



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council meeting agenda

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Thursday, September 3, 2020

2:00 PM

<https://zoom.us/j/615079992> or  
**888-475-4499 (toll free)**

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### Annual MERC Meeting

Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public.

This meeting will be held electronically. You can join the meeting on your computer or other device by using this link: <https://zoom.us/j/615079992> or by calling 888-475-4499 (toll free).

If you wish to attend the meeting, but do not have the ability to attend by phone or computer, please contact the Legislative Coordinator at least 24 hours before the noticed meeting time by phone at 503-797-1916 or email at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov).

#### 1. Call to Order and Roll Call

#### 2. Public Communication

Public comment may be submitted in writing and will also be heard by electronic communication (videoconference or telephone). Written comments should be submitted electronically by emailing [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Written comments received by noon on September 03 will be provided to the council prior to the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting the legislative coordinator by phone at 503-797-1916 and providing your name and the agenda item on which you wish to testify; or (b) registering by email by sending your name and the agenda item on which you wish to testify to [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Those requesting to comment during the meeting can do so by using the "Raise Hand" feature in Zoom or emailing the legislative coordinator at [legislativecoordinator@oregonmetro.gov](mailto:legislativecoordinator@oregonmetro.gov). Individuals will have three minutes to testify unless otherwise stated at the meeting.

#### 3. Presentations

##### 3.1 MERC Venues Financial Update

[20-5454](#)

Presenter(s): Rachael Lembo, Metro

Attachments: [Staff Report](#)

3.2 EXPO Development Opportunity Study Update [20-5455](#)

Presenter(s): Hillary Wilton, Metro  
Alex Joyce, Cascadia Partners

Attachments: [Staff Report](#)

3.3 Reimagine Oregon and Black Lives Matter Update [20-5456](#)

Presenter(s): Marissa Madrigal, Metro  
Marcus Mundy, Coalition of Communities of Color  
Katrina Holland, JOIN

Attachments: [Staff Report](#)

**4. Councilor Communication**

**5. Adjourn**

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រតិបត្តិការរើសអើងសម្រាប់សេចក្តីណែនាំ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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**Television schedule for Metro Council meetings**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>  Channel 30 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  Call or visit web site for program times.</p>	<p><b>Portland</b>  Channel 30 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  Call or visit web site for program times.</p>
<p><b>Gresham</b>  Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  Call or visit web site for program times.</p>	<p><b>Washington County and West Linn</b>  Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  Call or visit web site for program times.</p>
<p><b>Oregon City and Gladstone</b>  Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>	

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.** Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement and Legislative Coordinator to be included in the meeting record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement and Legislative Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities.

Agenda Item No. 3.1

**MERC Venues Financial Update**

*Presentations*

Metro Council Meeting  
Thursday, September 03, 2020

# MERC Venues Financial Update

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Date: August 20, 2020

Department: MERC

Meeting Date: September 3, 2020

Presenter: Rachael Lembo, MERC Finance Manager

[Rachael.lembo@oregonmetro.gov](mailto:Rachael.lembo@oregonmetro.gov)

Length: 20 minutes

Prepared by: Rachael Lembo, MERC Finance Manager

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## **ISSUE STATEMENT**

The MERC venues have been closed to large public gatherings due to the COVID-19 pandemic since March 13, 2020. Event-related revenue in FY2019-20, expected to exceed \$56 million, was reduced to \$37 million. Even while our spaces are dark the venues teams are busy - managing future business, maintaining our buildings, and planning for reopening.

Despite significant staffing and other cost reductions, the venues face severe financial challenges until they're able to reopen for large events. CARES Act funding from the State of Oregon and City of Portland have provided relief, but current fund balance may not be sufficient to support operations until it is safe to reopen.

Our updated financial scenarios consider an extended event ban, identify financial gaps and review the impact of possible solutions to sustain the venues. The venue teams and Metro leadership are reviewing options, which will result in a future budget amendment for Metro Council consideration.

## **ACTION REQUESTED**

Staff will seek approval of a budget amendment this fall.

## **IDENTIFIED POLICY OUTCOMES**

The MERC venues provide economic and cultural benefits to the Metro region, and are an important part of the region's recovery. Sustaining our current operations will allow the venues to prepare for a smooth reopening, eventually inviting local residents and out-of-town visitors back into our meeting rooms, exhibit halls and theaters.

## **POLICY QUESTION(S)**

Do Metro Council and the MERC support our intention to find financial solutions to continue current operations and prepare for eventual reopening?

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

The MERC venues are comprised of the Oregon Convention Center (OCC), Portland's Centers for the Arts (Portland's) and Portland Expo Center (Expo). OCC is designed to maximize economic benefit for the state and region by attracting out-of-town visitors to conventions and local residents to special events and trade shows; Portland's is the cultural hub for the region hosting a variety of performances and entertainment events in its multiple theatres; and Expo is the region's primary destination for public events and consumer shows, some of which have been held there for 50 years.

The individual and aggregate contributions each makes towards the region's economy is powerful and significant: along with the Oregon Zoo, the venues stimulate more than \$875 million in direct and indirect regional spending which supports more than 8,000 total jobs, based on the most recent economic report from FY 2018-19. Combined, the venues hosted approximately 1,500 events/performances in FY 2018-19 that attracted 3.4 million people and offered a wide range of experiences for visitors and residents – contributing to the quality of life for the region and beyond.

## **BACKGROUND**

The MERC venues presented initial financial implications of the COVID-19 pandemic to Metro Council on April 28, 2020, and subsequently submitted an amendment to the FY20-21 budget.

Agenda Item No. 3.2

**EXPO Development Opportunity Study Update**

*Presentations*

Metro Council Meeting  
Thursday, September 03, 2020



## EXPO DEVELOPMENT OPPORTUNITY STUDY UPDATE

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Date: August 20, 2020  
Department: MERC  
Meeting Date: September 3, 2020

Prepared by: Hillary Wilton, 503-705-7930, Hillary.Wilton@oregonmetro.gov  
Presenter(s): Alex Joyce, Cascadia Partners  
Length: 20 minutes

