

MERC

Commission Strategic Planning Retreat

October 6th 2010

AGENDA

12:30 Commissioners' Lunch

1:15 Commission Empowerments and Parameters

- Commission sphere of responsibility
- Commission sphere of influence
- Spheres outside Commission influence

1:30 Strategic Priorities

- In the Responsibility Sphere
- In the Influence Sphere

2:15 The Strategic Plan "Dashboard"

- Critical outcomes and Indicators
- Budget priorities
- Contingencies

3:15 Next Steps and Instruction to Staff

3:30 Session Closing

MERC Liaison Commissioners' Roles and Responsibilities (rev. July 2010)

Oregon Convention Center

Jeff Blosser, Executive Director

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jeffblosser@oregoncc.org

- Attend OCC Advisory Committee meetings 4 times per year (1.5 hrs per meeting).
- Be available, on an as needed basis, to serve as a sounding board/advisor to venue executive on major OCC issues, projects or initiatives.
- As available, attend OCC Client Tastings, and major sales effort activities (such as Familiarization Tours of OCC (FAM), major client receptions, etc.
- Champion or sponsor OCC actions, projects or initiatives brought to the MERC Commission or Metro Council.
- Be a knowledgeable OCC advocate when meeting with other business, community or government groups.

Portland Exposition Center

Chris Bailey, Director

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cwb@expocenter.org

- Participation in the Expo Center Master Plan Stakeholders' Advisory Committee (yet to be determined).
- Twice a year, attend Expo staff meetings (1 hr per meeting) to meet staff and hear about Expo event-related business and sales efforts.
- On occasion, attend an Expo Center major client "pre-con" (event planning meeting).
- Be available, on an as needed basis, to serve as a sounding board/advisor to venue executive on major Expo issues, projects or initiatives.
- Champion or sponsor Expo actions, projects or initiatives brought to the MERC Commission or Metro Council.
- Be a knowledgeable Expo advocate when meeting with other business, community or government groups.

Portland Center for the Performing Arts

Robyn Williams, Executive Director

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- Attend PCPA Advisory Committee meetings 4 times per year (1.5 hrs per meeting).
- Attend special events such as art show openings, Music on Main, etc. and fundraising events where PCPA sponsors a table such as NWBusiness for Culture and the Arts, Oregon Children's Theater's Imagination Luncheon, etc.
- Be available, on an as needed basis, to serve as a sounding board/advisor to venue executive on major PCPA issues, projects or initiatives.
- Champion or sponsor PCPA actions, projects or initiatives brought to the MERC Commission or Metro Council.
- Serve as a community voice in advocating for PCPA by:
 - communicating the role, value and contributions of PCPA
 - advocate for sustainable funding for PCPA
 - inspire public appreciation and caring for PCPA venues
- Be a knowledgeable PCPA advocate when meeting with other business or government groups.

DRAFT - Summary of Selected Accomplishments to Date MERC Strategic Plans (2007-2012 and 2008-2013)

****FOR COMMISSION USE AND PLANNING PURPOSES ONLY****

The Metropolitan Exposition Recreation Commission (MERC) embarked on a strategic planning process in 2006 with key managers and staff to develop the 2007-2012 Strategic Plan. Shortly following its adoption by the Commission, a new MERC General Manager was hired to lead the organization, prompting a shift in the strategic focus, and therefore implementation, of the organization's guiding principles and plans. The modified plan, titled 2008-2013 Strategic Plan, was presented to the Commission in 2008 but not formally adopted. It has served as a directional tool for managers and employees since that time.

The goals are nearly identical for each plan. The 2008-2013 plan outlines a different strategic vision and outcomes for achieving the goals than the Commission-approved 2007-2012 plan. The mission and visions are listed below. Immediately following is a brief summary of selected accomplishments for each goal. It is intended for this information to provide background and context for the strategic planning process scheduled for the March 30, 2010, Commission retreat.

2007-2012 and 2008-2013 Mission: To enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of the region's public assembly venues.

2007-2012 Vision: To be the acknowledged leader in public assembly venue management in the region.

2008-2013 Vision: To serve as a catalyst and advocate for community, culture and economic development.

2007-2012 and 2008-2013 Strategic Plan Goals

2007-2012 Goal 1: Maximize the positive impact of venues on the economy and livability of region

2008-2013 Goal 1: Create positive impact on the economy and livability of the region through MERC's leadership and venue management

Accomplishments:

- Actively partnered with Travel Portland to market Portland and the Oregon Convention Center to increase national convention business
- Executive Team and senior managers served on community boards and commissions, Metro committees and hold key leadership positions in the industry trade association, International Association of Assembly Managers (IAAM).

- A consultant was hired to review historical/current purchasing and employment policies and overall success of the First Opportunity Target Area (FOTA) program; final analysis and next steps to be discussed with MERC Commission and Metro Council in October/November 2010.
- Strategic development projects, such as Expo Master Plan and the Arlene Schnitzer Concert Hall (ASCH) renovation/Main Street development, underway.
- Participated in Metro Affirmative Action analysis and report; regularly engaged in employment and procurement outreach to minority groups.
- Required First Opportunity Target Area (FOTA) tracking and reporting in major contracts.
- Engaged employees in group volunteer projects and encouraged employee service on community boards and commissions.
- Conducted annual economic and fiscal impact reports in FY 2007-08 and 2008-09.

Goal 2: Exert leadership to ensure construction of an OCC Headquarters Hotel

Accomplishments:

- Property acquired by Portland Development Commission (PDC) and development team selected for project. Metro, PDC and developers negotiated final draft financing, operating and development agreements, but these agreements were not executed due to project termination in September 2009.
- OCC Blocks Vision plan developed; approved by Portland Development Commission (PDC) but not officially adopted by City Council.
- Plans underway to partially develop proposed "Sizzler Block" property to enhance Oregon Convention Center visitor experience with outdoor plaza and exhibition area. Demolition of "Sizzler" building took place in September 2010.

