



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Tuesday, March 2, 2021

2:00 PM

<https://zoom.us/j/96717147770> Phone: +1

346 248 7799

Revised 03/02

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

This work session will be held electronically. You can join the meeting on your computer or other device by using this link:<https://zoom.us/j/96717147770> or 346-248-7799

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2:05 Call to Order and Roll Call

Work Session Topics:

2:10 Expo Development Opportunity Study [20-5515](https://zoom.us/j/96717147770)

Presenter(s): Andrew Scott, Metro
Paul Slyman, Metro
Alex Joyce, Cascadia Partners

Attachments: [Work Session Worksheet](#)

2:55 117th Congress Federal Legislative Agenda [20-5513](https://zoom.us/j/96717147770)

Presenter(s): Tyler Frisbee, Metro

Attachments: [Work Session Worksheet](#)
[117th Congress Federal Affairs Agenda](#)

3:40 Chief Operating Officer Communication

3:45 Councilor Communication

3:50 Adjourn

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

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Expo Development Opportunity Study

Work Session Topics

Metro Council Work Session
Tuesday, March 2, 2021

EXPO DEVELOPMENT OPPORTUNITY STUDY UPDATE

Date: February 22, 2021
Department: COO/Venues
Meeting Date: March 2, 2021

Prepared by: Andrew Scott,
503.797.1605,
Andrew.Scott@oregonmetro.gov
Presenter(s): A. Scott and P. Slyman
Length: 1 hour

ISSUE STATEMENT

We are pleased to provide an update on the Metro Expo Center Development Opportunity Study (DOS). Over the last six months we have received valuable input from Metro Council and the Metropolitan Exposition Recreation Commission (MERC) as well as key stakeholders in communities with ties to the Expo property including:

- The African American community with connections to the site through Vanport;
- The Japanese American community with historical connections to the property subsequent to the internment by executive order that occurred at the then Portland Assembly Center;
- The client and business community;
- Developers; and
- The urban Indigenous community and Tribal governments.

This outreach and engagement, along with a series of interviews with subject matter experts throughout the region, has informed and evolved the Guiding Principles that will provide a lens for evaluating potential future scenarios. We have additional community conversations scheduled in March where stakeholders will be able to provide additional input.

The goal of this project remains consistent with Council's original direction, to develop potential futures for the Expo Center site that 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.

ACTION REQUESTED

Discussion on decision making framework and review of timeline and next steps as we seek to narrow down future options.

IDENTIFIED POLICY OUTCOMES

N/A

POLICY QUESTION(S)

N/A

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Greatest community benefit of various potential future scenarios

STAFF RECOMMENDATIONS

N/A, seeking staff direction on next steps

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The COVID-19 pandemic and regional wildfire disaster brought uncertainty and disruption to much of our society, including Metro and the Expo Center as well as the stakeholders and partners engaged in the process. For the past year, Expo staff has worked to pivot 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.

- The project is served by a Steering Team with representation from Metro Council and MERC (Councilor Christine Lewis, Commissioner Damien Hall, Commissioner Deidra Kryss-Rusoff, Scott Cruickshank, Matthew Rotchford and Paul Slyman), Project Sponsor Andrew Scott, and a Core Team (Andrew Scott, 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.
- There is particular concern from the business and client community -- some of whom have testified to Metro Council in the past year -- that the venue will be negatively impacted.
- The current process includes some analysis of potential economic impacts but comprehensive economic impact studies of each scenario are not scoped or funded in this fiscal year.

BACKGROUND

The project timeline has been modified to include urban Indigenous and Tribal engagements without having to extend the overall timeline regarding the identification of potential future scenarios to Metro Council in July.

ATTACHMENTS

Decision making framework

[For work session:]

- Is legislation required for Council action? Yes No

- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? Powerpoint slides, custom developed engagement app

117th Congress Federal Legislative Agenda

Work Session Topics

Metro Council Work Session
Tuesday, March 2, 2021

117TH CONGRESS FEDERAL LEGISLATIVE AGENDA

Date: February 1, 2021

Department: GAPD

Meeting Date: March 2, 2021

Presenter(s) (if applicable): Tyler Frisbee

Length: 45 minutes

Prepared by:

Tyler Frisbee

Tyler.frisbee@oregonmetro.gov

ISSUE STATEMENT

With the swearing-in of the 117th Congress and President Biden, Metro has an opportunity to seek to advance regional priorities through federal legislative and regulatory action. The 117th Congress Federal Legislative Agenda is intended to identify the key policy goals that the Metro Council wishes to pursue at the federal level.

ACTION REQUESTED

The Council may wish to discuss specific changes or refinements to the legislative priorities, or provide informal approval of this document in order to allow staff to move forward with advancing the components laid out in this agenda.

POLICY QUESTION(S)

- Does the Council wish to make changes to the proposed Legislative Principles that guide the actions of staff on issues that may arise during the 117th Congress?
- Does the Council wish to confirm or modify the proposed Legislative Priorities with respect to issues that are likely to surface in the 117th Congress?
- Does Council support the Federal Legislative Agenda and direct staff to move forward with engaging our congressional delegation around the priorities identified?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

See attached draft versions of proposed 117th Congress Federal Legislative Agenda.

STAFF RECOMMENDATIONS

Staff recommends that Council support the principles and priorities in the 117th Congress Federal Legislative Agenda and direct staff to engage with our congressional delegation, federal partners, and others to advance the policies laid out in the document.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

This 117th Congress Federal Legislative Agenda is intended to provide direction to allow staff to advance Council's policy priorities at the federal level.

While Metro Council has engaged in federal level policy advocacy in the past, most notably through the Joint Policy Advisory Committee on Transportation annual legislative agenda and through other policy actions spearheaded by the Planning and Development Department and the Waste Prevention and Environmental Service Department, Metro Council has not approved an agency-wide federal agenda in at least two decades, if ever. The 117th Congress Federal Legislative Agenda

aims to bring together the needs of the agency, identify policy changes that will help meet those needs, ensure those policies meet our values, and then balance those interests across the agency.

Agenda items were developed through consultation with agency staff and external partners, then filtered based on several factors:

- Necessity to support continued Metro operations
- Alignment with Metro values
- Importance of policy change to advance Metro work and Metro values
- Likelihood of Congressional or administrative action
- Ability of Metro to influence outcome or support partners in influencing outcome

Unlike our work at the State Legislature, Metro is one player among thousands at the federal level, so this document is intended to help us engage with our congressional delegation and with national partners and to enable staff to respond quickly to opportunities and requests for feedback, in order to advance Councils priorities.

The Principles identified in this document are intended to help guide staff in responding and engaging with partners on any topic; these are the values that Metro should be looking to advance in any legislative or administrative action. The Priorities represent key policy changes that Metro is seeking in order to support our region, the Six Desired Outcomes, and the work of our Agency. These were determined based both on their importance to Metro and on the likelihood of congressional or regulatory action this Congress; these are areas where Metro staff and our federal lobbyists believe there will be some movement at the federal level. Items that are identified for Metro to track are also of importance to Metro both from a values perspective and from an agency operations perspective, but we do not anticipate significant opportunity to engage in these issues in a way that impacts the outcome.

Taken as a whole, the document is intended to enable staff to advance change at the national level to best align with Metro Council's wishes, meet the agency's needs, and deliver positive outcomes for the greater Portland area and the people that we serve.

ATTACHMENTS

- Draft of proposed 2021 Federal Legislative Priorities

[For work session:]

- Is legislation required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? 117th Congress Federal Legislative Agenda



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(DRAFT) METRO COUNCIL 117th CONGRESS FEDERAL LEGISLATIVE AGENDA

The Metro Council 2021-2022 Federal Legislative Agenda lays out the principles, priorities, and issues for Metro to track at the regulatory and legislative level for the 117th Congress. This Congress represents a unique time for our federal government and for Metro: there are significant needs to ensure that we emerge from the COVID-19 public health pandemic economically stronger, more equitable, more sustainable, and more resilient. To do so will require coordinated, focused policies and sustained investment at all levels of government. This document captures the key needs and goals of the greater Portland area as we embark upon the recovery our region needs.

METRO COUNCIL 117th CONGRESS FEDERAL LEGISLATIVE PRINCIPLES

The Metro Council 2021-2022 Federal Legislative Principles are the key values that guide Metro's engagement on any issue and apply to all our policy and funding priorities.

ADVANCE RACIAL EQUITY

Metro envisions a region and state where a person's race, place of birth, ethnicity or zip code does not predict their future prospects and where all residents can enjoy economic opportunity and quality of life. Metro therefore supports policies that acknowledge past discrimination, eliminate current disparities and promote inclusion and accessibility in public programs, services, facilities and policies. Metro supports removing barriers to the full participation of Black, Indigenous, and immigrant communities as well as all communities of color in economic and social opportunities. Metro also recognizes the need for disaggregated data to help decision-makers better understand the needs and challenges faced by Black, Indigenous and People of Color, and efforts to center those lived experiences in decision-making.

SUPPORT GOVERNMENT TO GOVERNMENT TRIBAL RELATIONS

Support Government-to-Government Tribal Relations: Metro acknowledges centuries of systemic harm to our tribal partners, including genocide, forced land removal, land and property theft, and the breaking of agreed-upon treaty rights. These actions were supported and often carried out by governments at the federal, state, regional, and local levels. Metro will track and advocate for strengthening requirements and incentives regarding government to government engagement and other initiatives that are intended to expand the role that tribal partners and indigenous peoples have in government decision-making.

MINIMIZE CLIMATE CHANGE, RESTORE CLIMATE INTEGRITY

Metro supports efforts, policies, and bold investments to combat and adapt to climate change and to reduce greenhouse gas emissions at the local, regional, state, national, and international levels. Metro seeks to advance policies, programs, and projects that incentivize or require greenhouse gas emissions reduction, advance planning efforts to reduce greenhouse gas emissions and support climate adaptation, and facilitate data collection to improve greenhouse gas and climate pollution monitoring. Metro also supports policies that use possible revenue from carbon reduction fees to support family wage jobs, job training, transportation investments that reduce greenhouse gas emissions, and climate pollution mitigation programs.

FACILITATE REGIONAL COORDINATION AND GOVERNANCE

Support Regional Planning and Coordination: Many of our country's challenges are big and complex. While cities and counties play a key role in enacting policy change and improving the lives of their constituents, many of the most pressing issues require coordination between cities, counties and other local forms of government. Metro supports policies that advance regional coordination on policy challenges that ignore boundaries and require cooperation and alignment among cities and counties.

PROMOTE SUCCESSFUL COMMUNITIES

Metro supports legislation that facilitates the achievement of the six desired outcomes for successful communities that have been agreed upon by the region: vibrant, walkable communities; economic competitiveness and prosperity; safe and reliable transportation choices; leadership in minimizing contributions to global warming; clean air, clean water and healthy ecosystems; and equitable distribution of the burdens and benefits of growth and change.