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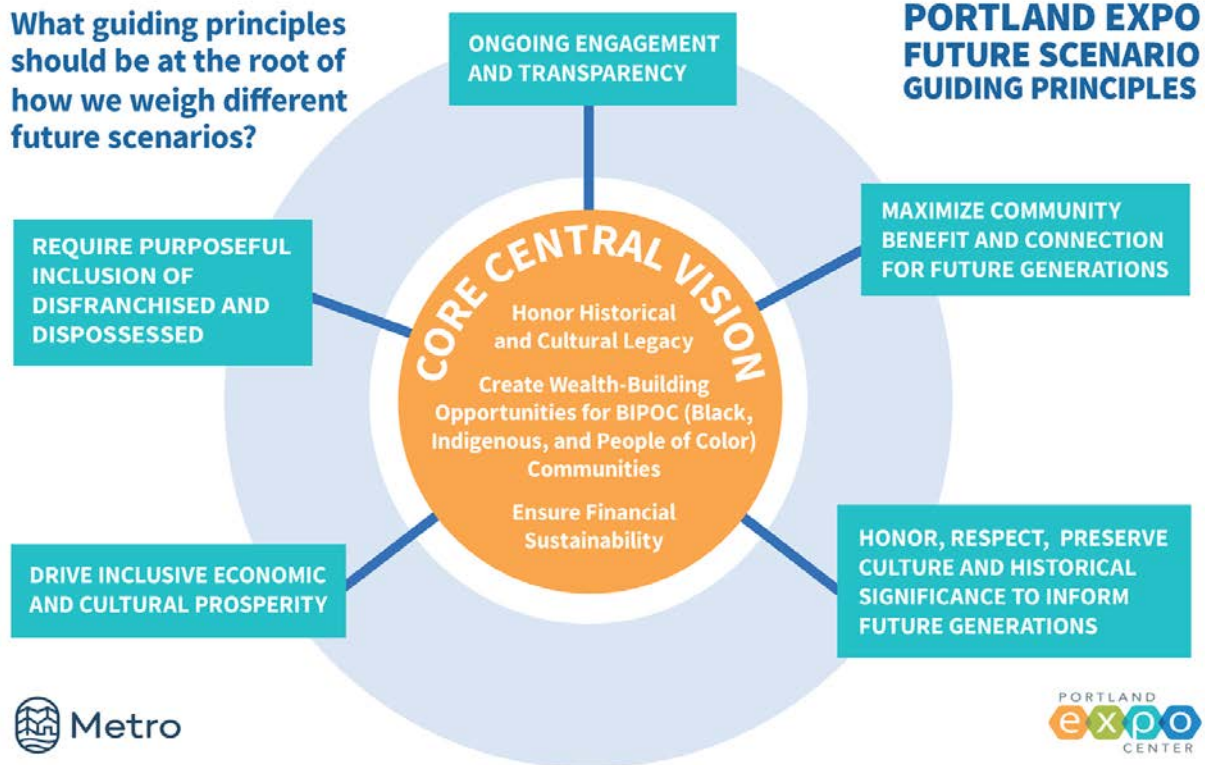
### ISSUE STATEMENT

We are pleased to provide an update on the Metro Expo Center Development Opportunity Study (DOS). We have received valuable input from key stakeholders in communities with ties to the Expo property including Metro Council and the Metropolitan Exposition Recreation Commission (MERC), the African-American community with connections to the site through Vanport, the Japanese-American community who were interned at the property in WW2, the client and business community, developers and the Indigenous Peoples and Tribal leaders, which is happening now with the diligent leadership of Katie MacDonald, Metro's new Tribal Relations Manager. This outreach has created Guiding Principles (a working document, presented below) which we will use as a lens for potential future scenarios.

**The goal of this project has not changed. It remains a collaborative process focused on developing potential futures for the Expo Center site that seek to achieve several core principles: maximize community benefit, ensure long term financial sustainability, and honor the historical and cultural legacy of the site and surrounding area.** At the conclusion of this process, Metro leadership will be provided with several viable future scenarios and a decision-making framework that allows them to make informed assessment of the potential to shape the future of the Expo Center site in service of these core principles.

## GUIDING PRICIPLES

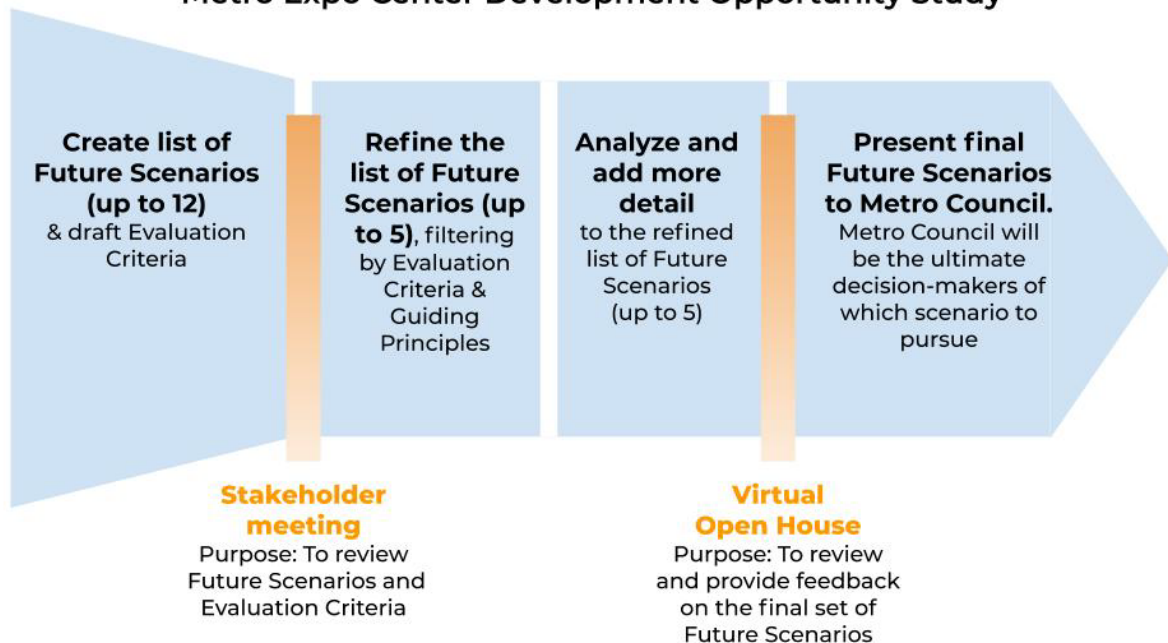
What guiding principles should be at the root of how we weigh different future scenarios?



## NEXT STEPS

### Future Scenario Development Process

Metro Expo Center Development Opportunity Study



What we'll be up to in the coming months:

**Indigenous Community Outreach** - In the coming weeks, Metro staff will be meeting with members of the Indigenous community about the principles and priorities that are important in considering future scenarios for Expo.

**Future Scenarios Development** - Opportunities for input and further prioritization will continue during the development of future scenarios. In the coming weeks, the project team will be reaching back out to stakeholders to weigh in on the evaluation criteria and future scenarios to ensure the concepts still embody the priorities and guiding principles that were developed at the beginning of this process. With your input, these future scenarios will be narrowed down to a short list of potential options. This prioritized set of future options will get further defined and evaluated, and stakeholders will again be asked to weigh in at a future Open House before they are presented to Metro Council.

## **IDENTIFIED POLICY OUTCOMES**

We have shared with stakeholders that Metro leadership has prioritized the continuation of this project and we are excited to continue engaging on this important work.

