BREWERY.**

COMING IN
2019!

**LET'S
Portland!**

More room. More meeting space. More Portland! We're literally building on what makes our city great. Construction of the Hyatt Regency directly across from the Oregon Convention Center is underway. Let's start planning your next great meeting today. meetings.travelportland.com

travel
PORTLAND

**LET'S
Portland!**

**SOMETHING'S BREWING
IN PORTLAND. AND IT'S
NOT A BREWERY.**



GET THE LATEST >

**LET'S
Portland!**

OTHER DIGITAL ASSETS



INCENTIVES FOR CONVENTIONS

Competitive Landscape Increasing Competition

- Destinations integrating special incentives to best position citywide convention bids.
- Convention groups leverage their economic impact through instituting required hosting incentives to mitigate operational costs
- Core Incentives required by groups typical apply to convention center rental, Discounted Food & Beverage costs, Complimentary Transportation, Convention Center/Hotel Wifi Internet



Earn one million points plus perks for 2019 dates

Sophisticated convention center. Eclectic restaurants. Offbeat offsites. Exceptional accommodations. There are a million reasons to meet in Downtown Phoenix. Book your 2019 meeting and we'll give you a million more.*

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- Up to \$50,000 towards your opening reception.
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2019 dates are going fast. Learn more at VisitPhoenix.com/Meet2019.



* Promotion applies to qualifying citywide RFPs received beginning April 4, 2017, for meetings taking place during the 2019 calendar year. Group must contract at least 1,000 rooms on peak, utilizing all three participating hotels. This promotional offer is subject to availability and additional terms and conditions apply. Learn more at VisitPhoenix.com/Meet2019.



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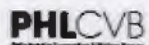
Ranked “#1 Place To Go” by *The New York Times*, it’s no wonder Philadelphia has become the go-to city for events such as the Papal Visit, the 2016 Democratic National Convention, and the 2017 NFL Draft. From board meetings to citywide events at the Pennsylvania Convention Center, our flexibility, award-winning service and customized incentives ensure your event will come to life just as you envisioned it. Even better, right now we’re offering up to \$100,000 in labor credit, free convention center rental and more*. Don’t miss out — book your event today!

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Learn more



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CHOOSE CHICAGO, IN PARTNERSHIP WITH OUR PARTNER HOTELS, UNITED AIRLINES AND McCORMICK PLACE, IS EXCITED TO ANNOUNCE THE 2017 GREAT MEETINGS PROMOTION!

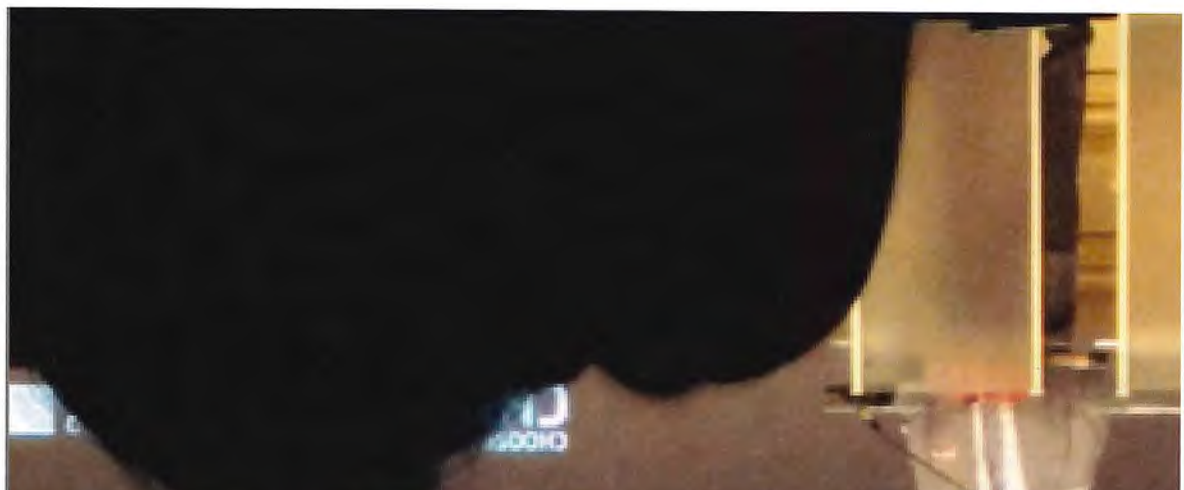
If you book a new group meeting totaling 250 or more total room nights through your Choose Chicago sales representative and a Choose Chicago partner hotel during a need-time month in 2017, 2018 or 2019* - you are eligible to receive one of the following awards (per program booked):