PROTECT AND INCREASE FEDERAL FUNDING FOR OUR REGION

To ensure a prosperous economy, a clean and healthy environment, and a high quality of life for all of our residents, Metro and our partners must have the sustainable financial resources to provide quality public services and advance the principles and goal

discussed above. This includes protecting existing federal funding, and supporting and seeking funding opportunities that align with Metro’s Six Desired Outcomes and other regional priorities. After decades-long disinvestment at the federal level, if our country is to tackle the looming challenges of economic inequality, systemic racism, climate change, and recovering from the economic impacts of the COVID-19 pandemic, the federal government must be a partner.

METRO COUNCIL 117th CONGRESS FEDERAL LEGISLATIVE PRIORITIES

Metro’s Legislative Priorities reflect our key federal advocacy efforts. These represent the bulk of Metro’s federal engagement for the 117th Congress, although other efforts may emerge in response to unforeseen opportunities.

Affordable Housing

Unified control of Congress for the first time in more than a decade is likely to lead to a more robust discussion about federal housing policy and ways that the federal government can be more supportive of local efforts to address chronic homelessness in the U.S. This will likely include the rollback of the Faircloth Amendment (which forbids the construction of public housing projects), increased interest in the intersection of transit and housing through legislation like the More Housing Near Transit Act, and efforts at improving the Affordable Housing Tax Credit. In addition, the Biden Administration will likely look for ways to expand use of existing programs, such as the Low-Income Housing Tax Credit, and will roll back Trump Administration policies and guidance that limited or restricted eligibility for federal housing assistance. Initially, it is likely that both Congress and the Biden Administration’s focus on federal housing policy will emphasize emergency rental assistance and/or continued support for eviction moratoriums that are now in place as part of our country’s response to the Coronavirus Pandemic. Broader and bolder policy changes to federal housing policy are likely to be considered later this summer.

- **Housing Affordability:** Metro supports policies that advance housing affordability, increase investments in regulated affordable housing programs to meet the national identified need, and provide diverse housing choices. In order to reduce the barriers to home ownership, Metro also supports efforts to strengthen regulation of home mortgages and predatory lending practices. Metro believes all of these policies should also help dismantle racist housing policies and help people of color find safe, stable, and affordable housing. As part of that effort, Metro supports efforts to enforce and strengthen the Affirmatively Furthering Fair Housing rule.
- **Regional Housing Principles for National Housing Solutions:** The National Housing Solutions for Greater Portland policy proposals highlight the need to increase the supply of affordable housing coupled with accessible and high-quality wrap around services to ensure that everyone can find a place to call home. These principles were

created in partnership with our region's Housing Authorities and Continuum of Care providers to identify shared housing values amongst regional partners and will help guide Metro's engagement with housing policy at the federal level.

Economic Rebuilding

It is clear that the top priority of the Biden Administration and the Democratically-controlled House and Senate is to pass a COVID Relief bill early in the Administration; this legislation is expected to pass the House and Senate by March. This legislation is focused on immediate needs to support workers, families, and the healthcare system in weathering the economic and pandemic crises.

The immediate legislation may be followed by future bills more focused on economic recovery, although after a significant COVID Relief bill there may be congressional reluctance for additional, large-scale stimulus efforts. The Biden Administration's Build Back Better agenda will include a strong focus on workforce training and development, and using federal funds to help workers, as well as small businesses, regain stronger footing. Congress is expected to consider progressive legislation including possible paid family leave, a higher federal minimum wage, and worker training programs.

- **Regional Economic Recovery Plan:** The bi-state Regional Economic Recovery Strategy identifies key investments and tactics the region is pursuing in order to emerge from the COVID-19 pandemic economically more robust, more resilient, and more equitable. The Strategy identifies key strategies and focuses on the need to help small businesses recover and grow, advance economic mobility through workforce training opportunities for individuals, and support families and children through better childcare and workforce policies, with an urgent focus on building opportunities and long-term wealth creation for Black, Indigenous, and People of Color (BIPOC).
- **Workforce:** Ensuring that the benefits of a growing and green economy are equitably distributed means ensuring that our workforce and workforce training programs are focused on ensuring women and BIPOC communities can fully participate and succeed. As Metro advances the Construction Career Pathways program in the greater Portland area, we encourage the federal government to support investments in regional training programs and changes in local hiring regulations to make it easier for local agencies and hiring partners to use public investment to ensure that people of color can find employment and advance their careers.
- **Metro Venues:** Due to the economic impacts of the COVID-19 pandemic, Metro needs federal funding to facilitate the survival of these Oregon Convention Center, Expo Center, Portland's Centers for the Arts and the Oregon Zoo. These venues are regional assets that contribute millions of dollars to the state and local economies, and are key to regional economic recovery. We support federal aid to facilities that

provide for public access to arts, education, and culture and boost tourism, in order to help these facilities survive the COVID 19 pandemic.

Safe and Reliable Transportation

Congress is expected to consider a robust federal infrastructure bill early in the 117th Congress. This bill will likely be based on The Moving Forward Act (H.R. 2) passed in the 116th by the House and not considered in the Senate last year. This bill will likely include increased funding for all modes that move people and goods but be especially supportive of high capacity transit and additional funding for active transportation investments. The legislation may include pilot efforts encouraging congestion pricing, support for VMT programs (or perhaps a national pilot effort), expanded use of TIFIA financing, greater support for electric vehicles and related charging infrastructure, passenger rail, and transit-oriented development. All of these initiatives fit into Metro's Climate Smart Strategy.

- **Innovative and Stable Transportation Funding:** In order for our transportation system to tackle our region's biggest challenges, including slowing climate change, increasing traffic safety, advancing racial equity, and supporting everyone's ability to move around our region safely, affordably, and easily, the region needs a robust and multimodal transportation funding approach. Metro supports an increase in overall transportation funding, investments in a safe, electric, and balanced multimodal transportation system that addresses the needs of all users, and flexibility in the system to provide for local solutions to transportation problems. Given the significant underinvestment in transit at the federal and state levels as compared to what is needed to implement the Climate Smart Strategy, Metro particularly supports increased investment in transit capital and operations.

Given the need for long-term, stable transportation funding sources, Metro supports innovative approaches, including congestion pricing, that better connect system performance, outcomes such as reduced climate pollution or improved access for people of color, and road usage with transportation funding mechanisms. There should be funding and policy changes to support exploring these innovative revenue mechanisms at the federal, state, and regional level, and ensuring that revenue from these innovations supports a cleaner, more equitable transportation system.

In addition, the region has spent two years identifying key transportation needs through the Let's Get Moving process; funding for the projects and programs in that proposal is a key interest for Metro. Metro supports policies that make it easier to seek funding for these projects, particularly the corridor-long transit projects, and in general supports efforts to make more transportation funds available at the regional level in order to advance regional goals around reducing greenhouse gas emissions and building a safe, equitable, affordable transportation system.

- **Joint Policy Advisory Committee on Transportation (JPACT) Federal Legislative Agenda:** This agenda has included policies to support Vision Zero at the federal level, increase transit funding and funding for Safe Routes to Schools, provide set-aside funds for orphan highways, and provide funding for specific regional projects. Metro supports these policies as approved by JPACT and the Metro Council.
- **Coordinated Transportation Planning:** Metro supports policies and funding that highlight the importance of equitable, comprehensive, regional transportation planning; connect transportation, housing, and economic development; and that increase accountability for planning and funding decisions through stronger performance metrics at the federal level.
- **Trails and Outdoor Recreation Funding:** As both a parks operator and a regional planning agency, Metro supports increasing federal funding to plan, design, and build non-motorized trails and trail systems for recreation and transportation purposes.

Clean Air, Clean Water, and Healthy Ecosystems

The Biden Administration has been very clear that fighting climate change is a key priority, and this includes efforts to protect clean air and clean water from climate pollution and other toxics. This is likely to begin with a focus on undoing many of the Trump-era environmental rollbacks, but will also include additional efforts to strengthen the Clean Water and Clean Air Acts, incorporate an environmental justice lens onto federal decision processes, and better account for the cost of externalities, such as climate pollution, in federal rulemaking. The Department of Interior is also expected to act as a strong steward, with a focus on supporting access to and preserving the long-term health of our public lands.

- **Clean Air, Clean Water, and Wildlife Habitat:** Our region has invested heavily in protecting water quality and wildlife habitat and providing residents with access to nature and outdoor activity. Parks and natural areas are regional assets that support public health, environmental quality, strong property values and economic prosperity. Metro supports regulatory action and funding efforts that increase access to open spaces, reduce air, water, and climate pollution, and protect vulnerable habitat.
- **Safe, Healthy, Sustainable Products and Product Disposal:** Metro supports legislative efforts to ensure that whoever designs, produces, sells or uses a product bears responsibility for minimizing the product’s environmental impact throughout all stages of the product’s life cycle, particularly when the product involves the use or disposal of toxic substances. Under this market-based approach, the life-cycle costs of a product are internalized into its price rather than being forced onto the general public. Metro supports efforts to minimize the health, safety, environmental, economic and social impacts associated with consumer products and packaging throughout all stages of a product’s life cycle, beginning with resource extraction and continuing through design, manufacturing, consumption, recycling, and disposal.

- **Open Space Preservation and Access:** The COVID 19 pandemic and the increased vulnerability to natural hazards due to climate change have both demonstrated the need for open space to facilitate safe, accessible outdoor recreation and protect natural systems that increase community and ecosystem resiliency and recovery. Metro supports efforts to increase funding for state, regional, and local entities to protect and preserve open space.
- **Willamette Falls:** As a key partner in the Willamette Falls Legacy project, Metro has successfully negotiated continued public access and development of a riverwalk in partnership with the new property owner; the Confederated Tribes of Grand Ronde. The restoration and redevelopment of the abandoned mill site will require significant time and funding. Metro is planning to work collaboratively to pursue federal funding opportunities for shovel ready projects, such as Phase 2 of the Riverwalk, cleanup of environmental contaminants on-site, restoration of key habitat, protection of economic development opportunities, public access, and co-development of facilities that can be used by Tribal members and the public. Metro also supports funding efforts to resolve long term issues with the Willamette Falls Locks, which are under the jurisdiction of the Army Corps of Engineers.

METRO COUNCIL 117th CONGRESS FEDERAL LEGISLATIVE ISSUES TO TRACK

Metro’s Federal Legislative Issues to Track are policies that the agency supports, but either are not top priorities or are not expected to have a lot of opportunity for Metro to engage in during the 117th Congress.

- **Disaster Preparedness:** Metro supports policy and funding efforts to improve community disaster preparedness and resilience, with the goal of enabling the Portland region to provide for the immediate needs of its residents and businesses after a catastrophic event and facilitating the region’s short- and long-term recovery. This includes investment in transportation and waste removal infrastructure, long-term planning efforts, and policies to support other immediate and long-term recovery needs, such as those identified in the regional Emergency Transportation Resiliency Plan.
- **Waste Prevention Innovation and Authority:** Metro supports efforts to align federal policy with best practices in waste prevention and recycling, but any efforts to create standard guidance, whether administrative or legislative, must support the role of states and localities to innovate and go beyond what is federally required.
- **Species Conservation:** Metro supports efforts to protect and restore wildlife habitat, to recover threatened and endangered species, and to create a better future for wildlife, both in Oregon and globally.
- **Conservation Education:** Metro supports efforts to provide stable and reliable funding for conservation education.
- **Tools to Advance Better Land Use Planning:** The federal government has limited tools to engage in land use planning, but Metro supports efforts to advance sustainable, equitable land use planning at the national level.