## **STAFF RECOMMENDATIONS**

Continue to explore potential public and private partnerships in more depth. We have met with many potential partners of interest including Port of Portland and City of Portland Fire Bureau. We are presenting the opportunity to the Governors Regional Solutions team at the end of August.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

The COVID-19 pandemic has brought uncertainty and disruption to much of our society, and Metro and the Expo Center have not been immune. Since early spring, Expo staff has worked to adapt event spaces like the Expo Center to both serve in the region's COVID response and also meet changing client needs. The Development Opportunity Study remains focused on the long term potential of the center and property.

- There is particular concern from the business and client community that the venue will be negatively impacted, some of whom have testified to Metro Council in the past year.
- The project is served greatly by a Steering Team with representation from Metro Council and MERC (Councilor Christine Lewis, Commissioner Damien Hall, Scott Cruickshank, Matthew Rotchford and Paul Slyman), a Core Team (Scott Cruickshank, Matthew Rotchford, Alicia Crawford, Hillary Wilton, Heather Back, Ramona Perrault, Nick Christensen and Amy Nelson) and a Real Estate Technical Advisory Team (Jonathan Williams and Brian Moore)

- The main study is funded in this year's budget. Additional options for exploring potential partnerships and nature of possible real estate transactions is included in the consultant scope, but currently not funded.

## **BACKGROUND**

Staff presented the DOS Scope of work at a joint work session of Metro Council and MERC last Fall, and upon advisement expanded key stakeholder outreach goals. Councilor Christine Lewis and Commissioner Damien Hall have stayed closely involved.

Agenda Item No. 3.3

**Reimagine Oregon and Black Lives Matter Update**

*Presentations*

Metro Council Meeting  
Thursday, September 03, 2020

## REIMAGINE OREGON AND BLACK LIVES MATTER UPDATE

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Date: August 20, 2020  
Department: Office of the COO  
Meeting Date: September 3, 2020

Prepared by: Reed Brodersen, DEI;  
[reed.brodersen@oregonmetro.gov](mailto:reed.brodersen@oregonmetro.gov)  
Presenter(s): Marissa Madrigal, COO  
Length: 20 minutes

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### ISSUE STATEMENT

- Black people continue to experience state-sanctioned violence, disenfranchisement and systematic exclusion from the region's economic opportunity.
- In the wake of the deaths of George Floyd, Ahmaud Arbery, Philando Castile, Quanice Hayes and so many others, greater Portland's Black leaders, through the coalition [Reimagine Oregon](#), have called upon governments large and small to take urgent and meaningful action to divest from harmful systems, reinvest in Black lives and create new systems that protect Black, Indigenous, and people of color.
- Metro Councilors have made wide-ranging commitments to advance these efforts and Metro staff have begun or continued work towards meeting those commitments.
- This work is far from over, and will continue to take the leadership, dedication and courage of Metro Councilors and MERC Commissioners to make Metro, our Venues, and the region a place for Black people to feel safe, be successful, and be joyous.
- Today's presentation intends to bring Metro Council and MERC up-to-speed on the progress made towards our commitments to Reimagine Oregon, as well as additional work Metro is undertaking to invest in and protect Black lives.

### ACTION REQUESTED

No action is required at this time.

### IDENTIFIED POLICY OUTCOMES

The purpose of this update on our engagement with and commitments to Reimagine Oregon is to have a joint discussion between Metro Council and MERC on how we continue to advance and prioritize these commitments.

### POLICY QUESTION(S)

What unique opportunities to does MERC/Council cooperation create to advance this work?

### STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- Taking meaningful action to invest in and protect Black lives represents a continuation of the ideals and goals Council adopted in 2016 in Metro's [Strategic Plan to Advance Racial Equity, Diversity and Inclusion](#).

- The *Strategic Plan* solidified our commitment to lead with race, using the targeted universalism framework. Targeted universalism means we set universal goals for outcomes but use a targeted approach to get to those outcomes. This means we focus on advancing racial equity in order to make sure all of our communities can thrive.
- Focusing on Black lives is a continuation and refinement of Metro's approach to advancing racial equity. Black communities of greater Portland, due to systemic disinvestment, violence, exclusion, and displacement, consistently fare the worst across quality of life indicators. It is also a recognition of the extraordinary resilience of this community and its essential contributions to the region's cultural, historic and economic fabric.

Materials following this page were distributed at the meeting.





Metro

# MERC financial update

Metro Council and MERC joint session

September 3, 2020



# Background

In late May 2020, the venues projected outcomes based on three scenarios:

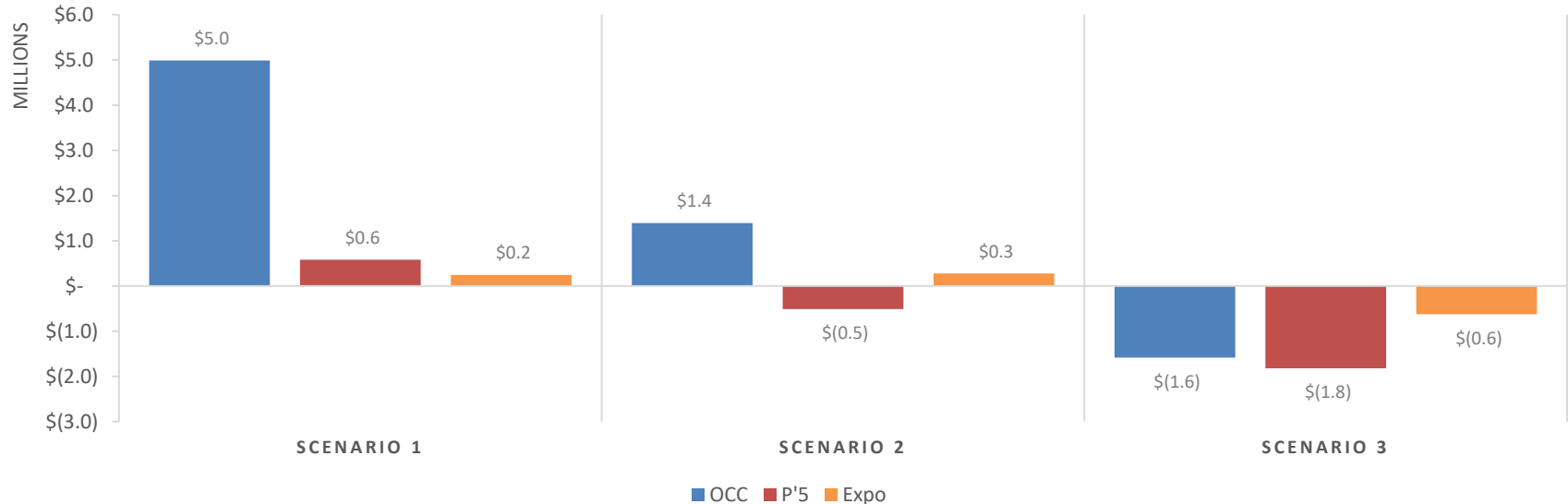
1. Reopening in October 2020
2. Reopening in January 2021
3. Reopening in June 2021

At that point scenario 2 seemed the most likely. Today we are seeing signs that scenario 3 could be the most likely.