- 50,000 United MileagePlus Award Miles*
- \$1000 American Express gift card*
- Complimentary ASAE 2018 Annual Meeting Registration and a \$500 American Express gift card* (valued at more than \$1,500)

Choose Chicago's Great Meetings 2017 promotion will be in effect from April 15 to October 15, 2017.

For more information, please contact your Choose Chicago sales representative or visit choosechicago.com/greatmeetings

*To view full terms and conditions for Great Meetings 2017, please visit choosechicago.com/greatmeetings.



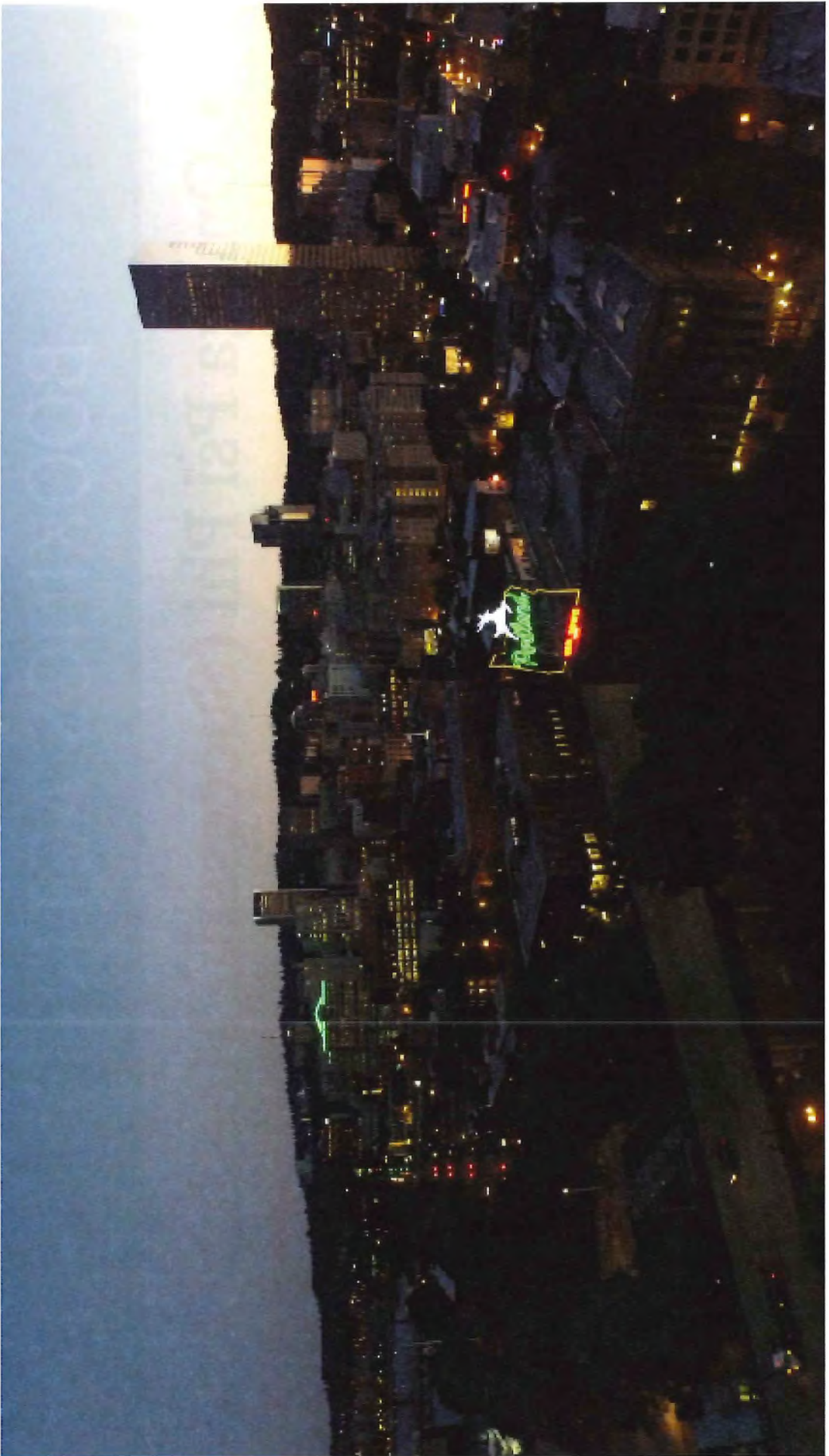
NAACP

Bid Requirements – 2020 NAACP Bid

- \$200,000 Cash Hosting Fee
- Complimentary Convention Center
- Complimentary Shuttle Transportation
- \$50,000 Subsidy Toward F&B Costs
- \$100,000 Fundraising Commitment
- \$10 per night Hotel Rebate
- Hotel concessions

MULTICULTURAL BOOKINGS ACTIVITY

- Omega Psi Phi (Successful Meeting!)
- National Organization of Black County Officials (Successful Meeting!)
- Connect Diversity 2018 (Booked!)
- Church of God in Christ (Booked!)
- NCORE (Booked!)
- NAACP (Bid Submitted)





ALL ARE WELCOME:
POSITIONING PORTLAND TO
MEETING PLANNERS &
ATTENDEES

SEPT. 6, 2017

travel
PORTLAND

WHAT'S THE PROBLEM WE'RE TRYING TO SOLVE?



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Tal Harden-Moore, Contributor
Writer and Advocate

The Tale Of Two Portlands: The Whitest And Arguably Most Racist City In America

