



600 NE Grand Ave.
Portland, OR 97232-2736

Council meeting agenda

Thursday, November 18, 2021

10:30 AM

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

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> (Webinar ID: 615079992) or 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.

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. Written comments received by noon on the day of the meeting 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. 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. Individuals will have three minutes to testify unless otherwise stated at the meeting.

3. Presentations

3.1 Zoo Bond Final Program Report

[21-5618](#)

Presenter(s): Heidi Rahn (she/her), Metro
Susan Hartnett (she/her), Metro

Attachments: [Zoo Bond Final Report](#)

4. Consent Agenda

- 4.1 Considerations of the Council Meeting Minutes for the October 21, 2021 Meeting. [21-5619](#)

Attachments: [102121cw+c Minutes](#)

- 4.2 Considerations of the Council Meeting Minutes for the November 04, 2021 Meeting. [21-5620](#)

Attachments: [110421cw+c Minutes](#)

5. Resolutions

- 5.1 Resolution No. 21-5209, For the Purpose of Providing Concurrence to Oregon Department of Transportation (ODOT) to Seek Direct Allocation of Federal Transportation Funding Under the Revenue Loss Provision of the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA) and Direct to Transportation Uses in the Metro Area [RES 21-5209](#)

Presenter(s): Margi Bradway (she/her), Metro
Ted Leybold (he/him), Metro

Attachments: [Resolution No. 21-5209](#)
[Exhibit A](#)
[Staff Report](#)

- 5.2 Resolution No. 21-5213, For the Purpose of Approving 2021 Nature in Neighborhoods Community Stewardship and Restoration Community Grants [RES 21-5213](#)

Presenter(s): Mychal Tetteh (he/him), Metro
Karissa Lowe (she/her), Metro

Attachments: [Resolution No. 21-5213](#)
[Exhibit A](#)
[Staff Report](#)

- 5.3 Resolution No. 21-5203, For the Purpose of Amending the Fiscal Year 202-21 Budget and Appropriations Schedule and Fiscal Year 2020-21 Through Fiscal Year 2024-25 Capital Improvement Plan to Provide for Changes in Operations [RES 21-5203](#)

Presenter(s): Cinnamon Williams (she/her), Metro

Attachments: [Resolution No. 21-5203](#)

[Exhibit A](#)

[Exhibit B](#)

[Staff Report](#)

[Attachment 1](#)

[Attachment 2](#)

[Attachment 3](#)

[Attachment 4](#)

[Attachment 5](#)

[Attachment 6](#)

5.3.1 Public Hearing for Resolution 21-5203

6. Ordinances (First Reading and Public Hearing)

- 6.1 Ordinance No. 21-1468, For the Purpose of Annexing to the Metro District Boundary Approximately 8.46 Acres Located West of NE Starr Blvd and South of NE Huffman Street in Hillsboro [ORD 21-1468](#)

Presenter(s): Tim O'Brien (he/him), Metro

Attachments: [Ordinance No. 21-1468](#)

[Exhibit A](#)

[Staff Report](#)

[Attachment 1](#)

6.2 Ordinance No. 21-1470, For the Purpose of Annexing to the Metro District Boundary Approximately 8.78 acres Located in the Vicinity of SE McInnis Street and SE Cornelius Pass Road in Hillsboro [ORD 21-1470](#)

Presenter(s): Tim O'Brien (he/him), Metro

Attachments: [Ordinance No. 21-1470](#)
[Exhibit A](#)
[Staff Report](#)
[Attachment 1](#)

6.3 Ordinance No. 21-1471, For the purpose of annexing to the Metro District Boundary approximately 7.67 acres located in the vicinity of NW Brugger Road and NW 160th Avenue in the North Bethany area of Washington County [ORD 21-1471](#)

Presenter(s): Tim O'Brien (he/him), Metro

Attachments: [Ordinance No. 21-1471](#)
[Exhibit A](#)
[Staff Report](#)
[Attachment 1](#)

6.3.1 Public Hearing for Ordinance No. 21-1468, Ordinance No. 21-1470 and Ordinance No. 21-1471

7. Chief Operating Officer Communication

8. Councilor Communication

9. Adjourn

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro’s civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet’s website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights. або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullanka dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmaha shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