# Background

Scenario 3 presented severe financial challenges at all venues.

VENUE FUND BALANCE @ JUNE 30, 2021



# Additional funding

- \$4.1 million from the State, with \$2.4 million coming to MERC
- \$1.6 million from the City to support P5

# Additional cuts

- P5 made additional staff reductions and extended 20% furloughs for non-reps
- OCC extended 20% furloughs for non-reps
- OCC reduced the Travel Portland contract to \$1.5 million (originally \$4.2 million)

# TLT Assumptions

Even without events OCC and P5 will see some revenue from Transient Lodging Tax.

TLT Excise Tax revenue:

- Down 90% through April 2021
- Down 75% May 2021 – June 2022
- No VFTA allocations

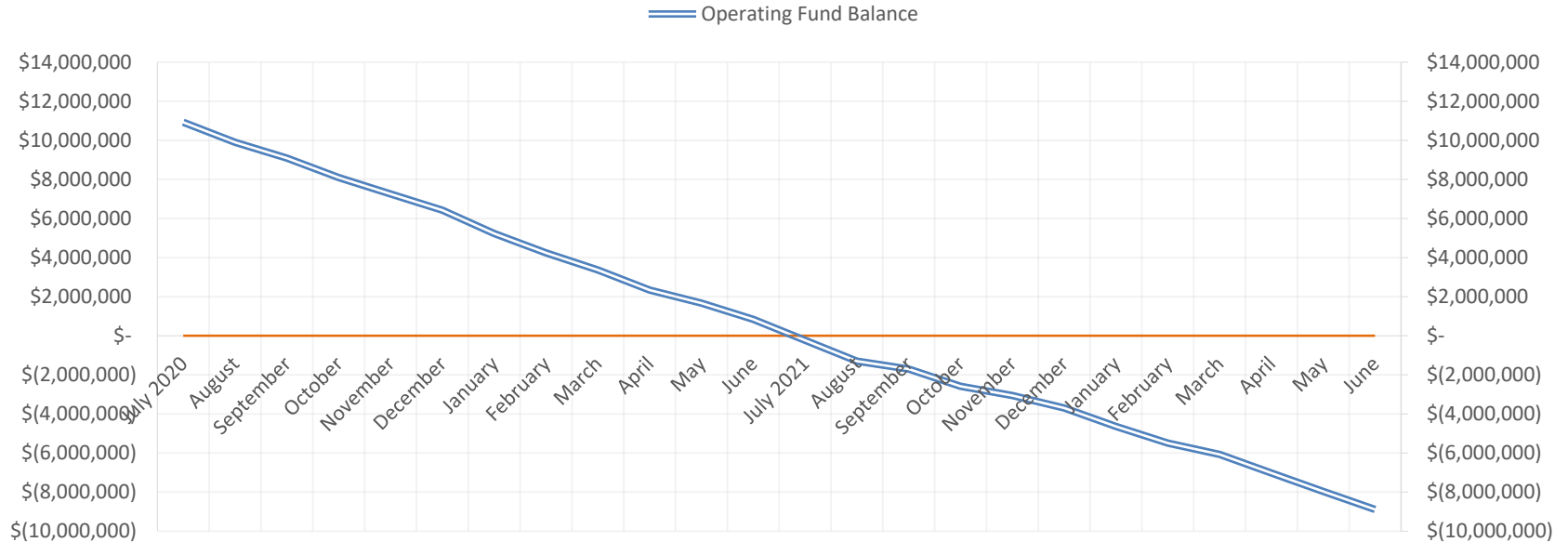
# Updated projections

- How do we sustain current operations without event revenue?
- How long will it take for a vaccine, once found, to be manufactured and distributed widely?
- What if this takes two years?

# Oregon Convention Center

The current monthly net spend averages \$940k/month.

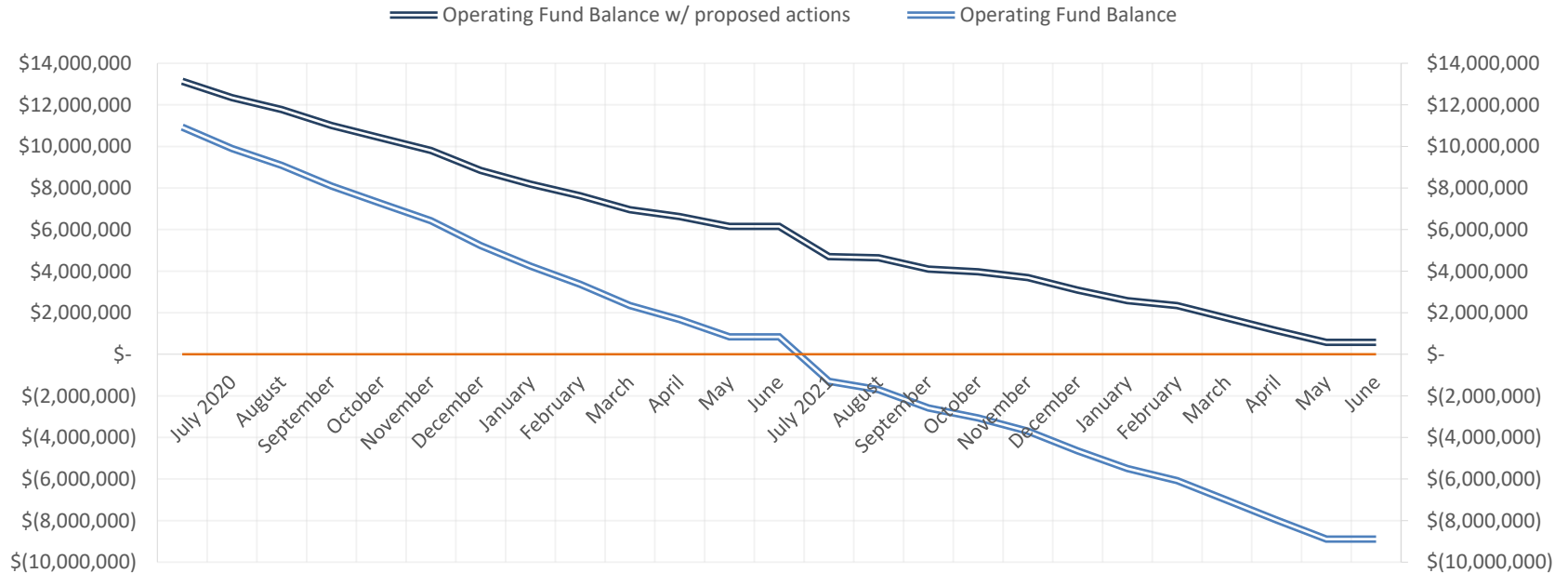
Without additional actions, the OCC will be out of fund balance by July.