Goal 3: Expertly manage world class public assembly venues

Accomplishments:

- Annual customer service survey targets consistently met or exceeded; currently working to increase number of surveys completed and returned.
- Implemented "secret shopper" program at the Oregon Convention Center.
- Hosted client receptions and customer/volunteer appreciation events at the Oregon Convention Center, Expo Center and Portland Center for the Performing Arts.
- Conducted annual site facility evaluations to determine building capital and maintenance needs.
- Developed and updated 5-year capital plans as part of budget process.
- Awarded new food and beverage contract which included \$2 million in capital improvement funds to invest in kitchen infrastructure, points of sale and soft goods.
- Travel Portland annual goals are met consistently and reported quarterly to MERC.

- Strategic fund balance goal met and/or exceeded on an annual basis.
- Marketing/sales/public relations team meets regularly to collaborate, coordinate and cross-market programs and events.
- Director of Business and Community Development position created and filled to explore new business opportunities and establish key community relationships.
- PSU study launched to research the exposition industry, identify trends, determine and report strategic recommendations for the Expo Center.
- Green Meeting niche pursued by OCC, which is one of the “greenest” convention centers in the world.
- New events, some co-produced by Portland Center for the Performing Arts (PCPA), expanded community’s accessibility and use of theatres.
- Launched multiple sustainability practices in office and business operations – ie, use of products, and enhanced energy efficiency, composting, recycling, diversion rates (include rates). OCC obtained LEED Silver-EB. PCPA undergoing LEED audits for Hatfield Hall and Keller. Expo may pursue LEED per master planning process.
- Venues disaster/emergency preparedness plans incorporated into Metro’s plan; Memo of Understanding between MERC and American Red Cross executed in 2007; business continuity emergency management planning and other projects underway through MERC-wide team, and staff participate routinely in state, regional and internal emergency response exercises.
- Implemented systems efficiency software (SharePoint, Celayix, maintenance, etc.) to improve business functions.
- Coordinating with industry partners to establish performance benchmarking for the Portland Center for the Performing Arts and the Oregon Convention Center.
- Participated in the Columbia River Crossing Project to address impacts of proposed Marine Drive alignments on Expo Center.

Goal 4: Effectively communicate MERC’s role and value

Accomplishments:

- Economic and fiscal impact analysis completed on all venues for FY 2007-08 and 2008-09; will continue through 09-11. Local earned media generated for both years.
- Developed and implemented organization media protocol and training.
- Brand identity development on hold per Metro Code Title VI changes and GM recruitment
- Communication plan developed, portions implemented.
- Routinely updated communication vehicles (ie, websites) and actively participate in online social networking (Twitter, Facebook, etc.), Oregon Convention Center, Expo Center and Portland Center for the Performing Arts.
- Collaborated with Travel Portland on regular basis to generate earned media in national trade press.

- Exploration of stakeholder communication methods underway.
- Enhanced interaction with Metro counterparts and colleagues.

Goal 5: Engage employees in creating an exceptional workplace

Accomplishments:

- Employee values established and utilized/measured in annual performance review process.
- Performance evaluations, employee survey and customer feedback demonstrates employee commitment and loyalty.
- Training opportunities include Regional Leadership Initiative (RLI), International Association of Assembly Managers (IAAM) and others as designated per work groups; Information Technology (IT) Training Coordinator hired.
- Internal communication plan developed; partially implemented.
- Weekly email updates from GM on venue business and organization updates.
- SharePoint created and utilized by most managers; full roll-out underway.
- Employees recognized in Metro service award lunch.
- Staff "brown bag" Q&A sessions scheduled regularly for staff to interact directly with managers and directors.
- Collaborative work groups established by function; meet regularly.

Vision

To serve as a catalyst and an advocate for community, culture and economic development.

Mission

To enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of the region's public assembly venues.

VALUES

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

Metro plays an important role in the environmental, cultural, and economic vitality of the region. We build strong relationships, alliances and partnerships in the community to better serve our citizens and visitors. We generously share our expertise to promote community enhancement and development. We strive to make a positive difference through leadership and by taking action.

Excellence: *We aspire to achieve exceptional results.*

We practice continuous improvement to achieve the most efficient and effective results. We face problems head on and focus on finding the best solutions. Our goal is to meet or exceed the expectations of our customers and stakeholders without compromising quality. We promote employee development and encourage everyone to be their best.

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

Teamwork forms the essence of our work environment. Through collaboration and commitment to common goals, we achieve greater outcomes. We value positive relationships and nurture them with cooperation and honest communication. Individually, we contribute to the greater whole by being dependable and accountable for our actions.

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

We embrace diversity in people and ideas within our workplace and our community. Everyone is treated with care and appreciation. We promote an atmosphere of equality and personal integrity and seek to understand the perspective of others. We strive for a culture supported by honesty and trust. Above all, we demonstrate respect for each other.

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

We understand the importance of taking appropriate risks and learning from our successes and setbacks. We encourage flexibility and embrace creativity and new ideas. We respond mindfully when challenges come our way and address obstacles with ingenuity. We are adaptable and strategic in the face of change. We serve our customers better as a result of anticipating and solving problems.

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

We are leaders in demonstrating resource use and protection in a manner that enables people to meet current needs without compromising the needs of future generations, and while balancing the needs of the economy, environmental and society.

Goal 1 Maximize the positive impact of the venues on the economy and livability of the region through leadership and venue management.

Outcomes:

- The venue leadership expertise is recognized and valued as the venue management resource of the region.
- The venues promote livability of the region through cultural, social and economic development.
- The venues contribute to the achievement of Council goals.

<u>Strategies</u>	<u>Measures</u>
1. Position the Board of Commissioners to strengthen Metro's impact on public assembly venue development and management.	<ul style="list-style-type: none"> • Develop advocacy plan • Create Board development plan • Leadership in regional venue planning and decision-making
2. Strengthen relationships and build alliances with government, industry, community and business partners.	<ul style="list-style-type: none"> • Leadership on boards and committees • Partnerships with hospitality, cultural and tourism industry organizations • MERC's expertise is recognized and valued
3. Actively advocate for social and livability issues that impact our community.	
4. Conduct annual economic impact studies.	
5. Support Metro Council goals for Economic Development and Recreation, Arts and Culture.	
6. Promote opportunities for small, minority, women-owned, veterans, disabled veterans and emerging businesses to provide services and products to Venues by contracting with and hiring to represent the composition of Metro's community.	<ul style="list-style-type: none"> • Purchasing benchmarks • Contracts with businesses

Goal 2 Exert leadership to ensure construction of a convention headquarters hotel at the Oregon Convention Center

Outcomes:

- Publicly owned, convention quality hotel built attracts more conventions to Portland.