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

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

Television schedule for Metro Council meetings

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

Agenda Item No. 3.1

Zoo Bond Final Program Report
Presentations

Metro Council Meeting
Thursday, November 18, 2021



OREGON ZOO BOND CITIZENS' OVERSIGHT COMMITTEE FINAL PROGRAM REPORT

Presented November 2021 to the
Metro Council and the community

OREGON
ZOO



I want to thank all of the current and past members of the Oregon Zoo Bond Citizens' Oversight Committee for their service as well as all of the staff from the Oregon Zoo and Metro who made this a true team effort. The process of citizen oversight established by this committee stands as a model for other processes where public trust and support is desired and exemplifies all that can be gained when diverse community voices and dedicated public employees work in collaboration to assure transparency and accountability in government efforts.

—Susan G. Hartnett, Chair

Photo: Bond completion celebration. Left to right: Heidi Rahn, Scott Robinson, Craig Stroud, Sarah Keane, Dan Aja, Christine Taylor, Jim Mitchell, Dick Stenson, Robyn Pierce, Susan Hartnett, Deidra Krys-Rusoff, Karen Weylandt, Kevin Spellman, Linnea Nelson, Sarah Orizaga, Julie Fitzgerald

November 1, 2021

RE: Oregon Zoo Bond Citizens' Oversight Committee Final Program Report

Dear Metro Councilors and Regional Community Members:

I am pleased to transmit the Oregon Zoo Bond Citizens' Oversight Committee's final report, which presents our summaries and findings on how the program progressed from passage of the bond measure in 2008 through completion of the final projects in October 2021. The report recaps the entire Zoo Bond Program's efforts to improve animal welfare, enhance conservation education, and increase the zoo's sustainability.

The committee is pleased to report that throughout the thirteen years since the bond measure was approved by voters in November 2008, the bond funds were spent wisely, bond projects were completed on schedule and within budget, and the bond program successfully delivered on voter expectations.

This report is the culmination of a team effort involving contributions by many people who diligently engaged in thoughtful, professional work to bring the vision embodied in the initial bond measure. The community's decision to approve the bond began the process of rebuilding, updating, and modernizing the Oregon Zoo, which is the number one paid attraction in the Pacific Northwest based on annual attendance.

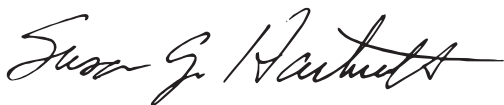
This work has been challenging and rewarding and its amazing outcomes can be seen on a short walk through the zoo. The new habitats for condors, elephants, polar bears, chimpanzees and black rhinos are state-of-the-art and provide environments where these endangered animals can thrive. Improvements to guest amenities, including the Zoo Train, cafes, plaza and wayfinding, are also easy to spot. Much of the work on the zoo's infrastructure is hidden but is equally important to the success of the bond program.

However, if you walk further you will find habitats in need of improvements, aged buildings in need of replacement, and infrastructure in need of upgrading. It is my sincere hope that the success of the 2008 bond inspires regional leaders and voters to continue addressing the needs of all the wildlife in our care and to begin moving forward on another significant capital investment in the Oregon Zoo.

In closing, I want to thank all of the current and past members of the Oregon Zoo Bond Citizens' Oversight Committee for their service as well as all of the staff from the Oregon Zoo and Metro who made this a true team effort. The process of citizen oversight established by this committee stands as a model for other processes where public trust and support is desired and exemplifies all that can be gained when diverse community voices and dedicated public employees work in collaboration to assure transparency and accountability in government efforts.

The committee members also wish to sincerely thank the Oregon Zoo and Metro staff and leadership who have supported the zoo bond program. Special thanks go to Councilor Shirley Craddick who has been the Metro Council liaison to the committee since its inception.

Sincerely,

A handwritten signature in black ink, appearing to read "Susan G. Hartnett". The signature is fluid and cursive, written in a professional style.