# Oregon Convention Center

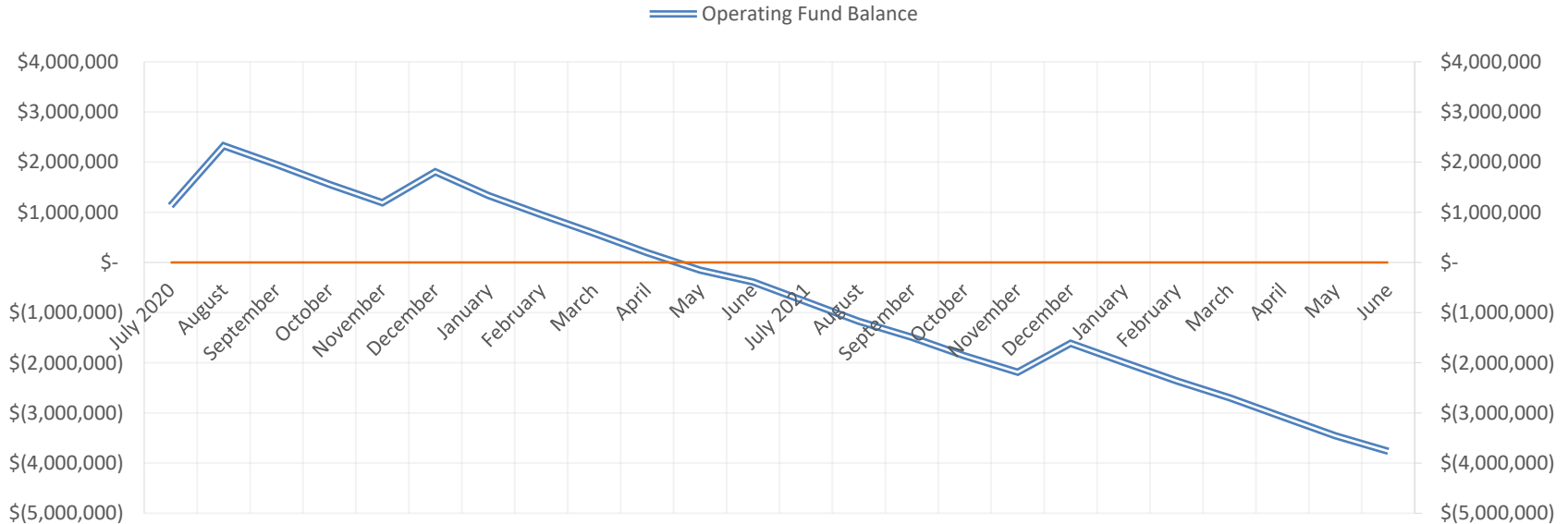
OCC is evaluating options to extend fund balance through June 2022.



# Portland'5

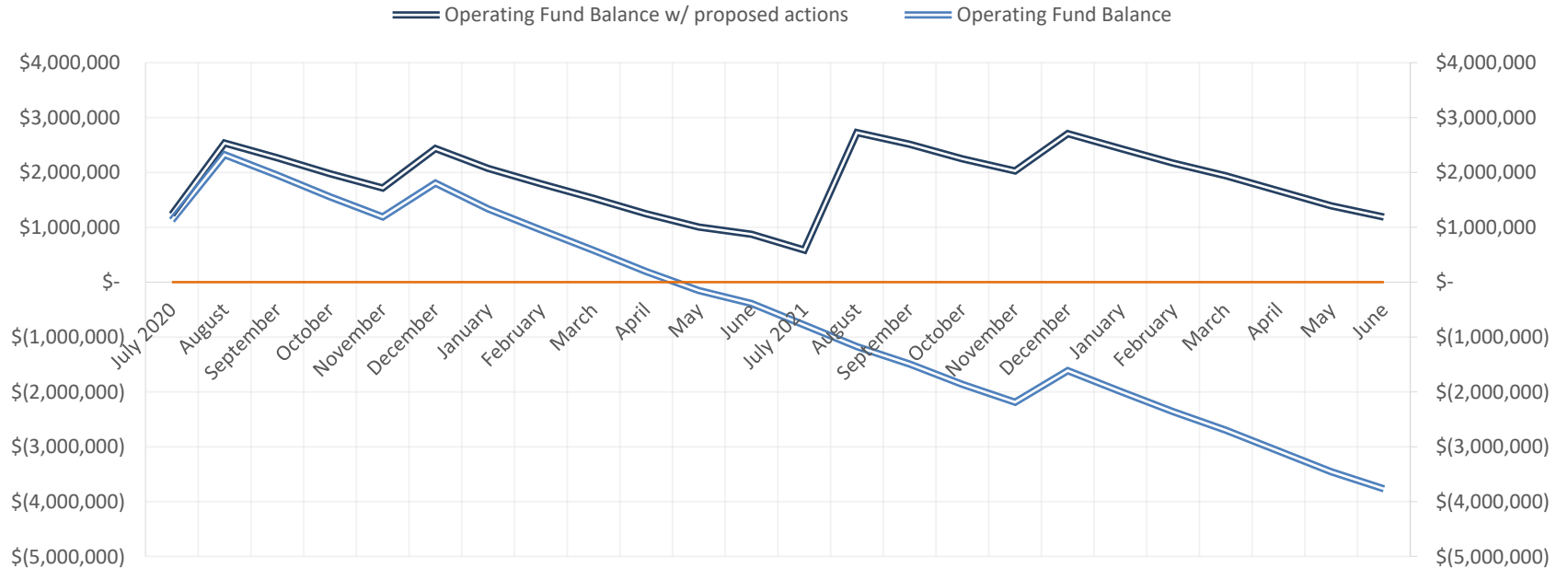
The current monthly net spend averages \$170k/month.

Without additional actions, P5 will be out of operating fund balance by May.