Strategies	Measures
1. Transfer ownership of the headquarters hotel project from Portland Development Commission.	<ul style="list-style-type: none"> Metro accepts the developer chosen by the PDC selection committee Predevelopment agreements in place
2. Develop a financing plan and secure funding for HQH.	<ul style="list-style-type: none"> Financing plan approved Construction bonds issued
3. Determine the organizational structure to manage and operate the hotel.	<ul style="list-style-type: none"> Management structure and entity selected
4. Build and open a first class convention headquarters hotel.	<ul style="list-style-type: none"> Convention quality hotel built on time and within budget
5. Plan B: Alternatives if Metro does not proceed with HQH.	

Goal 3 Expertly manage Metro's world-class public assembly venues.

Outcomes:

- Customers have exceptional experiences.
- State-of-the-art venues operate efficiently, are sustainable and meet the needs of customers.
- Effective business and operating processes support our business and customers.
- Funding is available for current level of service and for innovative programs and projects.
- The public investment in Metro venues is soundly protected.

<u>Strategies</u>	<u>Measures</u>
1. Deliver an exceptional customer experience for customers and attendees.	<ul style="list-style-type: none"> • Percentage of repeat clients • Customer service surveys • Industry awards
2. Create development plan for new or expanded business opportunities.	<ul style="list-style-type: none"> • Number of new clients and events • Increased lead/conversion rate • Collaborative marketing approaches • Strong national marketing results • Increased net revenue
3. Develop and maintain facilities' capital investments to support current and future business opportunities.	<ul style="list-style-type: none"> • State of the art venues • Venues meet or exceed customer requirements
4. Optimize operations' efficiencies and effectiveness to enhance facility operations and customer/vendor relations.	<ul style="list-style-type: none"> • Increased profitability per event • Improved procurement processes • Cross venue efficiencies implemented • Technology plan developed • EBMS optimization
5. Attain and maintain sustainable, diversified funding.	<ul style="list-style-type: none"> • Strategic fund balance maintained • Innovative programs and projects funded
6. Apply sustainable practices into all aspects of the organization.	<ul style="list-style-type: none"> • LEED certification where appropriate • Green purchasing results / recycling recovery rates
7. Prepare for and respond to disaster, crisis and major emergencies.	<ul style="list-style-type: none"> • Develop and update disaster plans • Develop and implement crisis communications plan • Develop business continuity plan • Collaborate & train with regional disaster planning agencies

Goal 4 Effectively communicate the role and value of EXPO, PCPA, and OCC.

Outcomes:

- Metro has sufficient authority, status and resources available to meet the mission and vision of the venues.
- Metro can accumulate reserves and fund balances for the long-term benefit of our venues.
- Metro can attract committed and motivated MERC Commissioners and employees.

<u>Strategies</u>	<u>Actions</u>
1. E stablish Metro Venues' identify.	<ul style="list-style-type: none">• Brand evaluation process implemented• Graphic identity goals and standards
2. D ocument the value the Venues provide.	<ul style="list-style-type: none">• Economic impact reports for all venues• Venues annual reports
3. P romote greater awareness about Metro Venues' role and value.	<ul style="list-style-type: none">• Sufficient resources allocated• Communication plan developed• Staff and Commissioners represent Metro Venues effectively• Annual communications audit
4. K ee stakeholders government, industry, business and community partners informed.	<ul style="list-style-type: none">• Focused outreach activities increased
5. E valuate trends and emerging technology to communicate information about Metro Venues.	

Goal 5 Engage employees in creating an exceptional workplace.

Outcomes:

- Demonstrated trust, respect and collaboration among workgroups and venues to achieve common goals.
- Employees demonstrate performance excellence consistent with Metro values.

<u>Strategies</u>	<u>Measures</u>
1. H ire and retain motivated workforce committed to Metro values.	<ul style="list-style-type: none">• Competitive salaries and benefits• Voluntary employee turnover• Consistent employee recognition system• Demonstrated collaboration among workgroups and venues
2. I ncorporate Metro values into work processes.	
3. I nstitute formal and informal training for all staff.	<ul style="list-style-type: none">• Hours of training per employee• Networks to share expertise across venues and workgroups
4. D evelop employee communication plan to keep employees informed and involved.	<ul style="list-style-type: none">• Roles and responsibilities defined and communicated• Internal communication plan developed and implemented• Program for regular employee input and feedback established• Intranet for employee communications

TITLE VI

COMMISSIONS

CHAPTERS

TITLE

6.01

Metropolitan Exposition Recreation-
Commission

CHAPTER 6.01

METROPOLITAN EXPOSITION-RECREATION COMMISSION

SECTIONS	TITLE
6.01.010	Purpose
6.01.020	Definitions
6.01.030	Commission Created
6.01.040	Powers
6.01.050	Budget and Accounts
6.01.060	Commission Meetings
6.01.070	Delegation
6.01.080	Filing and Effective Date of Commission Resolutions
6.01.090	Initial Charge to Commission (repealed Ord. 97-677B §3)
6.01.100	Commission Business Plans
6.01.110	Commission Relationship to Metro Council

6.01.010 Purpose

(a) This chapter establishes a metropolitan commission pursuant to Section 25(4) of the Metro Charter. The purpose of the Commission is to provide oversight and direction to the Chief Operating Officer for the management and operation of convention, trade and spectator facilities owned by Metro and such other facilities as the Metro Council may determine. Facilities assigned to the Commission may include other facilities owned by Metro or facilities that Metro has agreed to manage.

(b) The Metro Council intends and directs that such facilities be operated in a cost effective, independent, entrepreneurial and accountable manner so as to provide the greatest benefit to the residents of the Metro Area.

(c) This chapter sets forth the powers and duties of the Commission. This chapter delegates to the Commission certain authority held by the Metro Council under the Metro Charter.

(d) The Metro Council retains all authority not delegated including the authority to amend or repeal this chapter.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 02-975, Sec. 1.; and Ordinance No. 09-1229, Sec. 1.)