Prejudice, racism, microaggressions and assaults are nothing new in the city that prides itself on "progression."

25/05/2017 01:18 PM ET | Updated on Jun 01, 2017

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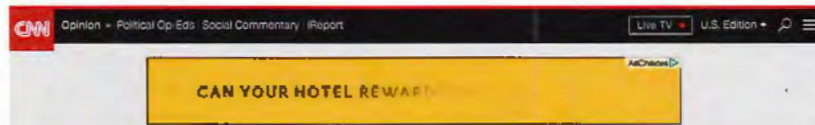
LOCAL BIZ/TECH SPORTS ENTERTAINMENT LIFE TRAVEL HOMES OPINION | JOBS AUTOS SHOP All Sections

Nation World Nation & World Politics Oddities Photos Of The Day



Local News | Nation | Nation & World | Northwest

Portland long embroiled in conflicts over hate and racism



Portland isn't as liberal as you think

By Zahir Janmohamed
Updated 12:52 PM ET, Mon May 29, 2017



The Racist History of Portland, the Whitest City in America

It's known as a modern-day hub of progressivism, but its past is one of exclusion.



Portland isn't Portlandia. It's a capital of white supremacy.



Samuel, One, (Loren Pugh/Associated Press)



Portland Killings Dredge Up Legacy of Racist Laws in Oregon

By STEVE JAFFAROFF JUNE 1, 2017

WHAT'S THE PROBLEM WE'RE TRYING TO SOLVE?

As destination marketers for an emerging Tier One city – and one that is raising its profile in the multicultural meetings market – we need to get out of reactive mode and own the Portland story, warts and all.

WHERE WE ARE NOW

Community Engagement



Foundation Scholarships

- Black United Fund
- Hispanic Metropolitan Chamber
- Native American Youth & Family Center