# Portland's 5

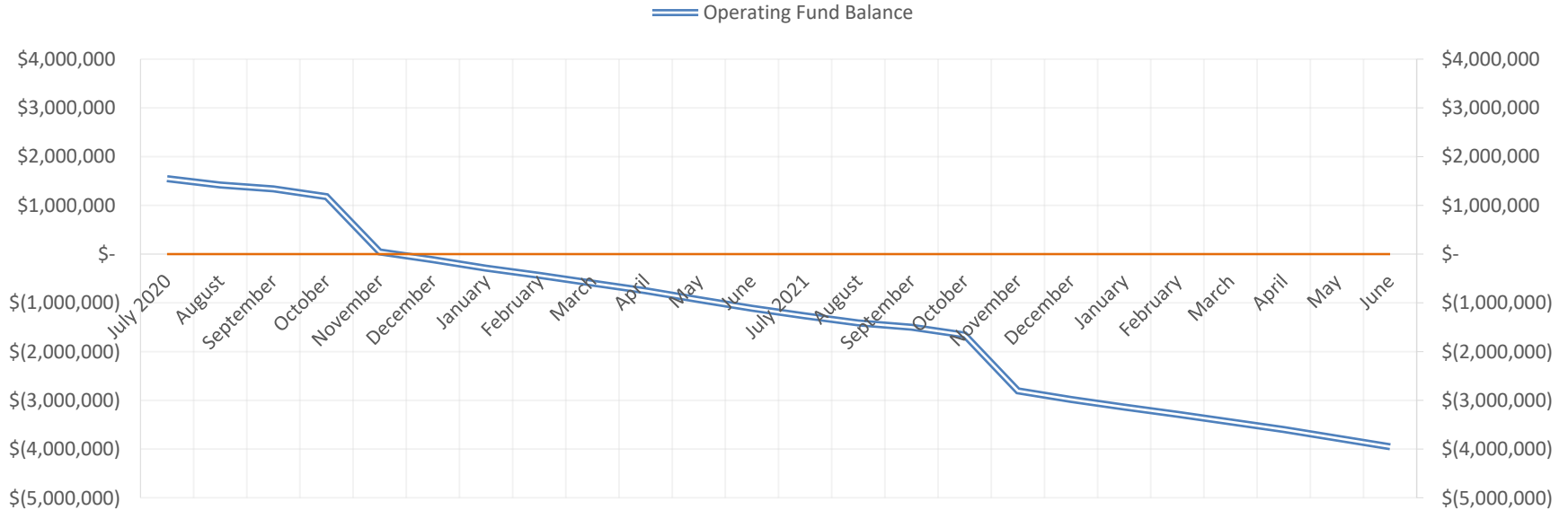
P5 is evaluating options to extend fund balance through June 2022.



# Portland Expo Center

The current monthly net spend averages \$250k/month.

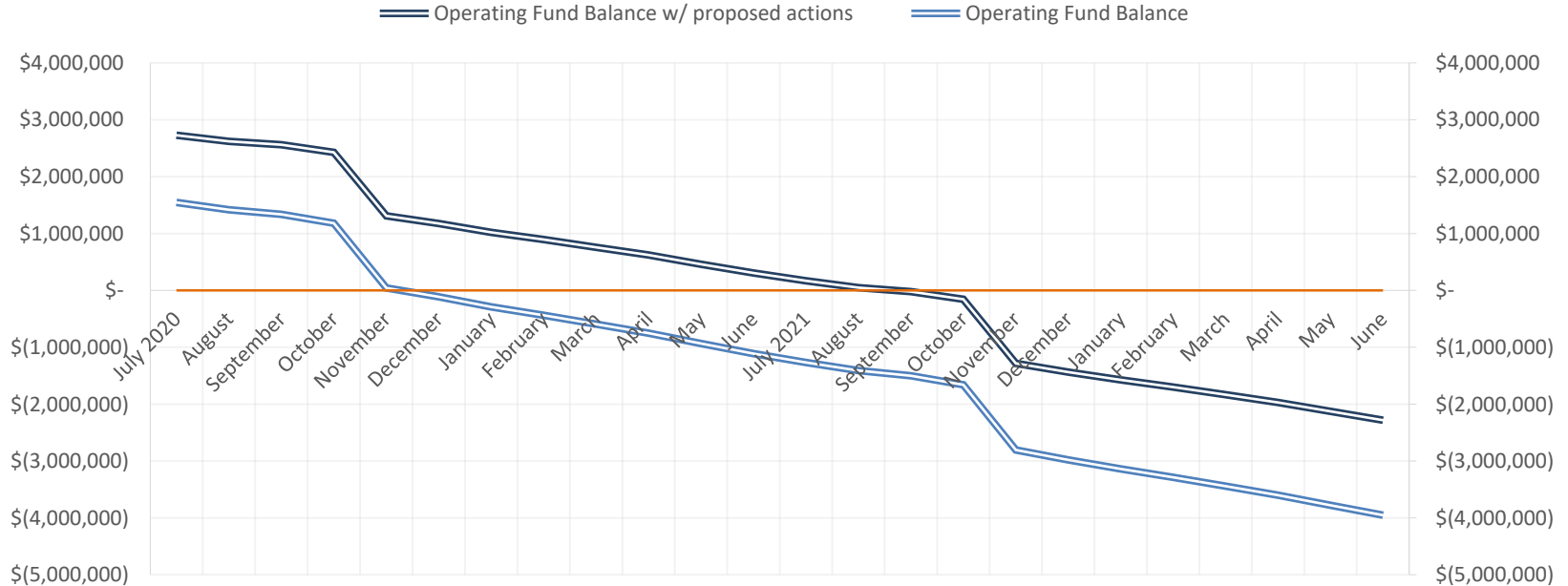
Without additional actions, Expo will be out of operating fund balance by Nov.



# Portland Expo Center

Expo is evaluating options to extend fund balance through July 2021.

Additional actions will be necessary to pay debt service in November 2021.



# Do everything possible

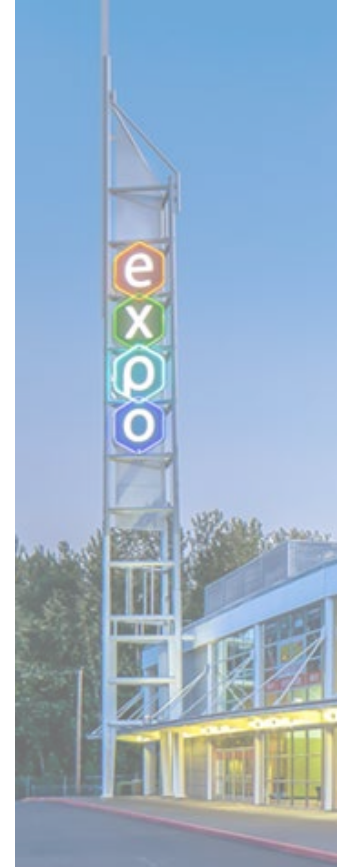
- Current operations – future clients, building maintenance, reopening planning
- Extended furloughs
- Alternate revenues where possible

# Metro Expo DOS Process Update

MERC-Metro Council Joint Session

# Purpose of Development Opportunity Study

- Understand **stakeholder desires** and aspirations related to the site
- Establish a baseline understanding of the **market value** of the Expo property
- Identify up to **five viable future options** that could compliment, support or replace the current events center operations
- **Evaluate options** based on the Project Principles
- Create a **decision-making framework** to allow Metro Council to assess potential future scenarios, impacts, and prioritize actions