6.01.020 Definitions

As used herein:

- (a) Chief Operating Officer means the Metro Chief Operating Officer;
 - (b) "Commission" means the Metropolitan Exposition-Recreation Commission established hereunder;
 - (c) "Council" means the Metro Council;
 - (d) "Councilor" means a member of the Council;
 - (e) "Council President" means the Council President of Metro;
 - (f) "Metro Area" means the territory within the Metro jurisdictional boundary.
 - (g) "Metro Auditor" means the Office of Metro Auditor created pursuant to the Metro Charter; and
 - (h) "MERC General Manager or General Manager" means the person designated by the Chief Operating Officer to hold such position. The Chief Operating Officer may delegate additional responsibilities to the General Manager.
- (Ordinance No. 87-225, Sec. 1; Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec. 1; Ordinance No. 02-975, Sec. 1.; and Ordinance No. 09-1221C; and Ordinance No. 09-1229, Sec. 1.)

6.01.030 Commission Created

There is hereby created a Metropolitan Exposition-Recreation Commission consisting of seven (7) voting members and one Metro Councilor who shall serve ex-officio in a non-voting capacity. All members shall be residents of the Metro Area.

- (a) The Council President will make all appointments.
- (b) The Council President may reject a nomination. Appointments of all voting members are subject to confirmation by the Metro Council.

(c) All voting members shall serve four (4) year-terms. Members may be re-appointed. Prior to December 31, 2001, a voting member may serve until the successor is confirmed; thereafter, upon the expiration of a term, the position shall be considered vacant until a member is appointed or re-appointed and confirmed.

(d) Nomination Process for Voting Members. The Council President will accept nominations to the Commission as follows:

- (1) The County Commissions of Clackamas, Multnomah and Washington counties each shall nominate one (1) candidate. The candidates must be residents of the Metro Area and nominating county.
- (2) The City Council of the City of Portland shall nominate one (1) candidate for each of two (2) positions. The candidates must be residents of the Metro Area and the City of Portland.
- (3) Two (2) nominees shall be at the sole discretion of the Council President. The candidates must be residents of the Metro Area.

(e) Appointment Process for Voting Members.

- (1) For those positions on the Commission which are subject to nomination by a local governmental body, the Council President will receive the nominations from the relevant governing body and review the nomination prior to submitting the nomination to the Metro Council for confirmation. If the Council President fails to concur with any candidate so nominated by a local government, the Council President shall so notify the jurisdiction, which shall then nominate another candidate. This process shall continue until such time as the Council President agrees to transmit the name of the individual nominated by the local government. If an appointment submitted to the Council for confirmation as a result of this process is rejected by the Council, the Council President shall so notify the local government which shall nominate another candidate and the process shall continue until such time as a candidate nominated by a local government has

been forwarded by the Council President to the Council for confirmation and has been confirmed.

- (2) If the Council fails to confirm an appointment made at the sole discretion of the Council President, the Council President may submit the name of another person for confirmation by the Council.

(f) A vacancy shall occur from the death, resignation, failure to continue residency within the Metro Area and in the case of voting members nominated by a local government residency within the boundaries of the nominating government, or inability to serve of any voting member or from the removal of a voting member by the Council President, subject to approval of the removal by a majority of the members of the Council.

(g) Vacancies shall be filled pursuant to the procedure governing the initial appointment of voting members. A vacancy occurring prior to the expiration of a term shall be filled only until the end of the term.

(h) No person who is elected to a public office, or appointed to fill a vacancy in a public office, shall be eligible to serve as a voting member.

(i) The Commission may adopt its own rules of organization and procedure and may elect its own officers for such terms and with such duties and powers necessary for the performance of the functions of such offices as the Commission determines appropriate. However, the Commission may not delegate powers and duties as set out in this chapter to an individual Commissioner or a committee.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 89-325, Sec. 1; Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec. 1; Ordinance No. 02-975, Sec. 1; and Ordinance No. 09-1229, Sec. 1.)

6.01.040 Powers

(a) The Commission is responsible for oversight of all facilities for which it is responsible. In exercising this oversight it has power to direct and control the authority of the Chief Operating Officer to enter into contracts; and to establish policies, including business plans, marketing plans, and strategic plans, for the Chief Operating Officer to follow

regarding the operation and marketing of the facilities. The Commission establishes and approves all charges for the rent or use of the facilities and may delegate authority to the Chief Operating Officer to establish rents and charges and negotiate and enter into agreements for the rent or use of the facilities subject to policies established by the Commission. The Commission may authorize the Chief Operating Officer to purchase or lease real property that the Commission finds necessary for its purposes.

(b) The Commission shall advise the Chief Operating Officer regarding the designation and all performance reviews of the General Manager. The General Manager shall provide support to the Commission and shall be responsible for acting on behalf of the Chief Operating Officer on all matters entrusted to the General Manager. The Commission advises the Chief Operating Officer and the General Manager regarding the preparation of the annual budget for the Commission prior to the adoption of a proposed budget by the Commission as set forth in Section 6.01.050 as well as on proposals to acquire or dispose of real property.

(c) The Commission advises the Metro Council on the adoption of the annual budget and on the Metro Council's adoption of policies, goals or objectives for the facilities or the Commission.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec 1; Ordinance No. 02-975, Sec. 1; and Ordinance No. 09-1221C; and Ordinance No. 09-1229, Sec. 1.)

6.01.050 Budget and Accounts

(a) General Requirements. The Commission accounts shall be kept in conformity with generally accepted accounting practices and in accordance with the local budget law, provided that the local budget law shall control in the event of a conflict with generally accepted accounting practices, and the accounts shall be audited yearly at the same time and by the same auditor as are Metro's accounts.

(b) Procedure for Commission Approval of Proposed Budget. The Commission annually shall prepare a proposed budget and shall approve the proposed budget by duly adopted resolution. The Commission's deliberations and actions on its budget, including any work sessions or subcommittee sessions, shall be

conducted as public meetings as required by the Oregon statutes governing public meetings. Prior to approving any proposed budget, the Commission shall provide a reasonable opportunity for interested persons to testify and make their views known with respect to the proposed budget. The Commission shall include in its budget necessary cost allocations for services provided by Metro as recommended by the Chief Operating Officer.