- **Brownfields:** As a regional partner in brownfield cleanup, Metro supports legislative efforts and funding efforts to expand brownfield cleanup efforts, particularly in urban areas, and in areas where the pollution impacts disproportionately hurt communities of color.
- **Clean Up of Portland Harbor:** Metro will monitor developments regarding the Portland Harbor and its Superfund status, as well as policy changes in the Water Resources Development Act that may have implications for efforts to clean up and revitalize properties in the Portland Harbor.
- **Recycling and International Agreements:** As international agreements, trade negotiations, and other international concerns impact our region's waste and recycling operations, Metro engages in these conversations when necessary and productive.
- **Diesel Emission Reductions:** Metro supports continued efforts to reduce reliance on diesel fuel, particularly for garbage and recycling collection vehicles, construction vehicles, or public transit vehicles that travel disproportionately in communities of color.
- **Firearms and Public Facilities:** Metro supports legislation that increases Metro's authority to regulate the carrying of firearms on Metro properties and public venues, and opposes legislation that limits or reduces that authority.
- **Human Resources, Agency Operations:** Metro tracks and may weigh in on federal policy and regulatory changes that impact employees, worker pay, work place environment, and other agency operations. Metro supports policies that advance paid family leave, living wage jobs (including a \$15/hour federal minimum wage), paid sick leave, and programs that support equitable hiring, training, and compensation practices.

Materials following this page were distributed at the meeting.

Metro Expo DOS

Metro Council Briefing
March 2nd

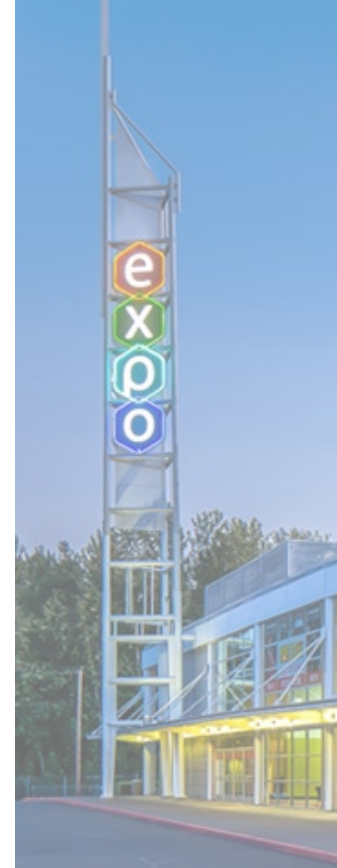
Today's Agenda

Purpose: Update Council on initial findings, seek guidance on process, and set expectations for project conclusion.

- 1. Project Purpose Reminder – [Confirmation](#)**
- 2. Process Update**
 - Stakeholder engagements completed and planned
- 3. Refined Guiding Principles – [Confirmation & Feedback](#)**
- 4. Paths and Scenarios – [Policy Question 1](#)**
- 5. Narrowing to 5 Scenarios (the “Short List”) – [Policy Question 2](#)**
 - Which Scenarios have the greatest potential to deliver the Guiding Principles?
- 6. Expectations for Final Report and Council Presentation**
 - Not recommending a single Scenario – 5 feasible scenarios
 - Help Council make better informed future decisions

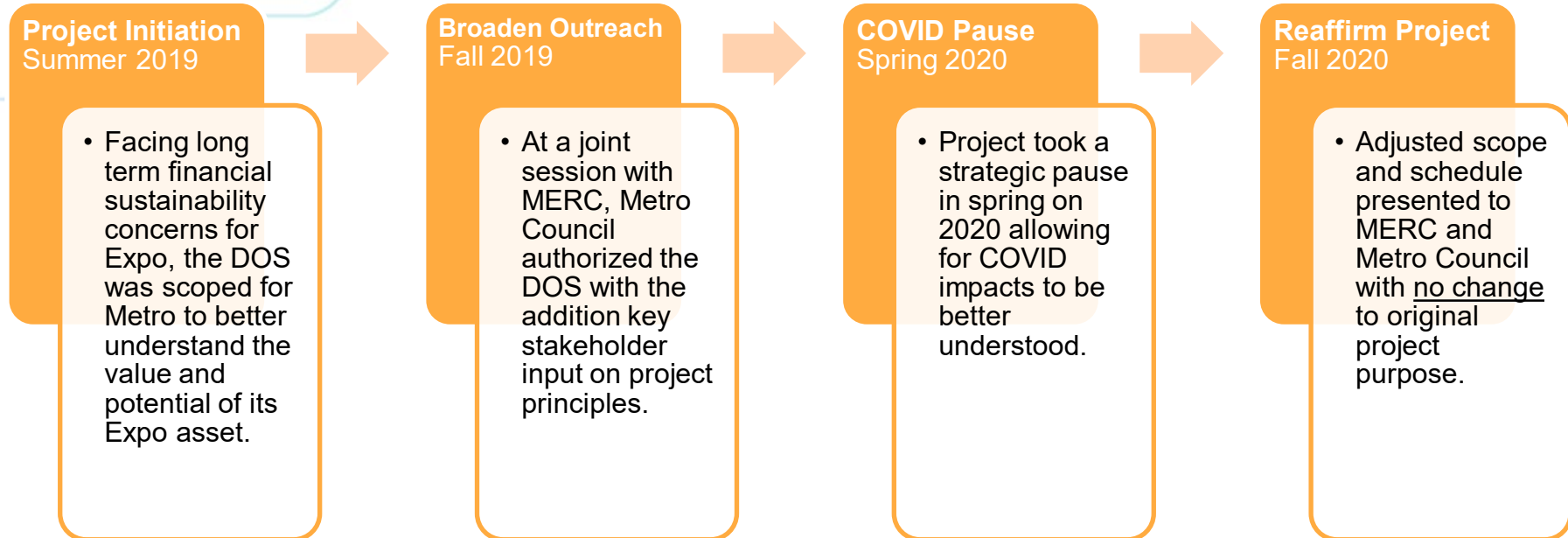
Purpose of Development Opportunity Study

- 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 complement, 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



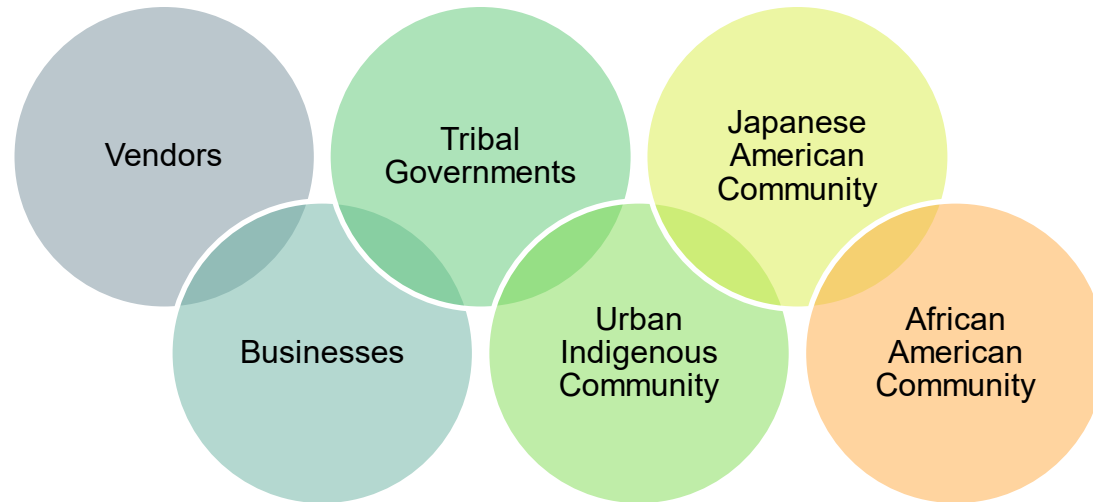
Key Project Direction from Council

- Key points of direction and clarifications from Council



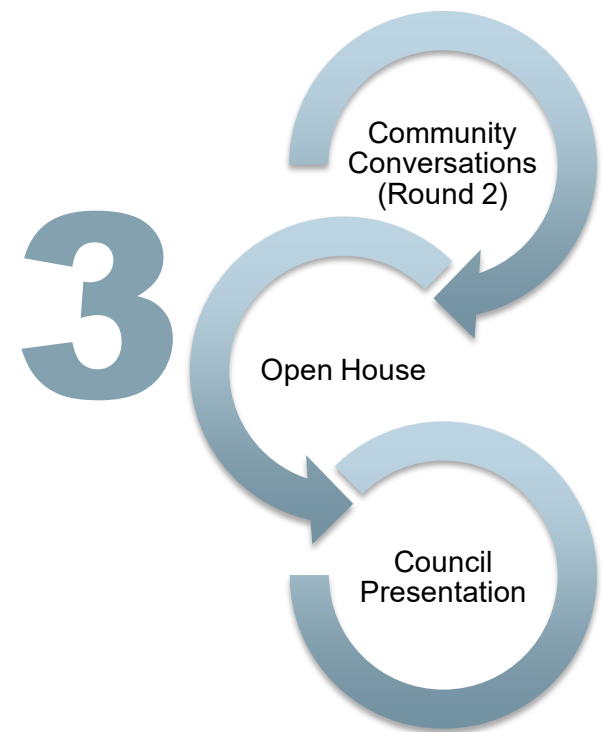
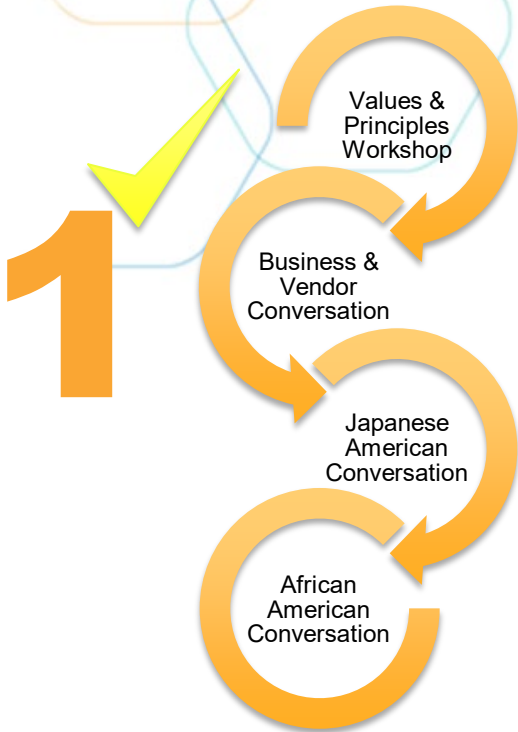
Stakeholder & Government Engagement Process

- **Council direction:** conduct stakeholder engagement to craft Project Principles
- **Who:** Expo Clients, Vendors, and Communities & Tribal governments with current and historical connection to site.