# DOS Internal Project Teams

## Metro Project Manager

- Hillary Wilton, Senior Development Specialist

## Consultant Team: Cascadia Partners

- Alex Joyce, Overall Project Lead
- Irene Kim, Engagement Lead

## Core Team

- Scott Cruickshank, General Manager  
Visitor Venues
- Matthew Rotchford, EXPO Center Director
- Alicia Crawford, Expo Center Sales  
Manager
- Heather Back, Venue Communications
- Amy Nelson, MERC Executive Assistant
- Ramona Perrault, Council Policy  
Coordinator
- Nick Christensen, Metro Communications

# DOS Internal Project Teams

## Leadership (Steering) Team

- Christine Lewis, Metro Councilor and MERC Liaison
- Damien Hall, MERC Commissioner
- Scott Cruickshank, General Manager Visitor Venues
- Matthew Rotchford, EXPO Center Director
- Paul Slyman, Chief of Staff to Metro Council

## Technical Expert Team

- Jonathan Williams, TOD Program Development Specialist
- Brian Moore, Willamette Falls Project Manager
- Rachael Lembo, MERC Financial Manager
- Office of the Metro Attorney (with expertise including Environmental Investigations and Title Review)

# Approach Continues:

*Define Opportunities, Engage, Analyze Futures, Engage*

Define Future Scenarios - 12  
& Evaluation Criteria

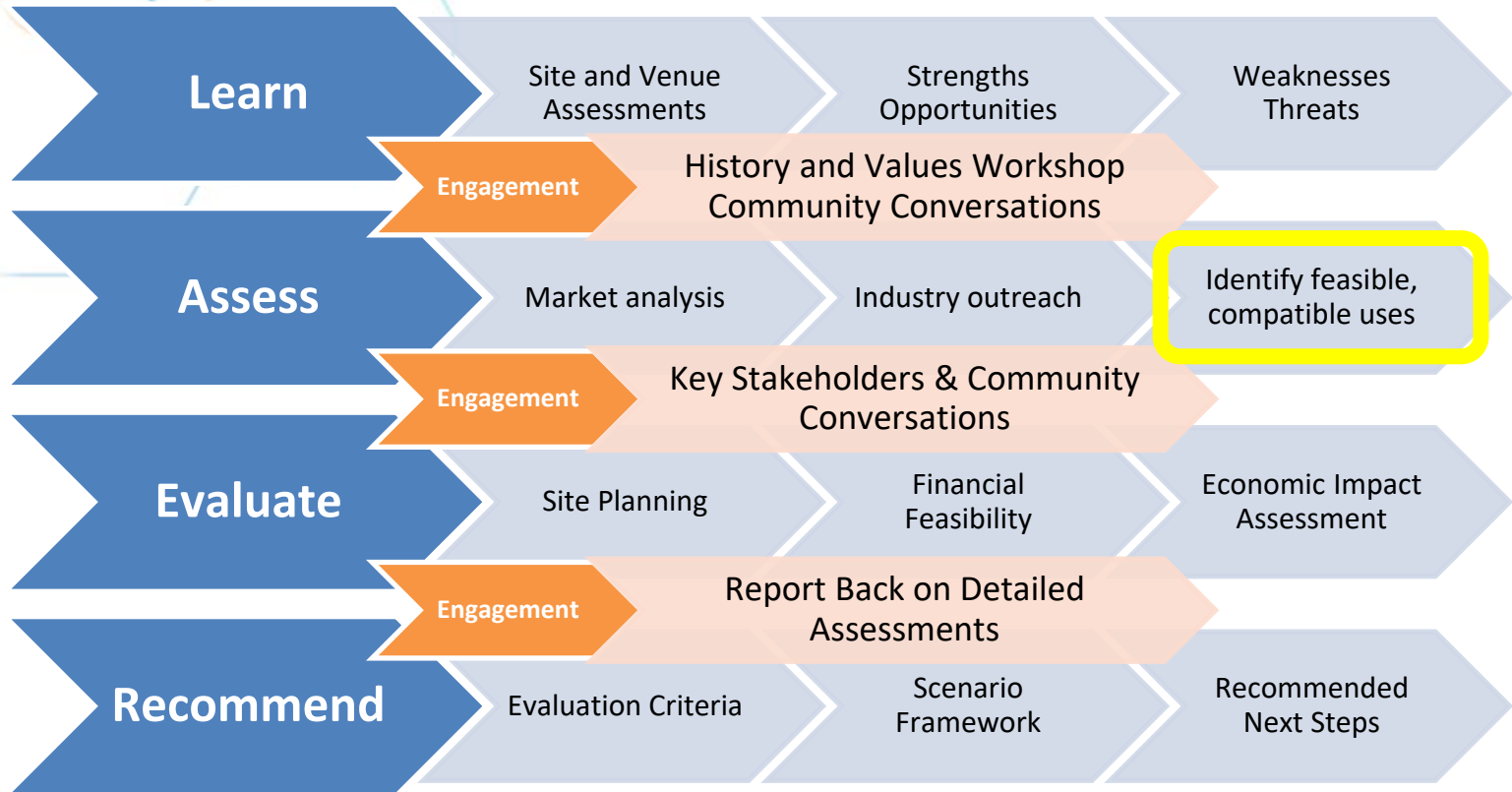
Define Shortlist -  
5  
(Filtered by Criteria from  
Guiding Principles)

Analyze &  
Detail up to 5  
Scenarios

**Stakeholder Meetings - Share 12,  
Confirm Narrowing Criteria**

**Open House -  
5 Options**

# Where We've Been and Where We're Headed?



## Next Steps:

Develop the Long List of Alternatives and Evaluation Criteria Used to Narrow Down

Conduct 2nd Round of Conversations

# Clear Project Principles

## Key Project Stakeholders

- Metro Council
- MERC
- Community Stakeholders:
  - Vendors and Business Users of Expo
  - Japanese-American community members
  - African-American community members
  - Indigenous community members

## Alignment Around 4 Core Principles:

- Honor Historical and Cultural Legacy
- Create Wealth-Building Opportunities for BIPOC (Black, Indigenous, and People of Color Communities)
- Ensure Financial Sustainability
- Maximize Economic Prosperity

What guiding principles should be at the root of how we weigh different development options?