Susan G. Hartnett, Chair

TABLE OF CONTENTS

Introduction	5
About the committee	6
The committee’s reporting requirement.....	6
Program Summary Conclusions	8
Program Initiatives	8
Animal Welfare.....	8
Conservation Education.....	9
Infrastructure and Sustainability.....	10
Diversity in Contracting	12
Program Governance and Structure	13
Summary of Bond Projects	14
Financial Summary Conclusions	20
Program Financial Overview	21
Contracting Methods	23
Master Plan Implementation and Update.....	23
Zoo Operating Costs.....	24
Independent Financial Audits	24
Final Recommendations	24
Appendix A – Background Information and Completed Projects	A-1
Appendix B – Diversity in Contracting	B-1
Appendix C – Committee Commendations	C-1
Appendix D – Committee Membership	D-1
Appendix E – Zoo Bond Program Organization Structure	E-1

OREGON ZOO BOND CITIZENS' OVERSIGHT COMMITTEE FINAL PROGRAM REPORT

A report to the Metro Council and community regarding the zoo bond projects and program from inception to completion:

Presented November 2021 for the period 2010 to 2021

INTRODUCTION

In 2008, Portland area voters expressed the value they place on animal welfare, conservation education, and resource conservation when they passed the \$125 million bond measure to fund habitat and infrastructure upgrades at the Oregon Zoo. As mandated by the bond measure, the Oregon Zoo Bond Citizens' Oversight Committee ("the committee") provided independent citizen review to help ensure the public's money was well spent. This is the committee's final report to the Metro Council and the community, presenting its summaries and findings on how the program progressed from passage of the bond measure in November 2008 through completion of the final projects in October 2021.

Zoo Bond Ballot Measure

Bonds to Protect Animal Health and Safety; Conserve, Recycle Water

The zoo bond measure calls for updating and replacing old exhibits and facilities, increasing access to conservation education, and replacing utility systems to reduce water and energy use and lower operating costs.

- Provide more humane care for animals; update four outdated and undersized enclosures with larger, more natural and safer spaces.
- Protect animal health and safety; modernize zoo's substandard 45-year-old animal clinic determined deficient by the Association of Zoos and Aquariums.
- Increase access to conservation education; provide more space for summer camps, classes and hands-on learning for kids, adults and families.

About the committee

The 2008 zoo bond measure titled “Bonds to Protect Animal Health and Safety: Conserve, Recycle Water” (the “zoo bond”) called for a citizen oversight committee to do the following:

1. Assess progress in implementing the Oregon Zoo bond measure project improvements.
2. Report on project spending trends and cost projections, and review and report on the annual independent financial audit of spending.
3. Consider and recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promise of the Oregon Zoo bond measure is fully realized.

First appointed by the Metro Council in January 2010, the committee generally met four times each year in February, May, September and November. Committee members brought a range of interests and skills to the committee’s work and were from diverse backgrounds.

The committee operated under a charter that incorporated the governance and reporting requirements of Metro Council Ordinance 10-1232. The committee meetings typically involved interactive presentations by the zoo bond staff and other Oregon Zoo and Metro staff. Each meeting included considerable discussion and question/answer time.

The committee operated at a high oversight level, reviewing the zoo improvement program to ensure that the bond program and projects were on track. In most cases, the committee did not make specific project decisions, instead looked at how decision-making occurred and how business was conducted. The committee sought to help ensure that the right processes and controls were in place so that the best possible value could be realized from the voter-approved zoo bond funds.