Three Rounds of Engagement

Goal: build long term relationships with representatives of key communities and Tribal governments



Project Timeline



INDIGENOUS COMMUNITY AND TRIBAL CONVERSATIONS AND INPUT

ONGOING

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

Refine the List of Future Scenarios (up to 5) prioritizing 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. Framework will allow Metro Council to assess options and prioritize next steps.

JANUARY - MARCH

MAY

JUNE

AGENCY & STAKEHOLDER MEETINGS

VIRTUAL OPEN HOUSE



Refinement of Guiding Principles



1

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

**PORTLAND EXPO
FUTURE SCENARIO
GUIDING PRINCIPLES**
METRO COUNCIL
DEC 2019

IMPLEMENT BROAD
STAKEHOLDER ENGAGEMENT

MAXIMIZE THE PUBLIC BENEFIT

RECOGNIZE METRO'S
GOALS FOR DIVERSITY,
EQUITY, AND INCLUSION

DEFINE POTENTIAL LOST
BUSINESS, CLIENTS, &
ECONOMIC IMPACT

CONSIDER IMPACT OF MAJOR
INFRASTRUCTURE PROJECTS,
SUCH AS NEW BRIDGES &
RAIL EXTENSIONS

Metro Council & Project
Leadership Team
*Initial Thoughts on
Project Principles*

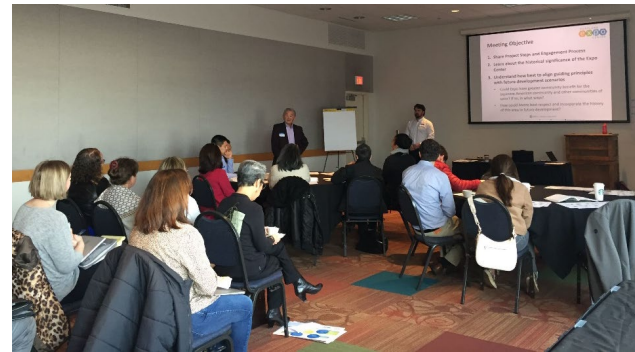
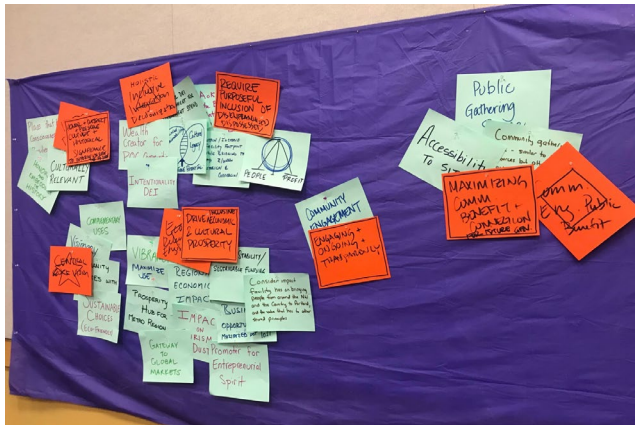
December 2019