## PORTLAND EXPO FUTURE SCENARIO GUIDING PRINCIPLES



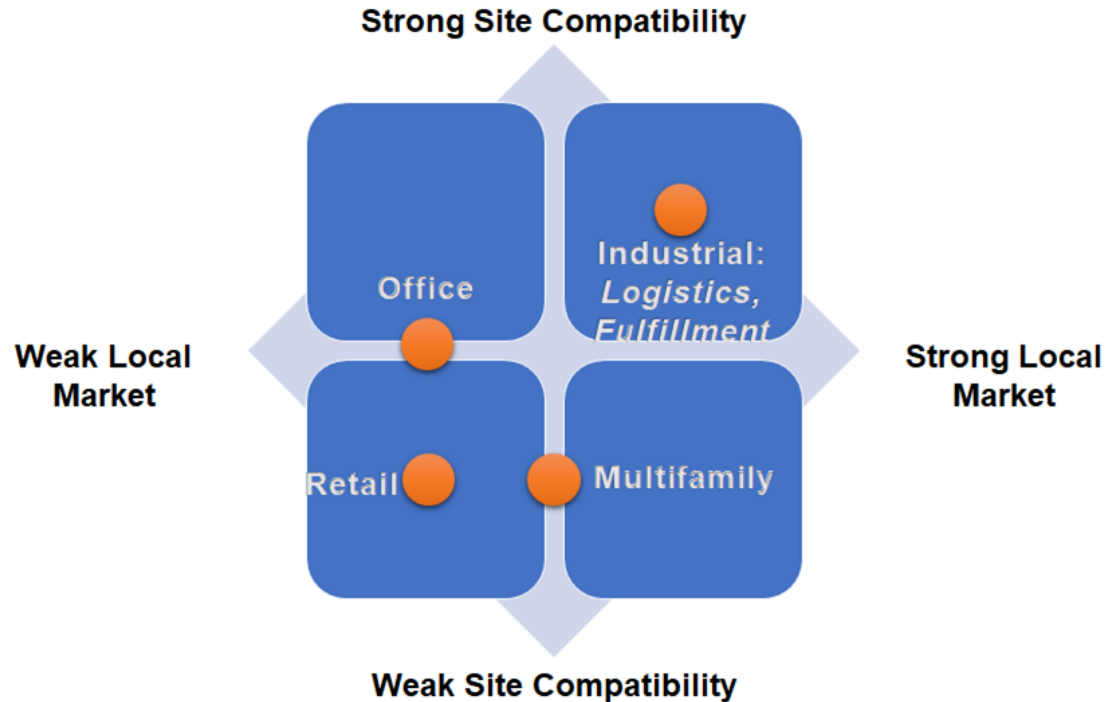
# Honoring Cultural History

- At All-stakeholder Meeting: **expectation that future use contributes to economic prosperity, including and specifically for BIPOC communities**
- **Japanese Internment Camp Memorial**
  - Prominent memorial as a “front door,” so learning is part of coming to the site itself; Potentially preserve some portion of Hall A or B to create an immersive experience
- Deference from African American community to Japanese American community regarding how to best honor history
- Desire to understand what resources and specific procedures Metro is considering to ensure meaningful benefit and wealthbuilding opportunities



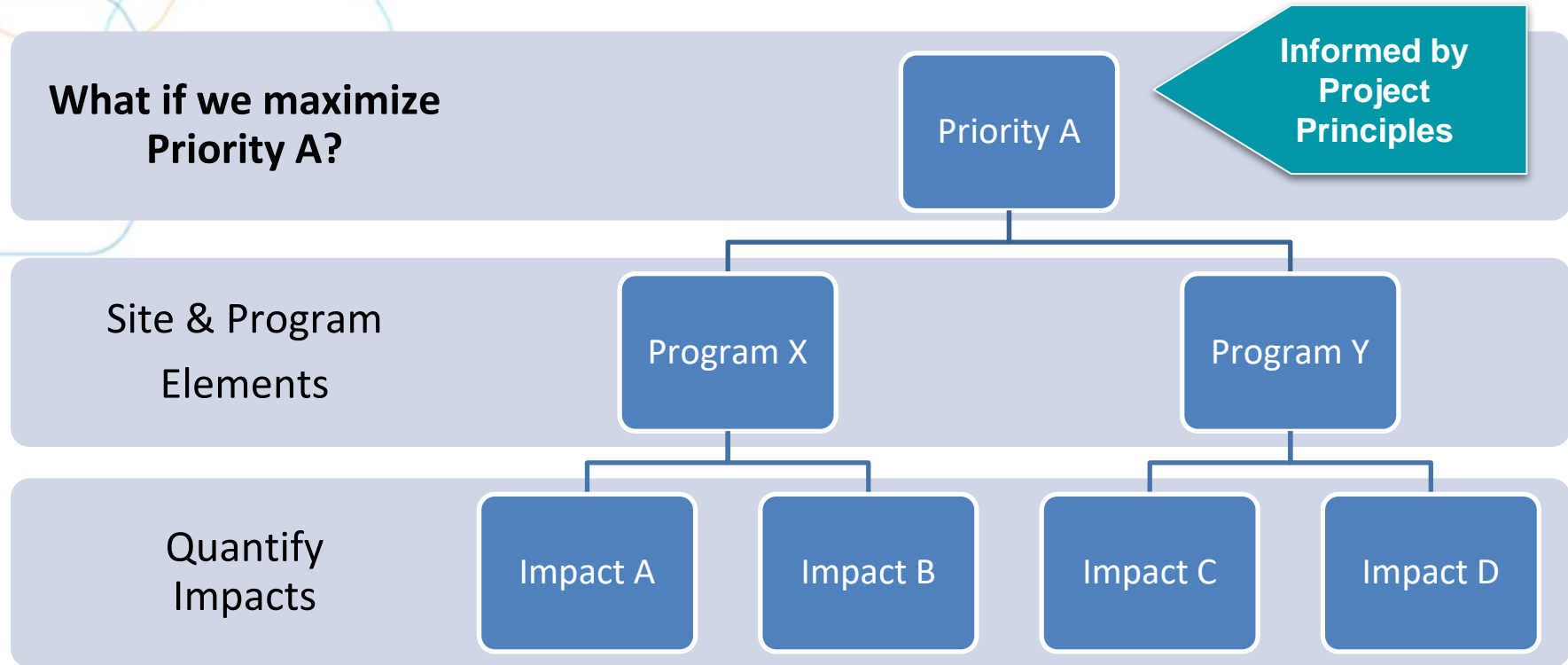
# Market Summary - *Strength & Compatibility*

- As of March 2020
- Pre-COVID
  
- **Post-COVID spike in demand for logistics, fulfillment, laydown, storage, parking**
- **Expo Buildings are not a perfect retrofit due to lack of dock-high loading doors**





# Decision-Making Framework



# Timeline

**Create list of Future Scenarios (up to 12) & draft Evaluation Criteria**

**Refine the list of Future Scenarios (up to 5), filtering by Evaluation Criteria & Guiding Principles**

**Analyze and add more detail to the refined list of Future Scenarios (up to 5)**

**Present final Future Scenarios to Metro Council.**  
Decision-making framework will allow Metro Council to prioritize next steps

**Sept - October**

**November**

**January**

**February**

Indigenous Community feedback on project principles

**Stakeholder meeting**

Purpose: To review Future Scenarios and Evaluation Criteria

**Virtual Open House**

Purpose: To review and provide feedback on the final set of Future Scenarios