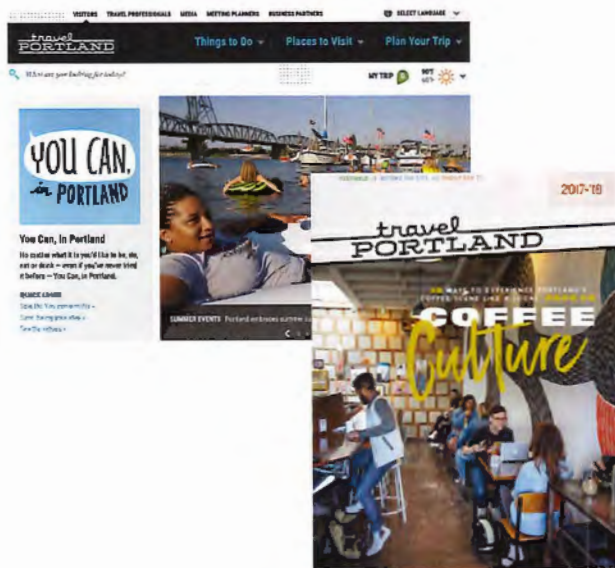
Media Outreach

THE HUFFINGTON POST



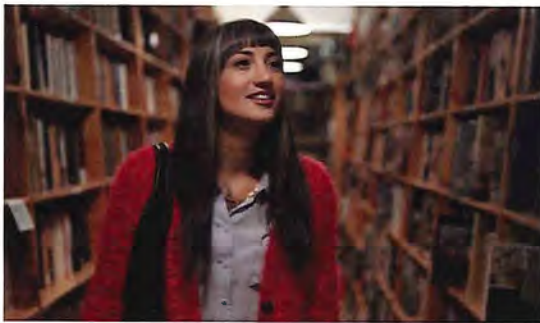
There are 56.6 million hispanic and latinos in the United States as of July 1st, 2015, which accounts for 17.6% of the entire population. This is the largest ethnic minority in the country and the largest concentrations are mostly located in the states of Texas, California, Florida, Arizona, Colorado, New Mexico, New York, and New Jersey (source).

Perhaps because of convenience or the lack of better information, other states are normally overlooked when newcomers decide where to live. However, as this



CONSUMER ADVERTISING

YOU CAN,
in PORTLAND



WHERE WE'RE GOING:
ELEVATING PORTLAND'S PROFILE
IN THE MEETING SPACE

HOW WE'LL GET THERE: OUR OPPORTUNITIES

Create an ongoing conversation, not a one-off piece of communication/creative

Leverage authentic voices from the community

Adopt the right tone/voice:

- Thoughtful
- Conversational
- Unfiltered
- Friendly, not defensive
- Willing to take our lumps

OUR RECOMMENDED APPROACH: SPONSORED CONTENT

Example:

The screenshot shows a video player on the CHEFSFEED website. The video features three men, including chefs Erick Harcey and Gregory Gourdet, eating at a table in a restaurant. The video player has a yellow progress bar and a play button. Below the video, there is a caption: "GO ON A PORTLAND ADVENTURE DISCOVER PORTLAND'S DELICIOUS MONSTERS WITH CHEFS ERICK HARCEY AND GREGORY GOURDET". To the right of the caption are social media sharing icons for Facebook, Twitter, Pinterest, and Email. Further right is a small image of a bag of "Go Skinny" popcorn. The website header is yellow and contains the CHEFSFEED logo, navigation links (CHEFS, DISHES, RESTAURANTS, GUIDES, STORIES, VIDEOS, MORE), a search bar with "No city found", and a LOGIN button.

CHEFSFEED CHEFS DISHES RESTAURANTS GUIDES STORIES VIDEOS MORE No city found 🔍 LOGIN

VIDEOS
GO ON A PORTLAND ADVENTURE
DISCOVER PORTLAND'S DELICIOUS MONSTERS WITH CHEFS ERICK HARCEY AND GREGORY GOURDET

Go Skinny popcorn

OUR CONTENT PARTNER: ON SHE GOES

We've entered into a new partnership with *On She Goes*, a digital travel platform that helps women of color travel more confidently, more adventurously, and more often.