INCORPORATE THE
HISTORICAL SIGNIFICANCE
OF THE SITE

SUSTAINABLE FINANCIAL MODEL
(INCLUDING CAPITAL IMPROVEMENT FUNDS
& RESERVE) & OVERALL MARKET VIABILITY

SEEK SUSTAINABLE AND
CLIMATE RESILIENT
SOLUTIONS

2020 History & Values Workshop + African American & Japanese American Community Conversations

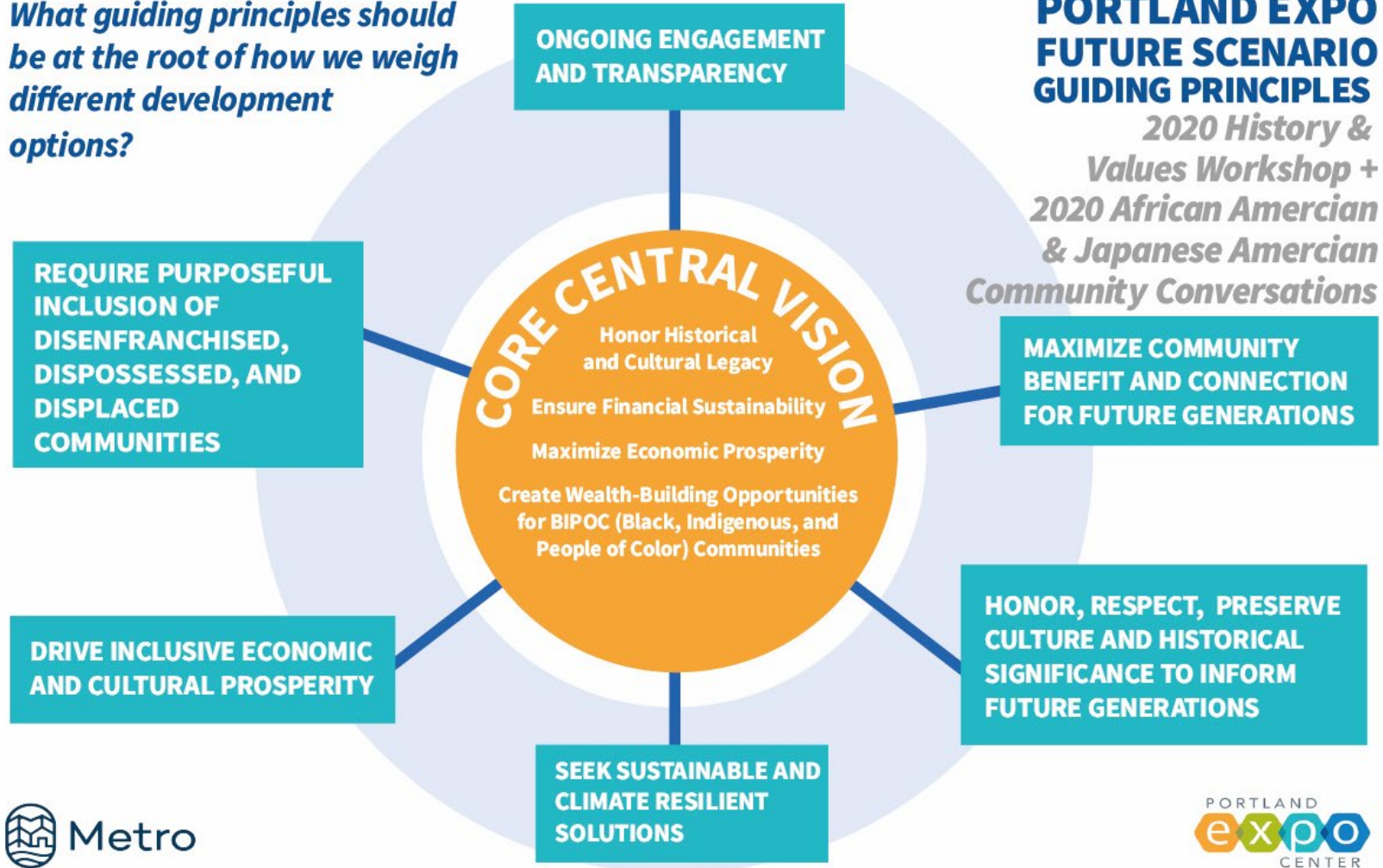


2

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

PORTLAND EXPO FUTURE SCENARIO GUIDING PRINCIPLES

2020 History & Values Workshop + 2020 African American & Japanese American Community Conversations



3

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

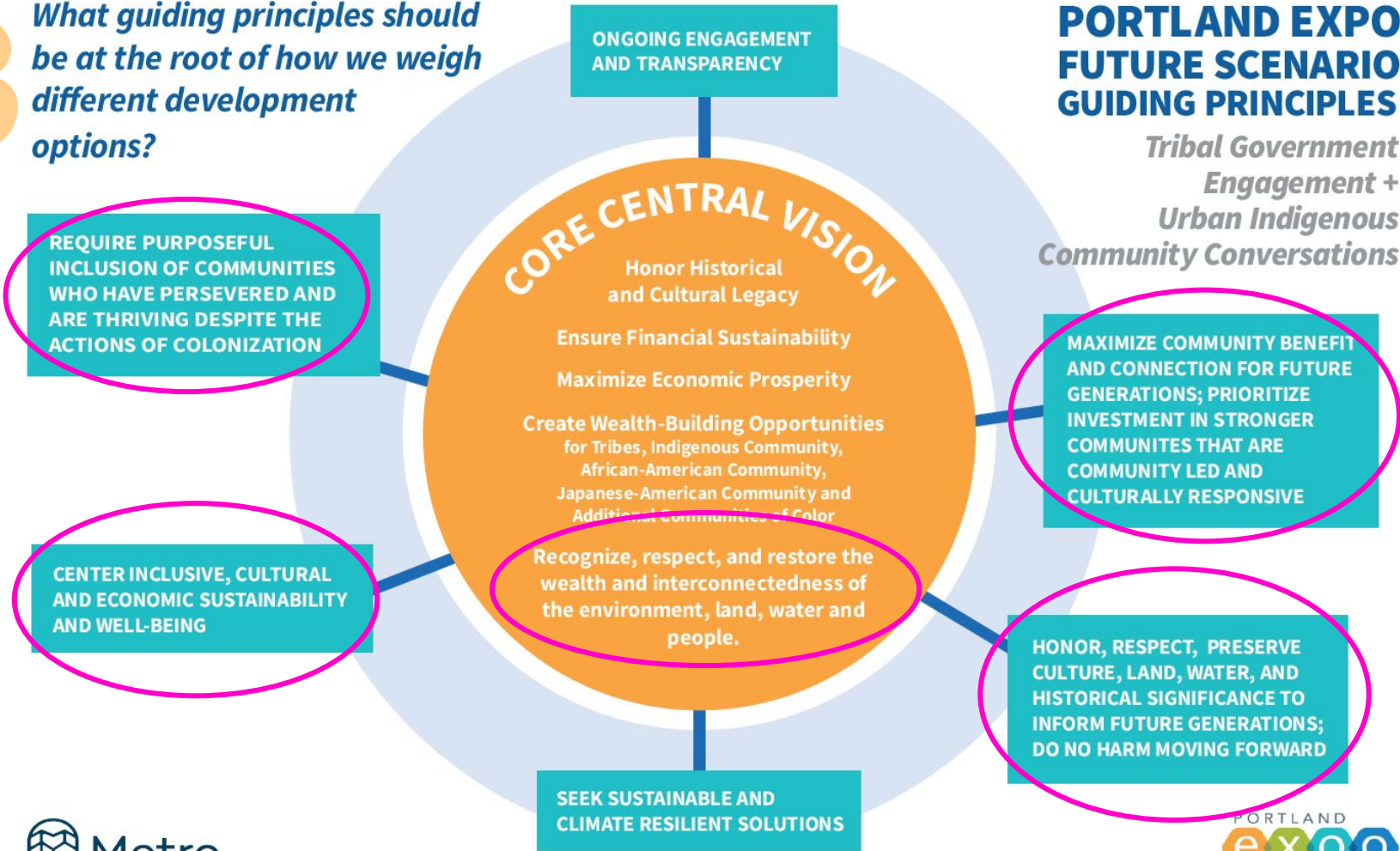
PORTLAND EXPO FUTURE SCENARIO GUIDING PRINCIPLES

Tribal Government Engagement + Urban Indigenous Community Conversations



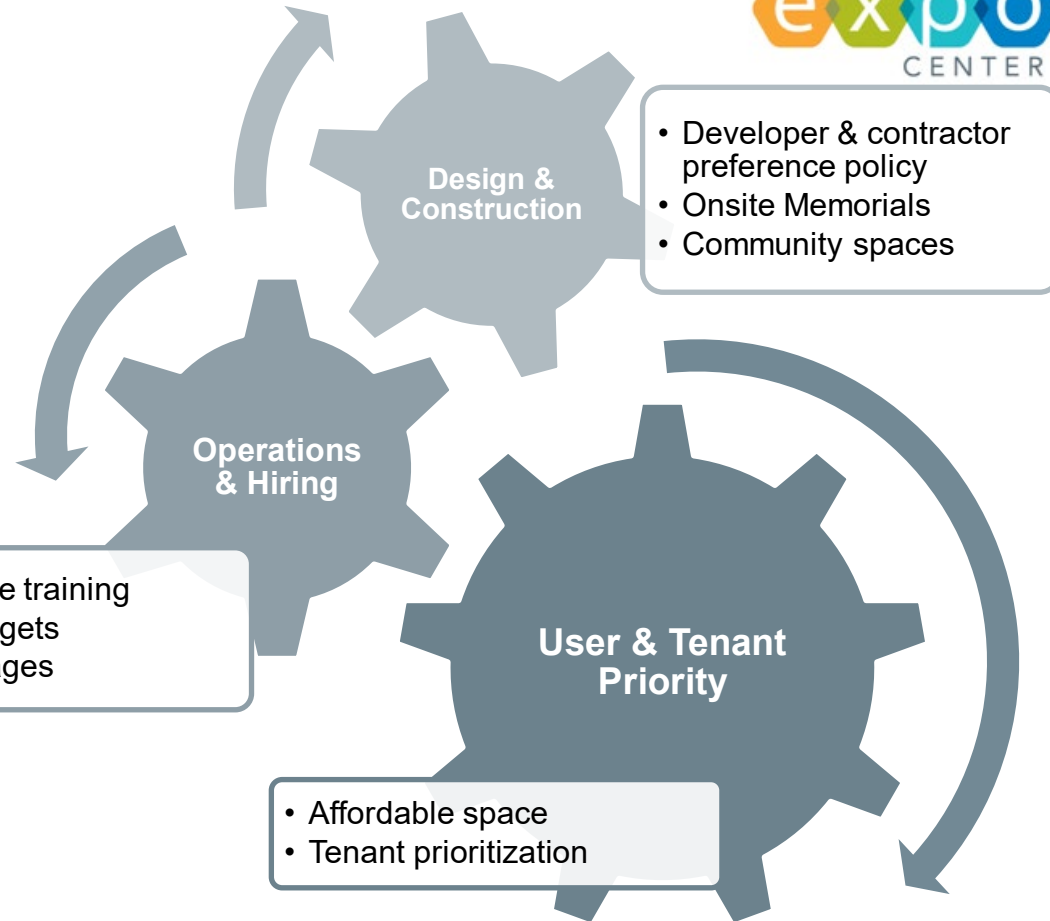
3

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



Principles in Action

- **Guiding Principles can take shape in different ways and at several stages of development**
- Any scenario on the Expo Site is anticipated to be structured fulfill the Principles
- We want your input on:
 - **How can each scenario fulfill the principles?**
 - **Challenges?**
 - **Unique opportunities?**



Normal Expo Center Venue Operations

- 330,000 square feet of indoor exhibition space
- West coast's largest public and consumer shows
- 500,000 square feet of outdoor space - Cirque du Soleil
- Over 115 events per year, attracting roughly half a million visitors
- \$47 million in economic activity and generates \$1.1 million in state and local tax revenues

Recurring clients, such as:

- Cirque du Soleil
- The Pacific Northwest Sportsmen's Show
- The Rose City Classic Dog Show
- The Portland Home and Garden Show
- Columbia Empire Volley Ball Association
- Portland Public Schools
- Corporate clients, such as:
- US Foods, Wells Fargo, Nike, Adidas, Portland General Electric and BMW.



Recent Emergency Response

- ~23,700 COVID tests
- Red Cross emergency deployment = invaluable benefit to Clackamas County residents and regional community



 Metro | Making a great place

Constraints for Multiple Scenarios

- **Zoning & Significance of Industrial Lands** – lack of other large, well-served employment sites in region means City may be reluctant to approve a use not heavy on employment
- **Levy and Liquefaction Risk** is not ideal for a variety of uses, particularly health, safety, and emergency response
- **State Border** is a service boundary for most public entities – not central for these users
- **Surrounding Context** – lack of surrounding amenities limits attractiveness for certain users



Constraints for Multiple Scenarios

- **Size of Existing Buildings** – a challenge to fill (absorb) in reasonable timeline for certain uses
- **Special Purpose Design of Existing Buildings** poses adaptative reuse challenges for certain use types
- **I-5 Bridge Uncertainty** – site and access impacts; value of site with new bridge and rail connections
- **COVID-19** has disrupted trends, constrained public budgets and delayed initiatives; state and federal recovery and funding uncertain



Four Primary Paths Forward

“Hold vs. Sell Analysis” is an Elemental Question in Real Estate

Key Question: Is the market value of the property today worth more than the future value of using the existing property?

Value can be defined in dollars or benefits.

- Each scenario fits within one or more paths
- Each has strengths and weaknesses
- Each impacts venue operations differently



Path 1: Sell & Invest Elsewhere

A market-based strategy to capitalize on the current strength of the industrial market and redirect sale proceeds towards community benefits elsewhere. *Contemplates if money generated from a site sale could have an equal or greater impact if invested at another location – while still fulfilling the Guiding Principles.*

Strengths

- Hot industrial market – estimates of value around \$23-28 million
- Scarcity of similar sites
- Size, location, proximity to transportation – all ideal for potential buyers

Weaknesses

- Off-site priority for investment not yet identified – requires public process
- On-site memorialization would require site subdivision and could potentially reduce value (value related to large site size)
- New owner likely to demolish existing buildings – not easily adaptable to common logistics uses because of lack of dock-high doors
- Low/no control over how the site is used and who benefits



Path 2: Hold & Replace

A market-based strategy which would leverage the unique size and locational strengths of the site while allowing Metro to maintain ownership of the site. *Metro would have long-term financial return and more control over who benefits from the site.*

Strengths

- Leverages unique location and large site size
- Land lease or joint venture partnership – would generate long term revenue potential for Metro while maintaining control over use of site
- Community Benefit Agreements – greater ability to influence wages and direct benefits to specific populations (Port of Portland has pilot at Gresham Vista)

Weaknesses

- Demolishing existing buildings would have negative environmental and financial implications
- Historical value of the site could be lost
- Current venue operations could not continue



Path 3: Hold & Repurpose Existing Structures

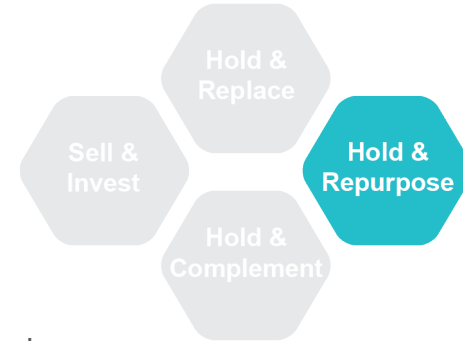
Opportunity to leverage the existing structures to provide much-needed, low-cost space to a mix of users. *By far the most complex proposition, but also potentially the most impactful to underserved populations.*

Strengths

- Leverages existing structures
- Ability to offer large amounts of low-cost space to many users – supply severely lacking today
- Ability to control who benefits from use of site
- Potential alignment with programmatic and funding priorities of other public agencies, such as Port and Prosper
- Smaller-scale venue operations could potentially continue, depending on the use mix.
- Socially-responsible investors exist for certain use types with some market potential
- Existing, local, scalable models and expertise exist today for a food-related campus

Weaknesses

- Multitude of users adds management complexity – would require partnerships
- Repurposing structures still requires significant capital and likely public subsidy
- Low/no financial return for Metro – however, could be structured to avoid additional upfront investments or ongoing costs



Path 4: Hold & Complement Venue Operations

Opportunity to expand use of Expo while maintaining some level of current venue functions. Maximize occupancy by prioritizing new, higher-paying users, such as film production and sports.

Strengths

- Leverage existing structures
- Maintains current venue operation potential, such as hosting temporary events like trade shows and indoor sports tournaments.
- Film has a complementary seasonal schedule to trade shows (summer vs. winter)
- Would continue the long-standing legacy of the site as a venue and maximize ability to honor the history of the site.

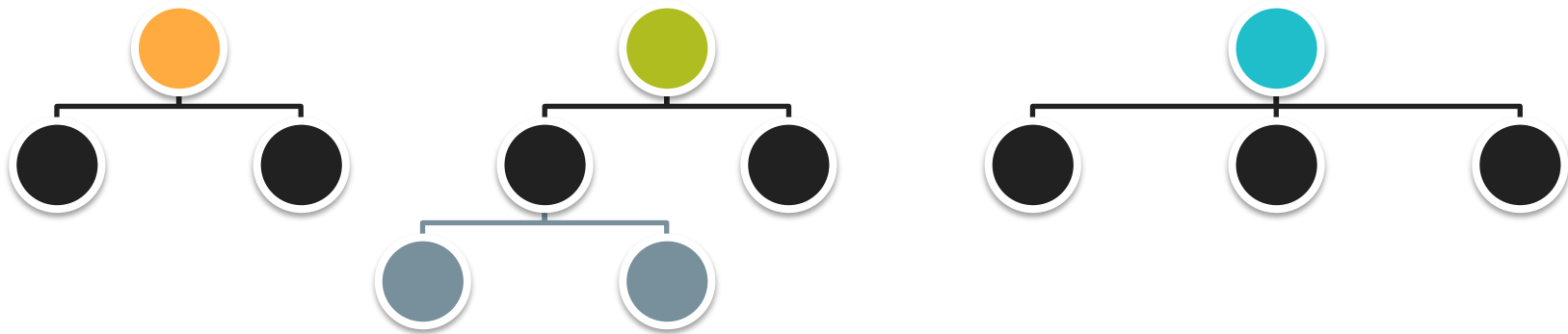
Weaknesses

- Sports share similar peak demand times as trade shows (weekends and winter)
- Ensuring community benefits while remaining marketable can be a complex process
- Limited Oregon state subsidies for film compared to other states