(c) Procedure for Submission of Commission Budget to Metro. The Commission shall transmit its proposed budget to the Metro Chief Operating Officer at the same time that Metro departments do so. The Chief Operating Officer shall review the submitted budget and submit the Commission's proposed budget to the Council with the Chief Operating Officer's general budget submission to the Council, together with any recommendations the Chief Operating Officer may have for changes in the Commission's proposed budget. The Chief Operating Officer shall include in the submitted budget the necessary cost allocation for providing services to the Commission. The Commission's budget shall be subject to review and approval by the Council. The Council shall make the final determination of cost allocations for services provided by Metro.

(d) Content of Commission's Budget. To the maximum extent permitted by law, the Commission's budget shall consist of one Commission-wide series of appropriations in those categories which are required by local budget law, applicable to all buildings, facilities, and programs managed by the Commission. Once the Commission's budget has been adopted by the Council, any changes in the adopted appropriations not previously approved by the Council must be ratified in advance by the Council.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec. 1; Ordinance No. 02-975, Sec. 1; Ordinance No. 07-1164A, Sec. 5; and Ordinance No. 09-1229, Sec. 1.)

6.01.060 Commission Meetings

All meetings of the Commission shall be conducted as public meetings as required by Oregon law, except where executive sessions are permitted by law. The Commission shall provide adequate notice of its meetings as required by law. All Metro elected officials shall receive notice of all meetings in the same form, manner and substance given to all Commission members.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec. 1; and Ordinance No. 09-1229, Sec. 1.)

6.01.070 Delegation

The Commission may delegate to the Chief Operating Officer any of the power and authority of the Commission subject to those limitations the Commission deems appropriate. Any delegation shall be by resolution of the Commission.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 09-1229, Sec. 1.)

6.01.080 Filing and Effective Date of Commission Resolutions

(a) Within five (5) days after the passage of any resolution, the Commission shall file a copy of the resolution with the Council Clerk, or such other officer as the Council may designate, who shall maintain a special record of the Commission's resolutions which shall be accessible to the public under like terms as the ordinances of Metro. The Council Clerk or such other officer as the Council may designate shall immediately notify the Council of the receipt of the resolution.

(b) Resolutions of the Commission shall be effective upon adoption or at such other time as specified by the Commission.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 02-975, Sec. 1; and Ordinance No. 09-1229, Sec. 1.)

6.01.100 Commission Business Plans

(a) The Commission shall prepare business plans for each of its facilities and shall update those plans as needed. The Commission shall provide all Metro elected officials with copies of its business plans.

(b) The Commission regularly shall report to the Council. Such reports shall occur as directed by the Council, but in no event less than quarterly.

(c) The Commission shall, on an annual basis, set goals and benchmarks for the performance of the buildings, facilities and services managed by the Commission. Such goals and benchmarks shall be discussed in public meetings with reasonable opportunity for public input and shall be adopted by duly

adopted resolutions of the Commission. Copies of proposed goals and benchmarks shall be provided to all Metro elected officials no later than ten (10) working days prior to formal adoption by the Commission. The Commission shall include in its quarterly reports to the Council progress reports on the Commission's progress towards meeting its adopted goals and benchmarks.

(Ordinance No. 87-225, Sec. 1. Amended by Ordinance No. 97-677B, Sec. 3; Ordinance No. 01-888B, Sec. 1; Ordinance No. 02-975, Sec. 1; and Ordinance No. 09-1229, Sec. 1.)

6.01.110 Commission Relationship to Metro Council

(a) The Commission shall meet at least once annually in a joint meeting with the Council to recommend policies and to consult on the operations of the facilities. The Commission shall adopt policies consistent with the policies adopted by the Council.

(b) The Metro Councilor member who serves as the ex-officio member, with the General Manager and the Chief Operating Officer shall regularly report to the Council the activities of the Commission.

(c) The Metro Council President and Metro Council shall consult with the Commission regarding the employment of the Chief Operating Officer, including but not limited to, any review of the Chief Operating Officer's performance.

(Ordinance No. 09-1229, Sec. 1.)

METROPOLITAN EXPOSITION RECREATION COMMISSION

BY-LAWS

SECTION ONE, THE COMMISSION

SUBSECTION 1. Name of the Commission: The Metropolitan Exposition Recreation Commission ("the Commission") as created by Chapter 6.01 of the Metro Code shall be composed of seven members who shall be appointed by the Metro Council President subject to confirmation by the Council and one ex officio, non-voting member appointed by the Metro Council

(Amended by MERC Resolution No. 05-01, January 26, 2005; Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 2. Powers and Authority of the Commission: Powers and authority as provided under various sections of Chapter 6.01 of the Metro Code, other applicable sections of the Metro Code, and applicable law shall be vested in the Commissioners in office from time to time.

(Amended by MERC Resolution No. 05-01, January 26, 2005.)

SECTION TWO, OFFICERS

SUBSECTION 1. Officers: The officers of Commission shall be a Chair, Vice Chair and Secretary-Treasurer.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 2. Chair: The Chair shall preside at all meetings of the Commission. The Chair shall, after consultation with the other officers, set the Agenda for meetings. Except as otherwise authorized by resolution, the Chair and Secretary-Treasurer shall sign all contracts, deeds and other instruments made by the Commission.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 3. Vice Chair: The Vice Chair shall perform the duties of the Chair in the absence or incapacity of the Chair and in case of the resignation or death of the Chair, the Vice Chair shall perform such duties as are imposed on the Chair until such time as a new Chair shall be selected.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 4. The Secretary-Treasurer: The Secretary-Treasurer shall perform the duties of the Chair in the absence or incapacity of the Chair and the Vice Chair and shall act as Chair of the Budget Committee.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 5. Additional Duties: The officers of the Commission shall perform such other duties and functions as may from time to time be required by the Commission or by the By-Laws or Rules and Regulations of the Commission.

SUBSECTION 6. Election of Officers: The Chair, Vice Chair and Secretary-Treasurer shall be elected annually by the Commissioners from among their members not later than June 30 of each year, and shall take office on the following July 1, and shall hold office for one year, or until their successors are elected and qualified. Nominations for the officer positions may be made by any Commission member during a regularly scheduled or special meeting for the purposes of the election of the officers or the Commission may vote for a slate of officers provided to the Commission by the current officers prior to the meeting that the election of officers occurs.