Promote existing OSG article, video, podcast content via TP Social channels:

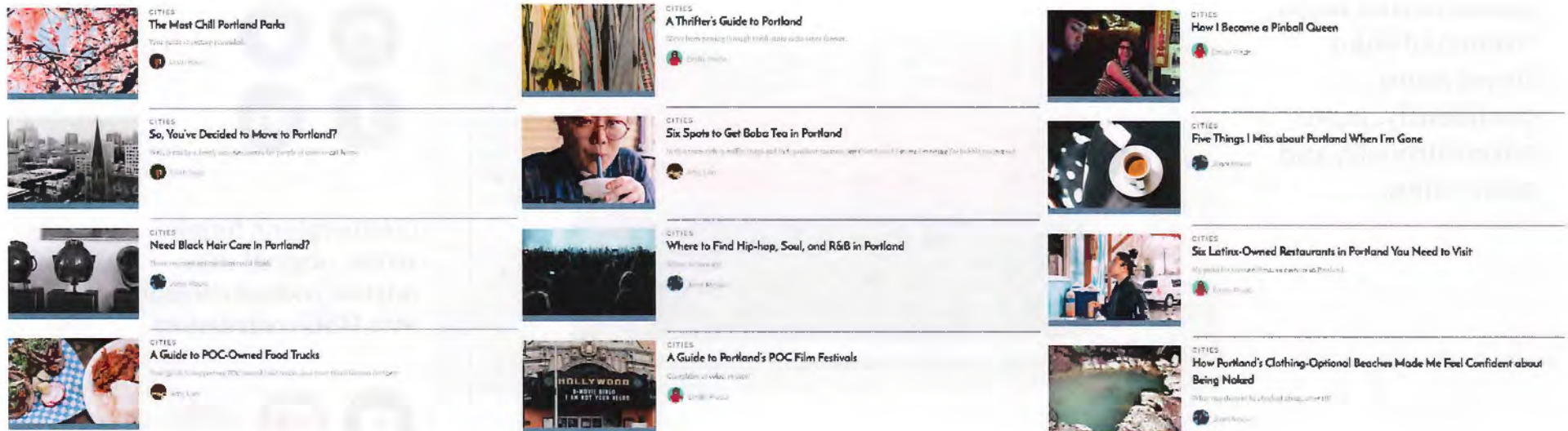


Collaborate on future article, original video, original podcast content with **OSG** contributors.



OUR CONTENT PARTNER: ON SHE GOES

This partnership will immediately provide us with a strong content collaboration partner with a unique and dynamic take on Portland, while allowing us to hit the ground running by tapping into a rich archive of already existing content.




COMPLEMENTED BY: ORIGINAL CONTENT FROM TRAVEL PORTLAND

In FYE 2018, Travel Portland is committed to producing more original content than ever before – videos, podcasts, articles, experiences – that tell the unexpected and dynamic stories of multicultural Portland.



TIMELINE

	# per month	<i>on she goes</i>	<u>travel</u> PORTLAND Original Content	# per month				Meetings Website	Consumer website
October	2x	Existing content	New original content (TBD)	2x	x	x	x	x	x
November	2x	Existing content	New original content (TBD)	2x	x	x	x	x	x
December	2x	Existing content	New original content (TBD)	2x	x	x	x	x	x
January	2x	Existing content	New original content (TBD)	2x	x	x	x	x	x
February	2x	Sponsored Content	New original content (TBD)	2x	x	x	x	x	x
March	2x	Sponsored Content	New original content (TBD)	2x	x	x	x	x	x
April	2x	Sponsored Content	New original content (TBD)	2x	x	x	x	x	x
May	2x	Sponsored Content	New original content (TBD)	2x	x	x	x	x	x
June	2x	Sponsored Content	New original content (TBD)	2x	x	x	x	x	x



THANK YOU

travel
PORTLAND

**Authorization to Represent MERC/METRO
on Trade-Promotion Mission; Fact-Finding Mission;
Economic Development Activity; or Negotiation
(Food Travel, Lodging Expenses Approved in Advance - exception (H))**

In accordance with ORS 244.020(7)(b)(H), the following public official:
Koris Stoudamire-Phillips, MERC Commissioner, is hereby authorized to
represent Metro/MERC in an official capacity; and


The MERC Commission hereby approves in advance, the receipt of
reasonable expenses for food and travel for the above-named public
official and his/her accompanying relative, household member, or staff
member, for attendance at (check one):

☒ trade-promotion mission;
☐ fact-finding mission;
☒ economic development activity; OR
☐ negotiation;

as follows (*describe date and type of event*):

While attending the 2017 Multicultural Sales Mission, activities
related to the Travel Portland business relationship where meals,
room and travel expenses will be paid for by Travel Portland, to
introduce and familiarize potential meeting planners and
association executives with Portland and the Oregon Convention
Center, and to facilitate Oregon and Portland tourism and
economic development, which activity(ies) will take place in
Washington, D.C., on September 21-24, 2017.