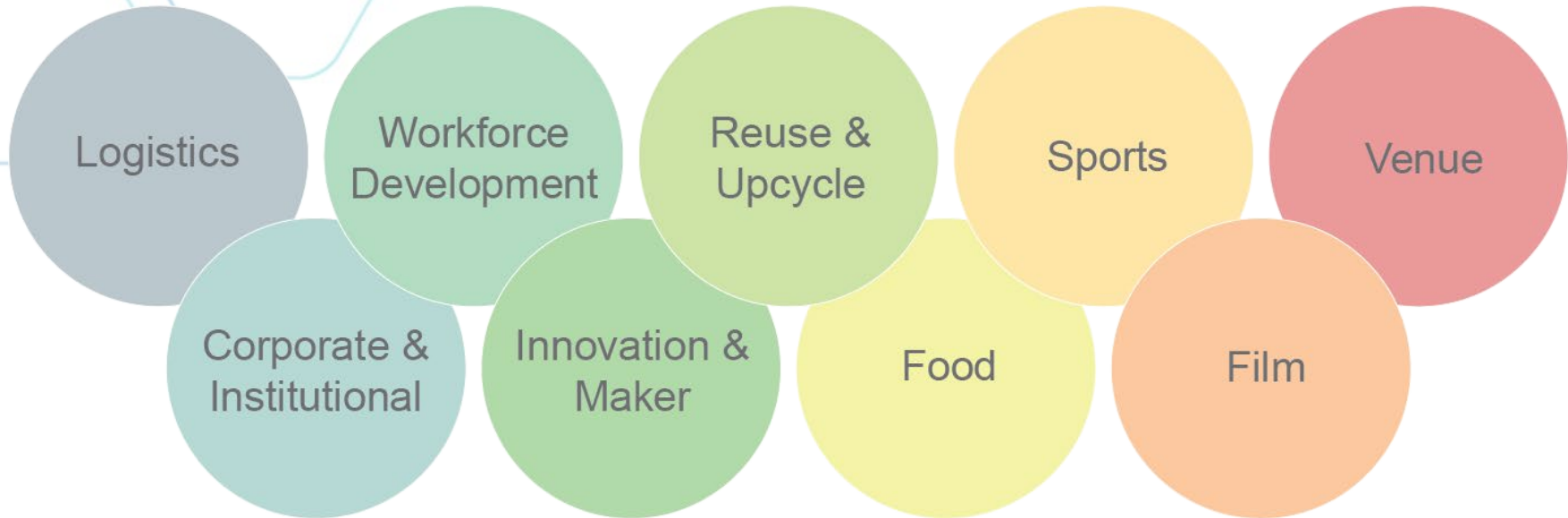


Multiple Scenarios within Each Path

- Each primary path has multiple possible scenarios
- Key variables in these options include:
 - Primary use or user, scale & impact to venue operations
 - Level of Metro's long-term participation & site ownership
 - Level of public benefit required & amount of public subsidy



9 Use-based Scenario Types Explored



Scenarios Can Take Multiple Paths



Policy Question 1: Prioritize Hold Options for Now?

Hold &
Repurpose

Hold &
Complement

Hold &
Replace

Sell & Invest

**Evaluate Later
(If Needed)**

Prioritize Hold Options for Now

- Hold options generally enable broader on-site community benefits
- Removes large upfront acquisition hurdle / resource need
- Dollars can be focused on construction/renovation & operations

- Sell options could generate \$20+ million
- Additional process & engagement required
- Many Questions to Answer:
 - Whole site or partial site sale?
 - What to retain or preserve for historical and/or cultural reasons?
 - What off-site investments are consistent with Guiding Principles?
 - What benefits are affordable with sale proceeds?

Logistics Use

Opportunity: Logistics uses, such as e-commerce warehousing and distribution, are experiencing rapid growth and demand for space is high – even during COVID – and suitable large, central sites are in short supply. The Expo site is ideally located and sized for this type of use, and as a result could command a historically high sale price or generate long term revenue streams for Metro (or beneficiaries) if structured as a land lease or joint venture partnership with a private developer.

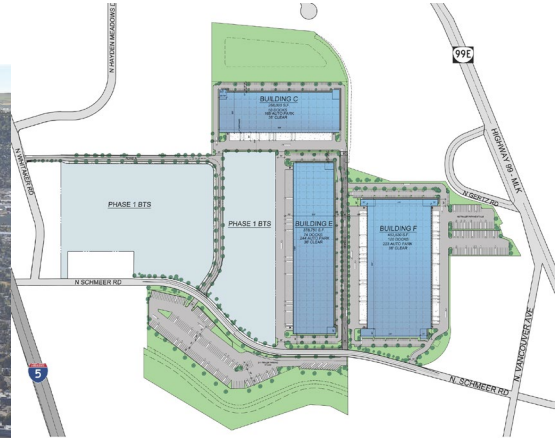
Scenario Versions

- Sell and reinvest proceeds elsewhere - \$23-28 million land value
- Land lease to an industrial developer and collect annual land lease payments
- Form joint venture partnership with an industrial developer, contributing land as equity – higher theoretical return than land lease

Concerns: Lack of certainty about how and to what degree this scenario could achieve on-site community benefits and memorialize the site's history; process needed to determine off-site benefit if sold.



Example: Prologis Meadows



Location: Portland, OR

Image Credit: Prologis

Corporate or Institutional Campus Use

Opportunity: Campus uses for corporate or institutional users require large contiguous sites, which are in short supply in the central areas of our region. Regional examples include Nike headquarters in Washington County, Adidas Village, hospitals, fire and rescue training facilities, colleges and universities, and school districts.

Scenario Versions

- Corporate industrial and/or office campus
- Public agency campus: fire bureau or school district
- Institutional campus: hospital or college

Concerns: The service areas for public agencies and entities stop at the state line, meaning the Expo site is not central for the populations they serve. Levy and liquefaction risks pose issues for health and safety uses.



Example: Adidas Village



Image: Adidas North America
Headquarters (Portland, OR)
Image Credit: Bora Architecture

Corporate
&
Institutional

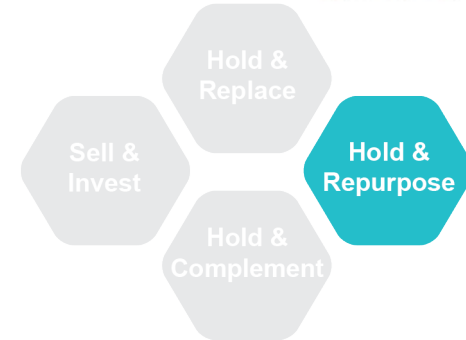
Workforce Training Use

Opportunity: Workforce training has arisen as a major regional priority in recent years — especially for addressing the lack of representation from underserved populations in key industries — resulting in the dedication of funding for capacity building. Office and training space is in short supply and many organizations struggle to afford it.

Scenario Versions

- Specialized industrial or employment use/user with associated workforce development space.
- Consolidated pre-apprenticeship workforce development and training space, including offices, classrooms, and hands-on “rough” training space.

Concerns: Currently, funding is not available for physical space acquisition or operation. The organizational landscape of workforce development in the region is fragmented, with no clear central entity to spearhead a consolidated facility. Workforce training entities like PCC prefer to be complementary to a primary employment use rather than the primary user themselves.



Example: Oregon Tradeswomen (Consolidated Workforce Training Center)



Image: Oregon Tradeswomen
Consolidated Workforce Training Center
(Portland, OR)

Workforce

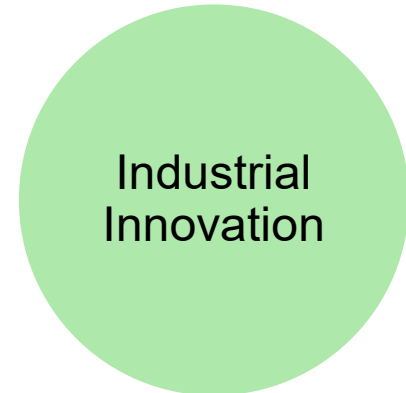
Industrial Innovation Uses

Opportunity: Oregon has a higher manufacturing job share than the rest of the country, specifically in tech and advanced metals. Innovation centers driven by major employers and higher education, such as Intel or the Oregon Manufacturing Innovation Center (OMIC), are attempting to harness these clusters. Organizations like PCC are partners for workforce development. Growth in new sectors, such as cross laminated timber and off-site (modular) assembly could be on the horizon.

Scenario Versions

- Specialized manufacturing, R&D, office use/user with associated workforce development space: major employers on west side currently have sufficient land supply
- Higher education + industry partner initiatives, such as OMIC: similar largescale investments require state funding, and none are currently planned

Concerns: Slower growing sector (most employment growth is software, not manufacturing jobs) and global supply chain uncertainty (i.e. Intel's challenging year). Innovation models often dependent on higher education (state) funding, which is challenged. Private high tech space needs met and/or clustered in other parts of region. Other manufacturing and production uses likely to locate nearer source of materials, like timber.

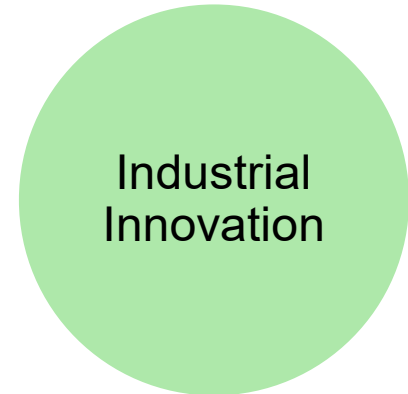


Example: Oregon Manufacturing and Innovation Center (OMIC)



Images: Oregon Manufacturing and Innovation Center and PCC Workforce Training Facility (Scappoose, OR)

Image Credit: Mortenson (left), PCC (right)



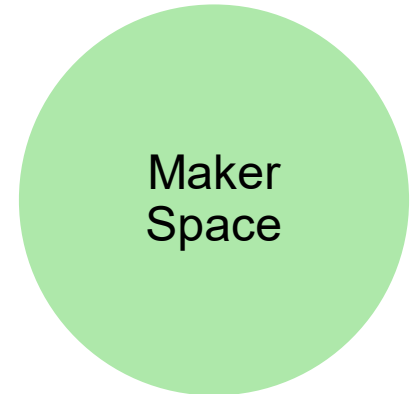
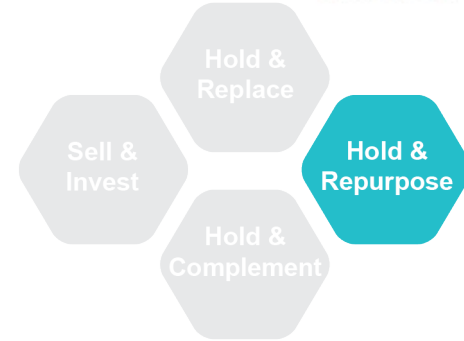
Maker Space Uses

Opportunity: Small-scale manufacturing and fabrication uses have experienced a renaissance in recent decades in places like Portland, but a limited supply of large, flexible, low-cost space (particularly in the core area) has caused a rapid increase in rents. This has displaced small and minority-owned businesses in particular. Prosper Portland and the Port of Portland have prioritized funding for new affordable employment spaces that benefit entrepreneurs from Black, Indigenous, and People of Color Communities.