(Proposed by MERC Resolution No. 94-44, tabled until September meeting; Amended by MERC Resolution No. 94-56, September 14, 1994; Amended by MERC Resolution No. 02-11, June 19, 2002, Amended by MERC Resolution No. 05-01, January 26, 2005; Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 7. Vacancies: Should the offices of the Chair, Vice Chair, or Secretary-Treasurer become vacant, the Commission shall elect a successor from its membership at or before the next regular meeting or a special meeting and such election shall be for the unexpired term of such office.

(Amended by MERC Resolution No. 05-01, January 26, 2005; Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 8. Metro Attorney: The Metro Attorney or a member of his/her staff shall serve as attorney for the Commission. The Metro Attorney may retain outside counsel for the Commission at the Metro Attorney's sole discretion in consultation with the Commission... Compensation shall be paid to Metro for services performed by the Metro Attorney or member of the staff in an amount to be determined from time to time.

(Amended by MERC Resolution No. 05-01, January 26, 2005; (Amended by MERC Resolution No. 10-07, May 5, 2010)

SECTION THREE, MEETINGS

SUBSECTION 1. Regular Meetings: The Commission shall schedule one regular meeting each month if the needs of the business so require. All meetings shall be held at a Metro Facility, or at such other place within the Metro boundaries as the Chair shall determine. If a regular meeting date shall fall on a legal holiday, that meeting shall be held on the preceding day. The General Manager shall provide for and give public notice, reasonably calculated to give actual notice to interested persons, including news media which have requested notice, of the time and place for the regular meeting. The notice shall include an agenda of the principal

subjects anticipated to be considered at the meeting, all in accordance with the Oregon Public Meetings Law. The Chair may also schedule for public work sessions as needed.

(Proposed by MERC Resolution No. 94-44, tabled until September meeting; Amended by MERC Resolution No. 94-56, September 14, 1994, Amended by MERC Resolution No. 05-01, January 26, 2005; (Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 2. Special Meetings: The Chair, Vice Chair or Secretary-Treasurer when he/she deems it expedient or, on the request of two members of the Commission, shall call a special meeting of the Commission to be held at such time and place as he/she shall appoint, for the purpose of transacting any business designated. The General Manager shall cause written notice of each special meeting to be mailed to each Commissioner, each news medium requesting notice, and to interested persons requesting notice, not less than 24 hours prior to such meeting, all in accordance with the Oregon Public Meeting Law.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 3. Quorum: At any regular or special meeting a quorum shall consist of four or more members of the Commission, however, no action shall be taken except upon the positive vote of four members. The Chair shall call members to order at the hour designated for the meeting. In the absence of a quorum, absent members shall be informed, if possible, that their presence is required to enable the Commission to proceed to the business at hand. Should a quorum fail to appear within a reasonable time, the members present shall adjourn to some fixed time.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 4. Manner of Voting: The vote on all questions coming before the Commission shall be by voice vote, and the ayes and nays shall be entered into the minutes of such meetings.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 5. Order of Business:

- a. Consent Agenda. The Chair may order the unanimous approval of any matter or matters before the Commission unless there is an objection from one or more of the Commissioners. If there is an objection by any Commissioner to any matter or matters proposed for the consent agenda, the matter or matters shall be removed from the consent agenda and treated as a separate matter.
- b. Order of Business: The order of business shall be as determined by the Chair in accordance with Robert's Rules of Order.

(Amended by MERC Resolution No. 98-47, November 18, 1998; (Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 6. Form of Action: All final actions of the Commission shall be by resolution. No final action shall be made except upon the positive vote of four members of the Commission. Resolutions shall become effective as provided in Chapter 6.01 of the Metro Code.

(Amended by MERC Resolution No. 05-01, January 26, 2005)

SUBSECTION 7. Transmittals of Actions: Within five days of the passage of any resolution the General Manager shall cause a copy of the resolution to be filed with the Metro Attorney's Office.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SECTION FOUR, PROCEDURE

SUBSECTION 1. Standing or Special Committees: The Chair, after consultation with the officers of the Commission, is authorized to refer items to standing or special committees for recommendation and report. All committees shall be appointed by the Chair and approved by the Commission. The Commission member first named shall act as Chair thereof. Appointments to such committees need not be restricted to members of the Commission. No authorized committee shall have any powers that are delegated to the full Commission and shall serve only in an advisory capacity. All committee meetings shall be treated as public meetings in accordance with Oregon Public Meetings Law. There shall be a Budget Committee chaired by the Secretary-Treasurer that will review and recommend to the Commission in regard to the budget for Commission venues.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SUBSECTION 2. Commissioner Liaisons: The Chair is authorized to assign Commissioners as liaisons to each facility and or/special projects. Facility liaisons will be responsible for meeting with the appropriate facility directors on a regular basis and providing information back to the Commission in regard to facility business.

(Amended by MERC Resolution No. 10-07, May 5, 2010.)

SECTION FIVE, TRAVEL

SUBSECTION 1. Transportation and Expense Allowances: The Commission shall, by resolution, establish a policy and procedure for reimbursing Commissioners and Commission employees for expenses necessarily incurred on Commission business.

(Amended by MERC Resolution No. 167, March 11, 1992.)

SECTION SIX, AMENDMENT

SUBSECTION 1. Amendment to By-Laws: The By-Laws of the Commission shall be amended only with the approval of at least four of the members of the Commission at a regular or special meeting, by duly adopted resolution but no such amendment shall be adopted unless written notice thereof has been previously given to all of the members of the Commission at the previous regular Commission meeting.

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OCC Capital Items for Priority Conversation

Here are the items for FY 2011-12 to discuss with Commission for OCC.