Being approved by the MERC Commission, at its regular meeting on
September 6, 2017, the above activity is hereby officially sanctioned by
MERC.



Ray Leary,
MERC Commission Vice Chair

Conventional Craig

Joseph Gallivan, Portland Tribune
Tuesday, August 29, 2017

New Oregon Convention Center boss Craig Stroud is a proud accountant who saw the Oregon Zoo through its expansion.



COURTESY: OREGON CONVENTION CENTER - The new Executive Director of the Oregon Convention Center, Craig Stroud, came from the Oregon Zoo, where he oversaw a bond measure and expansion.

There's a new boss at the Convention Center.

Craig Stroud took over as executive director on August 1, coming from the Oregon Zoo where he headed operations. (That's all the stuff that keeps things going like ticketing, food service and concerts.)

He arrives at the OCC at an interesting time.

For one, the Hyatt Regency Portland is a 600-room hotel under construction across the street, which is expected to make life easier for conventioners. No more staying at sketchy motels up the block or schlepping their wheellie bags back and forth to downtown hotels. The hotel broke ground in July after an epic struggle, and is set to open in 2019.

The second and more pressing item on Stroud's to-do list is the \$35 million facility renovation project. It will include a number of exterior and interior improvements, including the demise of the scarlet and blue carpet (which somehow never attained a sentimental place in the locals' hearts).

Walking around the convention center on a recent afternoon, with 800 international vulcanologists coming and going, Stroud talks about the plans to make the place more inviting. The Holladay Street frontage will be remodeled to clear up confusion among people who try to enter the ranks of glass doors along Martin Luther King Avenue.

"The Holladay and King entrance are the entrances," he says. The current plaza, which is a series of steeped brick walls and planters, will be turned into a place where people will want to hang out, not pick their way through feeling lost.

Crisp and modern

The design of the interior renovation is by LMN Architects of Seattle, who have done a lot of work in the convention industry. Portland-based Mayer/Reed is the designer of the plaza.

"The new look will be crisp and modern," adds Stroud. The OCC was built in 1990, with the Oregon Ballroom as its grand feature. It was expanded in 2003, when the Portland Ballroom was added.

"There might be little alcoves that announce the (inside) entrances better. There will be facelifts for the frontages, the carpet and some other finishes that are dated. The new finishes will tie it all together and give a sense of place and branding."

He says LMN's design hints at the rain forest, the city's bridges, and the water. As he walks around, he points out blue skies visible through the glass roof, which from the outside are the signature glass spires. "This daylight is unbelievable. We're fortunate to have built (the OCC) from ground up, and

not tried to fit it into a skyscraper that's (already) built. You look up and you see sky, not the wall of some downtown skyscraper."

Working during construction

Stroud's last job was as the Oregon Zoo's Deputy Director for Operations, which he did for five years.

Before that he headed up the bond program which saw the expansion of the zoo. This \$125 million program led to a veterinary medical center, a new penguin water filtration system, Elephant Lands and the education center.

"It was a lot of finance, capital management, learning about operations and guest experience, and managing the place all during construction."

That's one similarity: the OCC will remain open through the remodel, and noise and dust will have to be minimized so as not to hurt the one thing conventioners want: a quiet, climate-controlled, clean and spacious environment.

At the zoo, he learned about project management, about land use planning during the master-planning phase. "We laid out a series of promises, via a series of projects. My job was to put the team in place to execute against that vision."

"There will be no shutting down the Convention Center. We'll figure out how to phase the work. So the skill is very transferable, I'm very excited about getting to those conversations."

Stroud has a touch of the Ted Wheeler about him, the friendly bean counter. A native of The Dalles, he studied business with a minor in accounting at Oregon State University. As a certified public accountant, he then worked in the Secretary of State's office for nine years, then at Oregon PERS HQ in the Tigard Triangle, before arriving at Metro (which runs the zoo and the Oregon Convention Center).