Scenario Versions

- Largescale maker campus with “scale up” spaces for makers who grow out of smaller format private maker spaces – would take a long time to fill up
- Smaller maker space within one or more of the older Expo buildings in conjunction with some other use or user – lack of nearby amenities would mean price is most important

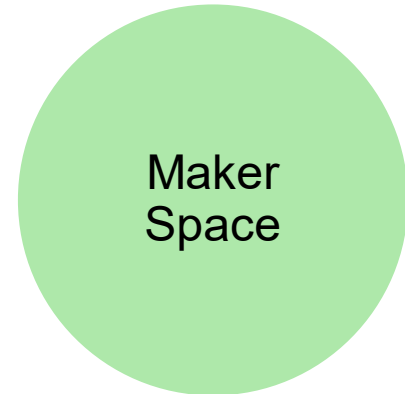
Concerns: Although a well-established industry, this sector is experiencing relatively slow growth in demand. It is unclear how sizable the mid-range maker market is. Subdividing large Expo buildings may prove difficult for even medium-sized tenants. A publicly-funded effort also has potential to displace or undercut privately-owned maker spaces.



Example: General Industry



Image: General Industry –
 a studio hub for creators
 and artists
 (Portland, OR)



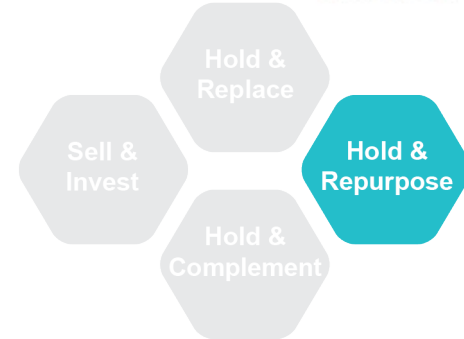
Recycle & Upcycle Uses

Opportunity: Metro has an existing agency focus on waste management and waste stream reduction: solid waste & recycling, paint recycling, and their RID program. In line with Portland's growing zero-waste culture, a variety of regional private and nonprofit entities focus on upcycling or responsible recycling, such as Free Geek, Community Warehouse, and The Rebuilding Center. Additionally, the Oregon Legislative Concept 578 agreement from September 2020 would create dedicated funding from producers to modernize recycling systems and improve labeling, collections, and processing.

Scenario Versions

- Major consolidated campus focused on innovative approaches to waste management, recycling, and upcycling including consolidated operations for Metro and other organizations with space for post-consumer product development and upcycling (drop off, sorting, and repair) – paired with workforce training

Concerns: This scenario would require substantial effort and funding from Metro. A fragmented network of private and nonprofit actors often own their own spaces, meaning consolidation potential is uncertain. Also uncertain is the timing of state legislative action and additional funding for modernizing recycling.



Example: Transfer/Processing Facilities



Image above: Seattle North Transfer Center (Seattle, WA)

Image below: Metro Paint Facility (Swan Island, Portland, OR)

Reuse &
Upcycle

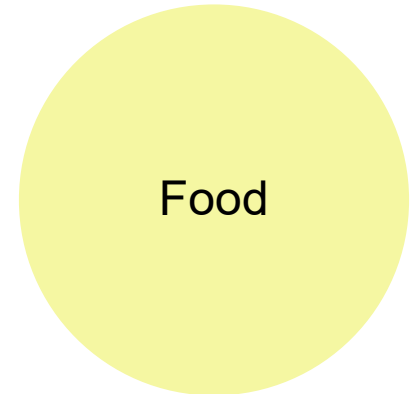
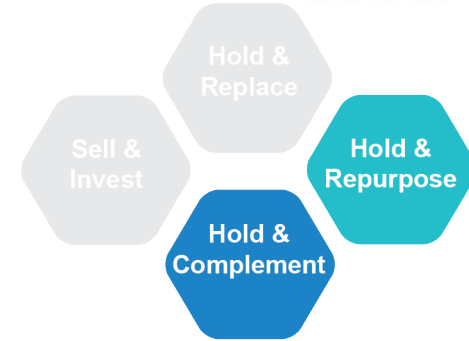
Food-Related Uses

Opportunity: Portland has a thriving food ecosystem, with a growing number of small producers and entrepreneurs serving our local market and beyond. Certain sectors have even thrived during COVID. However, affordable spaces for growing businesses to “scale up” is in short supply. A proof-of-concept “food hub” and local champion exists with The Redd by Ecotrust in the Central Eastside. Prosper Portland and the Port of Portland have prioritized funding for new affordable food-oriented space, with a specific emphasis on Black, Indigenous, and People of Color entrepreneurs.

Scenario Versions

- A major food-related campus supporting the Portland-area food ecosystem, including cold and dry storage, co-packing, commercial kitchens, bulk purchasing, distribution - managed by an entity like Ecotrust
- Limited, off-hour “ghost kitchen” and dry storage could co-exist with venue function

Concerns: It is unclear if space needs of medium to larger users is sufficient to utilize the entire site (although Ecotrust is willing to spend time to find out). Food-related space has specific, often-expensive health and safety requirements that can make retrofitting costly.



Example: The Redd at Ecotrust



Images: The Redd at Ecotrust (Portland, OR)



Food

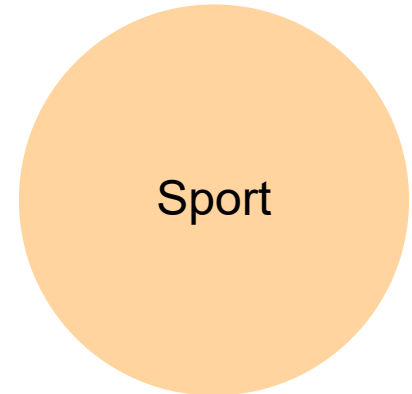
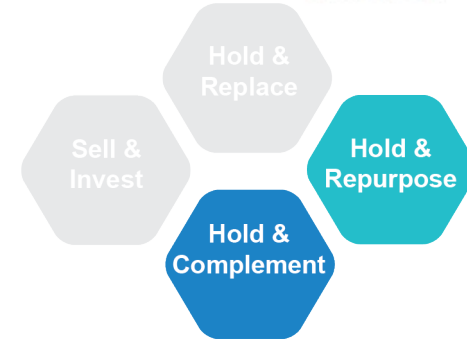
Multi-Sport Complex Uses

Opportunity: Lack of large, multi-sport and multi-court spaces within the Vancouver-Seattle-Portland region, especially in Portland. Sports Oregon is a local champion, although no funding is currently identified. However, relatively modest costs would be associated with adapting the space for sporting competitions, a use which already occurs on the site and could continue to complement venue operations at a smaller scale.

Scenario Versions

- Large-scale, sport-specific or flexible multi-sport venue with indoor and outdoor playing areas for hosting regional sport competitions. Potential to include product testing space for smaller local apparel and footwear companies.
- Modify existing Expo business to focus/prioritize regional sporting events, particularly during non-peak months or weekends – overlap in fall/winter demand is a challenge

Concerns: Same potential for high vacancy as current Expo operations (peak demand on weekends and in fall and winter) Traveling sport competitions are expensive and tend to have players from more affluent families. It is unclear how to ensure meaningful benefits to underserved communities.



Example: Other Regional Facilities

Image below: Kansas City Youth Academy (Kansas City, MO)

Image right: Convention Center (Hartford, CT)



Sport

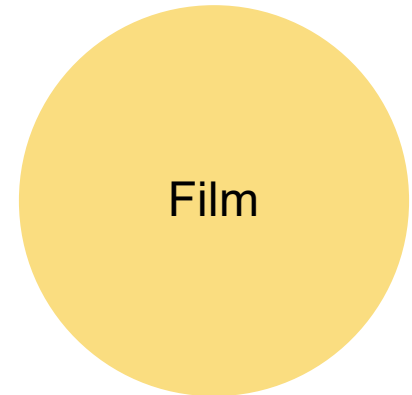
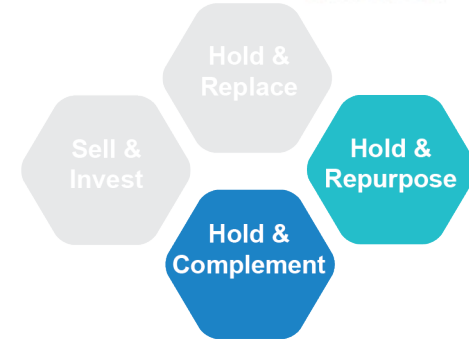
Film Studio & Production Uses

Opportunity: Film production is booming with the rise of streaming and a proliferation of Amazon and Netflix-funded productions. Smaller production studio space in LA is scarce. Portland has national brand identity and is just a short flight from LA with no international border crossing (an advantage over Vancouver, BC). Newer buildings at Expo are well-suited for studio space. Film shoots have recently happened at Expo, with longer term availability during COVID. Most jobs are higher paying and union-supported.

Scenario Versions

- Large-scale indoor film studio facility with multiple, flexible rentable spaces (stages).
- Modify existing Expo business to focus/prioritize film production, particularly during slower summer months

Concerns: Oregon's relatively low state subsidies are a distinct disadvantage compared to other places like New Mexico or Texas; subsidies are a large factor in site selection. Filming is seasonal—June to November. However, this Complements Expo's current trade show season.



Examples: Other Facilities and Programs



Image Credit: Chroma Key Studio (Salt Lake City, UT)



Image Credit: Bravo

Film

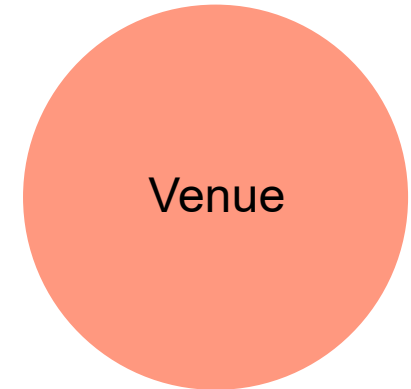
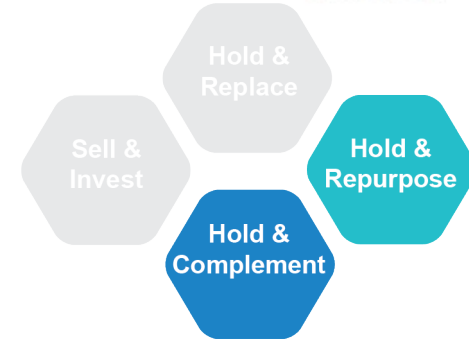
Continued Venue Uses

Opportunity: COVID has disrupted normal venue operations, however, staff has hosted new and different types of clients as a result. For instance, extended stay on-site filming, Amazon driver training, and drive-in movies have been hosted. In addition, some longstanding clients have seen business growth during COVID, such as RV sales, and have worked with staff on plans to shift operations outdoors. This period has identified potential new or expanded lines of business that could present opportunities to rethink the venue business plan to reduce seasonal vacancy and prioritize higher-yield bookings, for instance hosting more regional competitive sporting events, film shoots, and renting the large commercial kitchen on-site.