1. Roof replacement \$1,800,000
The need to look at Oregon Ballroom changes as well for increasing hang point capacity from 500 lbs. to 1,000 lbs. per hang point. Putting in new divider air walls for better room usage (Splitting Oregon Ballroom from 4 to 8 rooms).
2. Electric Sub Metering \$200,000
This would allow OCC to measure exact usage in all selected spaces to determine costs, potential savings and determine pricing for rental and hook up fees. This would allow for exhibit halls to be metered separately as well as Ballrooms & Kitchens/Food Service Areas.
3. Construct Operations Office in the Back of the Building \$1,350,000
This would provide for operations office consolidation of all functions, provide better monitoring of work for management and to be closer to staff being supervised. This portion of the cost is \$750,000 of the projected \$1,350,000. The rest of the money is designated for improvements to the former office space for renovation into high end board room/executive conference suites to generate additional revenues.
4. Retro commissioning \$65,000
This is continuing the current program to evaluate how our systems are operating and in compliance with equipment specifications and allow for improvements to gain efficiencies. This is needed for LEED re-certification and will help reduce costs and determine preventative maintenance planning.
5. Escalator Cleaning Machine \$73,000
Cooling Tower – Process Loop Project \$35,000
Recycling container purchase \$50,000
Genie Roundabout High Lift \$21,000
Elavator #3 Hydraulic Cylinder Replacement \$150,000
Teledata Upgrade (voice over IP) VOIP \$90,000
Handicap Lift Purchase \$30,000
All of these projects are generally for facility maintenance, operational needs, replacement.
Total: \$449,000

We have pulled out the rest of the items that were listed in the capital long range plan (see list below) to discuss about which year to put them in for future capital needs in the long term discussion for OCC as well as renewal and replacement policy issues.

1. Construction of high end executive conference and board room space
2. Brew Pub construction

3. Public Circulation Furniture (Lobby Areas)
4. HVAC Unit for Capital Projects Office
5. Phone Bank Retrofit Project
6. Plaza Work

These need to be discussed and addressed as to priorities for future OCC projects in the Capital plans.

Major Project and Initiatives for FY12

Cultural Video Project \$523,000

Educationally relevant art/cultural video content would be distributed through a system of video streaming technologies into the classroom via the state of Oregon's intranet as well as in on-site displays in Hatfield Hall. The system would be sponsored and maintained by PCPA where the primary site displays will be located. Educational video content would be curated by PCPA and developed by a broad base of arts/cultural and educational organizations to supplement and enhance performances in the PCPA facilities as well as allowing the means for other arts/cultural educational activities to be delivered by other area non-profits.

Schnitz/Main Street Project TBD

Continuance of ongoing project that includes the renovation of Arlene Schnitzer Concert Hall as well as a new structure on Main Street that connects the Schnitz and Hatfield Hall.

PCPA Branding Initiative TBD

PCPA is seriously lacking in identity which puts it at a disadvantage with advocacy and fundraising efforts. PCPA will be developing a new website as part of this initiative and needs to determine what other components-such as logos, social networking, etc-is needed to establish the PCPA brand. PCPA will budget for some consulting time to help it identify what its brand is and what other components are necessary to best communicate the brand. For FY12 I anticipate only the consulting costs and web piece will be budgeted. (Web upgrade is currently budgeted for FY11, but will be put on hold till next fiscal year so a more complete analysis of the brand can be accomplished.)

LEEDS Existing Building Certification for Hatfield Hall TBD

We will start budgeting items that will bring Hatfield Hall to a Silver LEED-EB certification. Components for FY12 have not been determined yet but could be some of the following: plumbing fixture upgrades (such as dual flush toilets), HVAC control system upgrades, lighting retrofits, etc.

PCPA 2011-12 FY

Hatfield Hall Trash Compactor	50,000
Hatfield Cultural Video Project	522,188
Newmark Theater Main Curtain	20,000
Winningstad Theater Main Curtain	10,000
Arlene Schnitzer Concert Hall Follow Spots	20,000
Newmark Dimmer System	140,000
Arlene Schnitzer Concert Hall Boiler Replacement	100,000
Keller Paneling Project	TBD
ASCH/Main Street Project	TBD

Expo Capital Items2011-12**Current 5 year plan information for FY 12**

Hall E relamp	35,000
Hall E lobby and meeting room carpet replacement (2)	30,000
Portable bleacher replacement (2)	80,000
Parking Lot Asphalt maintenance and/or removal/replacement	<u>50,000</u>
	195,000

Anticipated Update for FY 12**Comments**

Hall E relamp (front & back of house only)	13,000	(cautious project cost estimate. With potential incentives/BETC credit, net may approximate +/- \$6K, expect update +/- 45days)
Hall E lobby and meeting room carpet replacement (2)		(anticipate moving to FY 13)
Portable bleacher replacement (2 sections)	90,000	(year 1 of multi-year replacement plan: 2 sections per year)
Parking Lot Asphalt maintenance and/or removal/replacement	50,000	(most likely will focus on So. Access Dr.)
Halls AB relamp (changing T-12s to T-8s)	<u>15,000</u>	(T-12s phased out, no longer "legal" beginning calendar year 2012)
	168,000	

2011-12**Current 5 year plan information for FY 12**

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Hall E lobby and meeting room carpet replacement (2)	30,000
Portable bleacher replacement (2)	80,000
Parking Lot Asphalt maintenance and/or removal/replacement	<u>50,000</u>
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Anticipated Update for FY 12

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Comments

(cautious project cost estimate. With potential incentives/BETC credit, net may approximate +/- \$6K, expect update +/- 45days)

(anticipate moving to FY 13)

(year 1 of multi-year replacement plan: 2 sections per year)

(most likely will focus on So. Access Dr.)

(T-12s phased out, no longer "legal" beginning calendar year 2012)



MERC Commission Retreat

October 6, 2010

Session Notes

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**Commissioners/GM in attendance:** Elisa Dozono (Chair), Teri Dresler (GM), Chris Erickson, Terry Goldman, Judie Hammerstad, Cynthia Haruyama, Ray Leary, Rod Park (Metro liaison), Karis Stoudamire-Phillips.

**Others in attendance** Chris Bailey, Expo Center Director; Jeff Blosser, OCC ED; Michael Jordan, Metro COO; Stephanie Soden, Venues Director of Communications and Strategic Development; Robyn Williams, PCPA ED; and Lisa Brown, Program Analyst II.