"At PERS, I was there at the PSIRP and Tier 3 implementation, when the legislature passed a retirement plan for new members. It was really exciting, there was a defined contribution and defined benefit component. We were learning and implementing on a tight time frame. I also worked with teams to implement a Supreme Court decision requiring the reallocation of benefits..."

He doesn't just geek out on finance. Customer service has become his other passion. He saw it at the Zoo, and having just arrived at the Convention Center has been gladdened to hear conventioners praise the staff more than anything.

"There doesn't a day go by I haven't met someone who's been here 27 years or longer. I hear a lot of stories, maybe their first job was here and now they are manager of this service or activity. The people I interact with consistently tell me they love working here."



COURTESY: MAYER/REED - The OCC is getting a \$35 million remodel. The opening of a new headquarters hotel across the MAX tracks in 2019 should bring in more conventions, if not bigger ones. A rendering shows the OCC's plaza, which will be remodeled so it is easier to find the right entrance doors.

Public private

The Zoo earns 65 percent of its keep through enterprise activities such as ticket sales, concessions, concerts, Zoo Lights, the train and elephant ears. The other third comes from its tax base.

The OCC has the same size budget, \$40 million, although it is more self-sufficient due to facility rentals and lodging taxes.

The Headquarters Hotel is funded by what he calls "Several pots of money: Metro is issuing \$60m of revenue bonds, the Convention Center made a \$4 million contribution, the state is giving \$10 million in the form of lottery money, and the developer is putting up \$150 million."

He stresses that the new hotel is a totally separate operation from the OCC remodel.

The upshot should be more conventions for the OCC, now that staying across the road will be the easy option. It won't be bigger conventions, because the capacity is not changing. A thousand or so for a one-day professional convention is about normal. Bigger consumer shows, which lure the local public, can bring in 45,000 people over a few days, such as the Rose City ComicCon and the auto show.

"I think there will be six to 12 more events, and more variety," he says.

Portlanders welcome

Stroud makes the point that the Oregon Convention Center is supposed to be for the locals too, not just travelling business people

"We're not just servicing out-of-towners. We're a location where the community gathers for a consumer show or a cultural event. The mission of the center is as an economic generator and a place that contributes to the cultural fabric of the region."

Recently, they hosted a group of epidemiologists. Then there were the 800 vulcanologists. The week before were the world footbag or hackey sack championships (it's played like volleyball pairs).

OCC works with Travel Portland to get the word out. Most sales are done by planners two or three years out. They are already looking at the HQ hotel and 2019. Stroud's sales team often book the more local and consumer shows a little nearer the time.

Hot tickets

"I'm told planners will see record attendances when they come to Portland, because nationally we're a desirable city to come to."

Other shows coming up include:

- North American Association of State & Provincial Lotteries (NASPL): Sept. 11-16
- Junk Bonanza Portland: Sept. 15-16
- Institute of Navigation: Sept. 25-27

"There's an association for virtually everything," he says, impressed. "There may be just 40,000 enthusiasts around the world, but they find each other with technology and share and learn. The sky's the limit there."

The man whom Stroud succeeded, Scott Cruikshank, is now the Metro's General Manager of Visitor Venues, which included the Expo Center and Portland'5.

The Oregon Convention Center is owned by Metro and managed by the Metro Exposition and Recreation Commission.

"We report to Scott (Cruikshank). It's very collaborative. There's central finance, procurement and legal, all within the Metro umbrella."

As for the new hotel, Stroud says the OCC generates \$800 million a year of economic impact, and they are forecasting that to rise to \$1 billion when the hotel is up and running. That includes 2,000 construction-related jobs and 950 associated with running the hotel.

Does he trust the projections?

"That all depends on the assumptions and quality of the data. I've spent a lot of time around forecasting and financial analysis. We're not asking for the rosiest, unrealistic assumptions, we're asking for real analysis. I don't always believe in all analysis, but this analysis I am comfortable with."

The online version of this story has been corrected to show the developer put up \$150 million not \$50 million.

Joseph Gallivan

Reporter, The Business Tribune

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jgallivan@portlandtribune.com

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**Metropolitan Exposition Recreation Commission Meeting
September 6, 2017 Expo, D202-203**

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