Scenario Versions

- Major expansion of modern venue facilities likely replacing all or portions of the older buildings on site would require \$25-30 million in funding
- Change business plan within the same buildings to prioritize different use types, increase year-round utilization of both indoor and outdoor areas

Concerns: Potential large financial obligation of expansion scenario, uncertainty about the future of venue space demand, and seasonality and weekend focus of traditional shows



Major Venue Expansion Concept



Hunden Report – 2014

- New Hall C to replace older, historic halls A, B, and C

New Hall C

- Adds 108,000 square feet of modern exhibition space to site

Requires \$25-30 million Bond

Venue

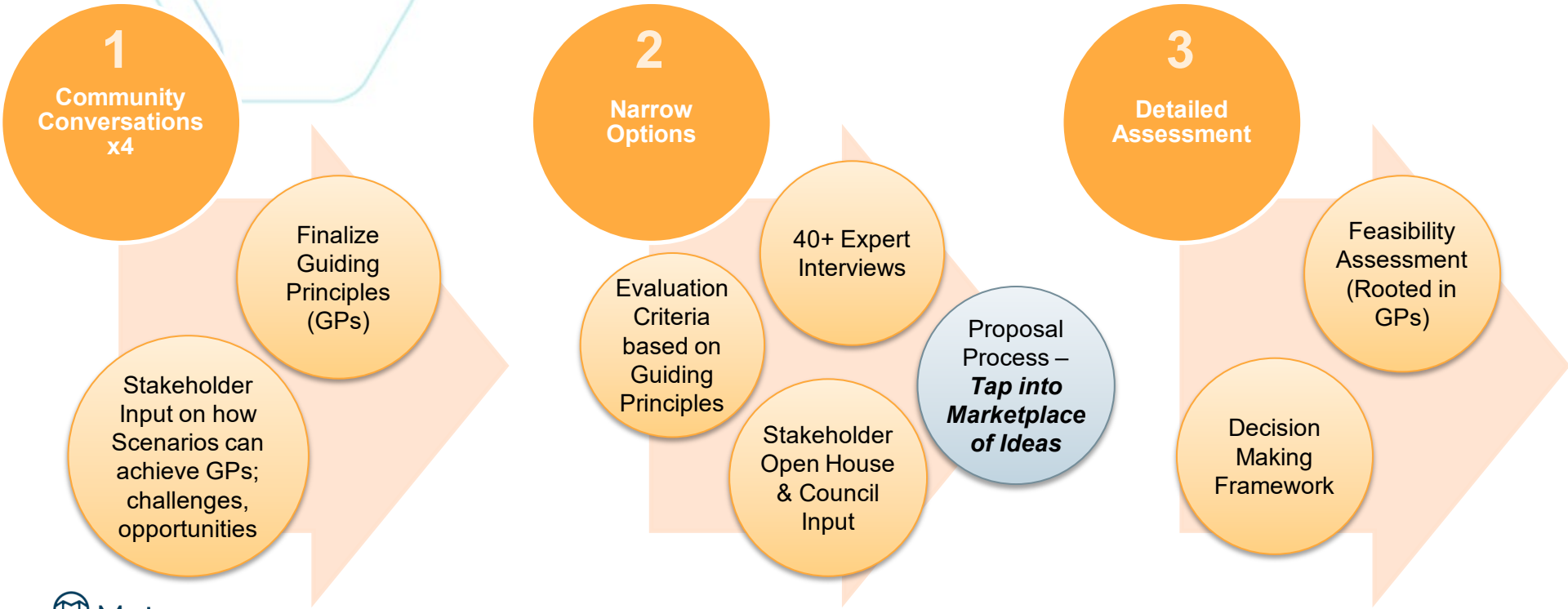
Policy Question 2: Include Formal Proposal Step in Vetting Process?

CURRENT PATH for THIS PROCESS



Policy Question 2: Include Formal Proposal Step in Vetting Process?

MODIFIED PATH



Advantages of Adding Proposal Step

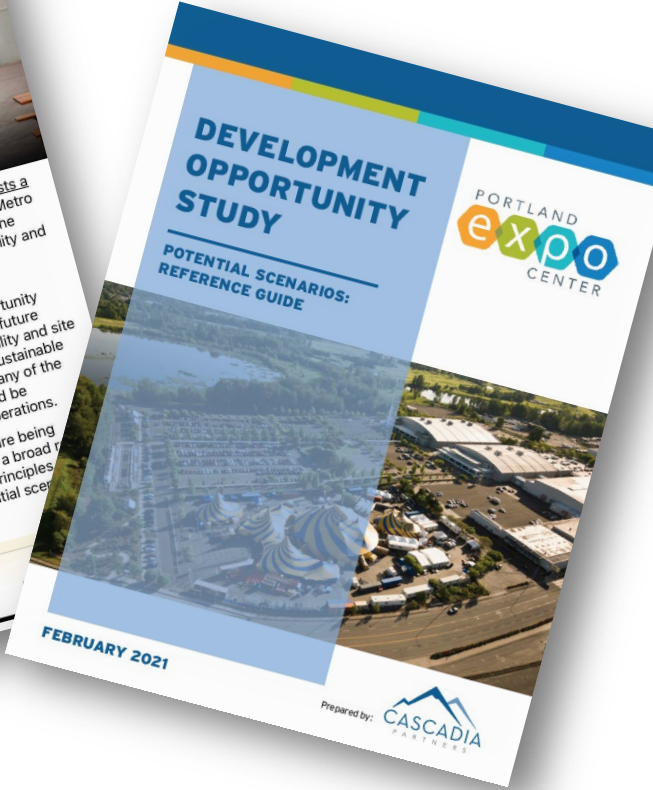
- Opens the door to creative ideas and partnership not yet identified
- Makes this process “real” – in the eyes of stakeholders and among potential partners
- Enables coalitions and teams to justify investing time and energy in preparing thoughtful proposals
- ***Allows for a fuller and more meaningful vetting of credible ideas***

Considerations

- Adds time to this process, approximately 4-6 months
- Adds staff or consultant time to draft RFQ/P, market opportunity, Q&A

Tools for Understanding Options

The App & Reference PDF





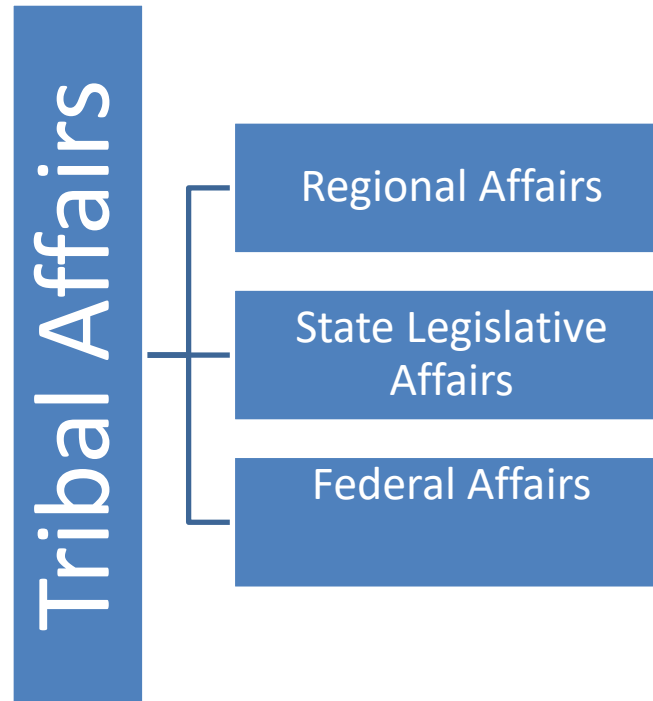
Metro

117th Congress Federal Agenda

February 16, 2021

Metro Government Affairs and Policy Development

Advance Metro's Six Desired Outcomes and priorities of the Council through:



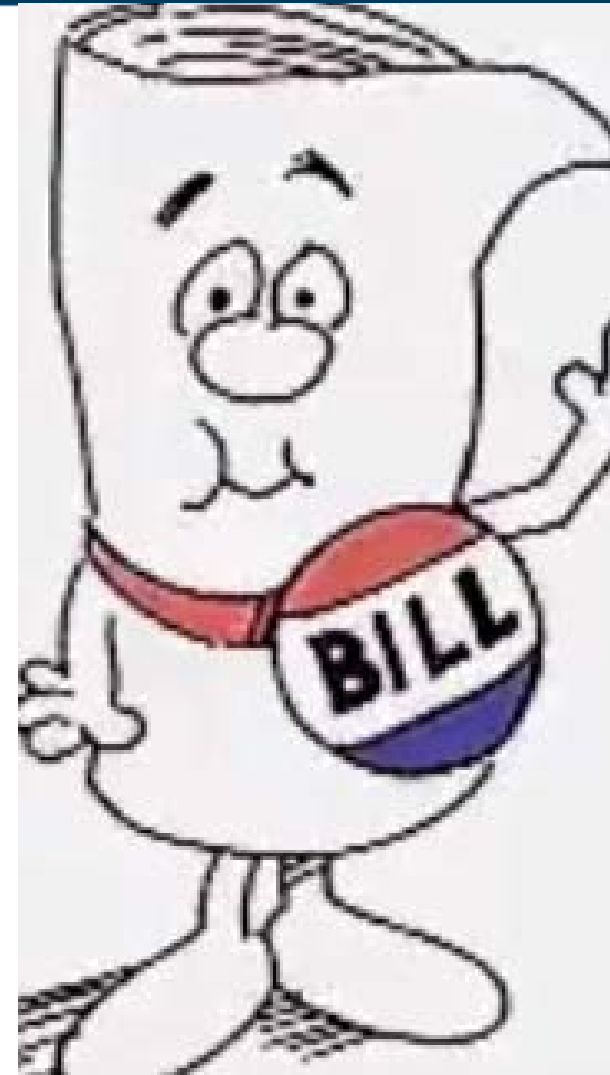
Why have a federal agenda?

Federal policy matters!

We depend on federal funding.

Federal funding can help the region achieve its goals.

Federal level spotlight can help bring attention to Metro's work and encourage others to follow suit.



Purpose of Federal Agenda

- Direct staff as to Council priorities
- Support Councilors
- Balance needs throughout the agency
- Communicate our needs to our congressional delegation
- Help explain “why are you here?”

Putting Together a Federal Agenda

Agency Priorities

Balance and Prioritize

What Congress and the
Administration will act on

Where Metro has ability to
impact outcome

Metro's Federal Agenda

- Principles
- Priority Policy Areas
 - Affordable Housing
 - Economic Rebuilding
 - Safe and Reliable Transportation
 - Clean Air, Clean Water, and Healthy Ecosystems
- Things to Track

What Happens Next

- Briefing Congressional Offices
- Creating Institutional Structure
- JPACT Legislative Agenda
- (likely) Infrastructure Package
- Regulatory Work



Your Federal Team



Michelle Giguere



Hal Hiemstra



SUMMIT
STRATEGIES

Questions?

Does Council wish to make changes to the proposed Legislative Principles or Priorities that guide the actions of staff on issues that may arise during the 117th Congress?

Does Council support the Federal Legislative Agenda and direct staff to move forward with engaging our congressional delegation around the priorities identified?

oregonmetro.gov



Closing slide option.



Arts and events
Garbage and recycling
Land and transportation
Oregon Zoo
Parks and nature

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