**Facilitator:** Sue Dicile

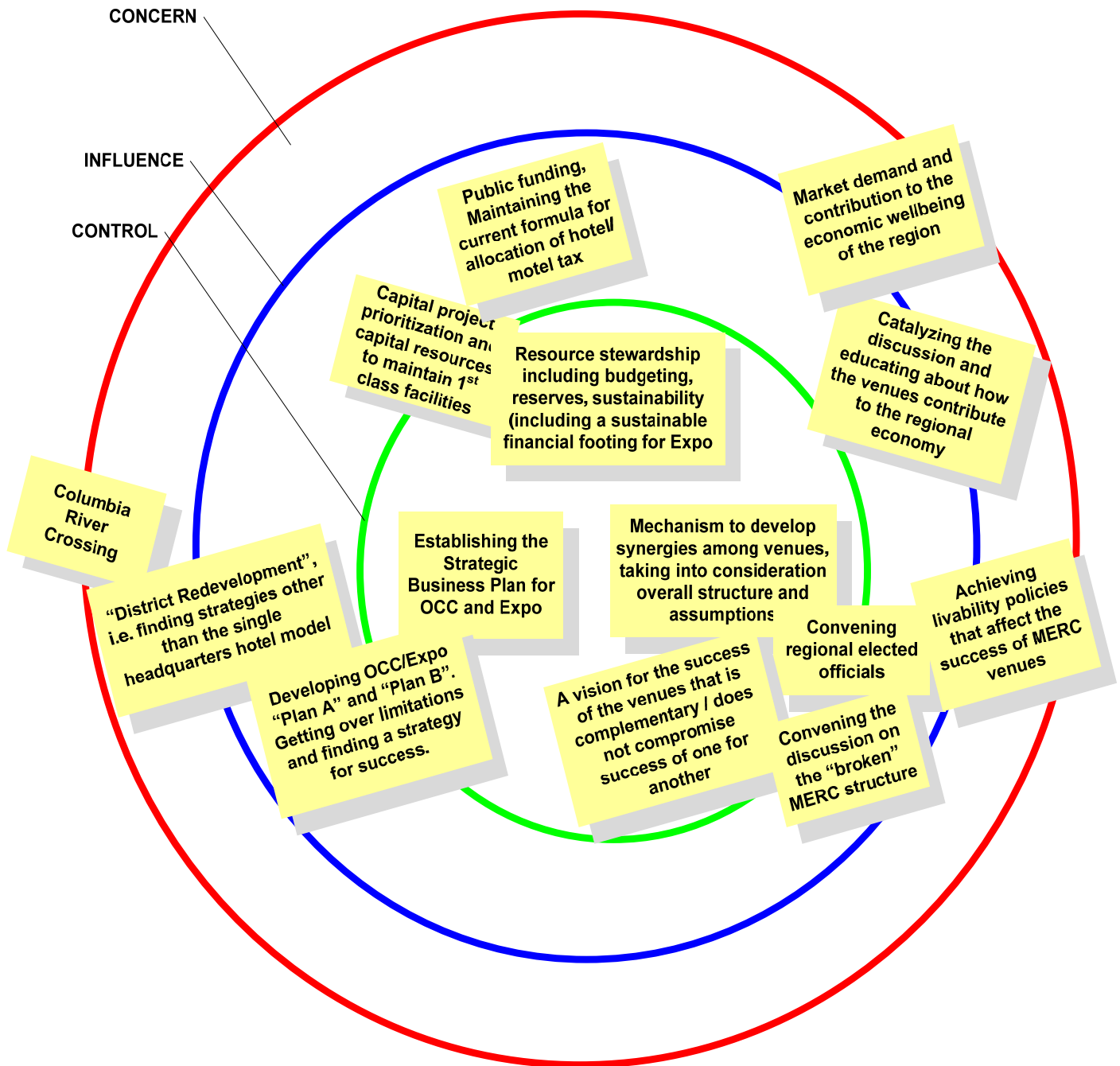
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On October 6, 2010, MERC Commission and executive staff participated in a Commission retreat. The purpose of the session was to establish strategic priorities and determine how the Commission can best pursue those priorities within its spheres of control and influence.

*The following notes were transcribed from chartpak notes recorded by the facilitator during the retreat.
Text in italic indicates the facilitator's explanatory comments.*

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## SPHERES OF CONTROL, INFLUENCE AND CONCERN

Commissioners identified the following actions and outcomes and evaluated MERC's degree of control or influence they exert relative to each:





## STRATEGIC PRIORITIES

Based on the prior discussion the following priorities were established.

★ Starred outcome items are those that need to be readied for discussion with Metro Council.

| STRATEGIC PRIORITIES |                                                                                                                                                                                                                                                             | NEAR TERM OUTCOMES                                                                                                                                                                            | LONGER TERM         |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| PRIMARY              | Resource stewardship and sustainability                                                                                                                                                                                                                     | ➔ Reserves policy developed. ★                                                                                                                                                                |                     |
|                      | Synergy among the four venues                                                                                                                                                                                                                               | ➔ Operational, marketing and sales opportunities identified.<br>➔ Parking analysis obtained.<br>➔ Process to develop synergies established.<br>➔ Commission apprised of all results.          |                     |
|                      | <b>Strategic Business Plan for OCC &amp; Expo</b><br>Includes: <ul style="list-style-type: none"> <li>• Risk analysis</li> <li>• Options for district and economic development for each venue.</li> <li>• Strategy for hotel/motel room adequacy</li> </ul> | ➔ Plan completed<br>➔ “Who” is the customer at each venue?” understood.<br>➔ Commission awareness raised so that Commissioners are effective advocates grounded in solid, timely information. |                     |
|                      | Stability of public funding sources                                                                                                                                                                                                                         | ➔ Seat at the table for the Commission established. ★<br>➔ Importance of the funding formula to protect jobs and economic & districts development elevated in the discussion. ★               | Statute “untouched” |
| SECONDARY            | Capital projects and replacement prioritization and financing                                                                                                                                                                                               | ➔ Priorities and financing determined in the upcoming budget process. ★                                                                                                                       |                     |
|                      | Financial stability for Expo                                                                                                                                                                                                                                | ➔ Options evaluated.<br>➔ Commission briefed on options.                                                                                                                                      |                     |
|                      | First Opportunity Target Area (FOTA)                                                                                                                                                                                                                        | ➔ Policy established based on demographic data.                                                                                                                                               |                     |
|                      | <b>Convening and catalyzing regional discussions</b><br>Includes: <ul style="list-style-type: none"> <li>• Fixing the rigid 3-way financing structure</li> <li>• Livability policies</li> <li>• Regional venue initiatives</li> </ul>                       | ➔ MERC Commission and Metro Council consensus on regional alignment established.<br>➔ Discussions convened as opportunities and timing are right.                                             |                     |