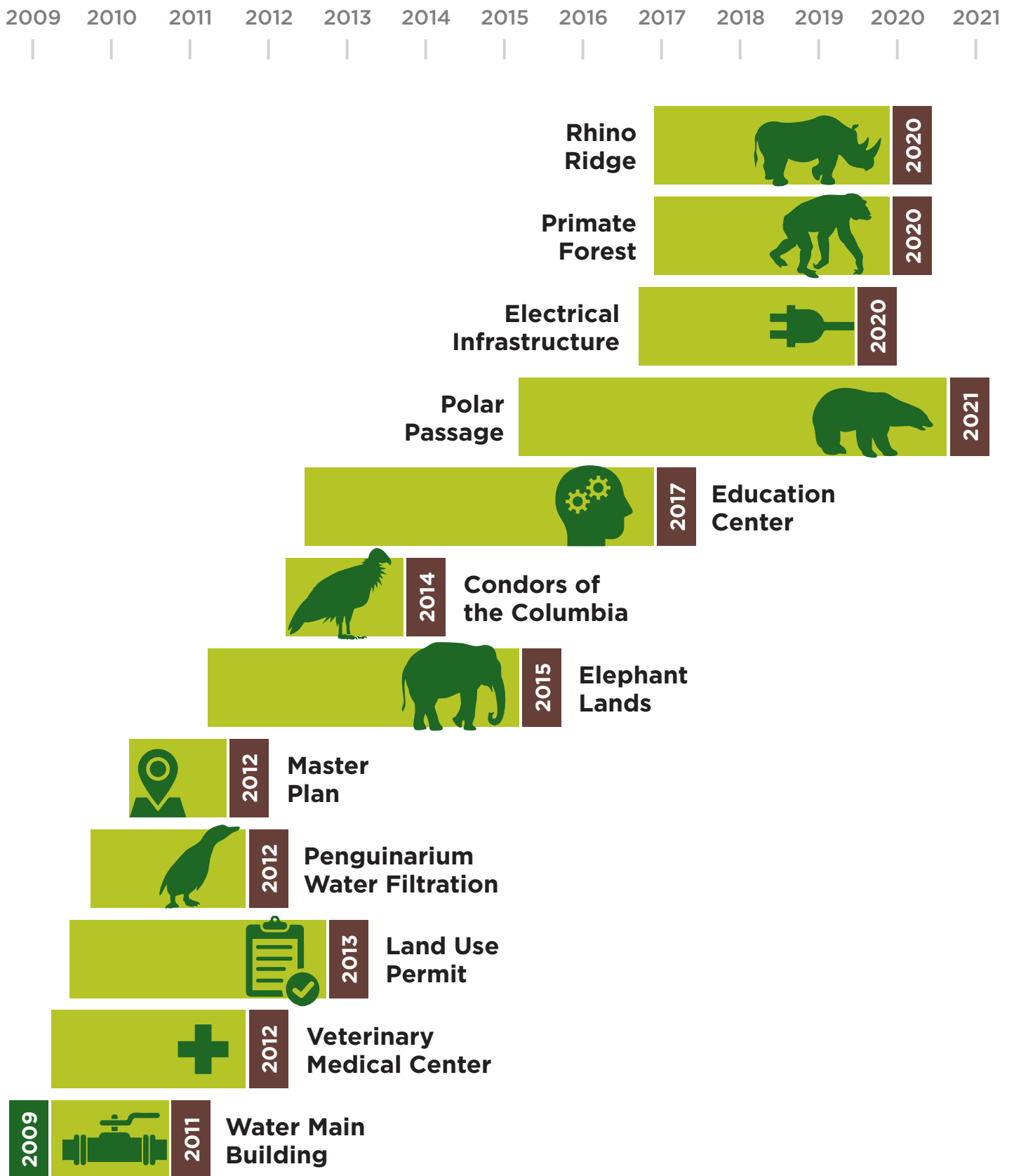
The committee’s reporting requirement

The committee was required to report annually to the Metro Council regarding the progress of the zoo bond measure improvements, spending trends and cost projections, and project modifications. In addition to the bond reporting requirements, the committee reviewed other requirements and goals for the program including the state requirement that 1.5 percent of construction costs on eligible projects be used for renewable energy installations, the Metro requirement that 1 percent of construction costs on projects of a certain size be used for commissioned artwork, and an aspirational goal that zoo bond-funded construction projects achieve 15 percent participation from minority-owned, women-owned, emerging small business, and service-disabled veteran-owned firms.

This report provides the committee’s summary review of the bond program since inception, including the additional requirements and goals described above. Appendix A contains more detailed information on the completed projects and background on the bond initiation process and early planning stages. Throughout the report, the committee focused on the three main objectives of the ballot measure—animal welfare, conservation education, and infrastructure and sustainability—and documentation of project development or construction challenges.

The committee’s meeting materials, annual reports, program fiscal audits and other reports can be found on the [Oversight Committee meeting materials pages](#) on the zoo’s website.

Project sequence and progress



PROGRAM SUMMARY CONCLUSIONS

The committee’s assessment of the zoo bond program can be summarized in five main conclusions:

1. Animal welfare was a top priority throughout the program, influencing all design and construction decisions, resulting in environments where the wildlife will thrive.
2. Education and conservation goals were major drivers in the program, especially in the design of the new habitats; the Education Center, an award winning building, will support these elements of the zoo’s mission for generations.
3. The innovative sustainability project elements provide immediate benefits in reduced energy and water consumption and form the backbone of a new “greener” zoo infrastructure.
4. The program was well managed with a high level of transparency and focus on the promised outcomes assuring the public’s trust was earned and maintained.
5. The program delivered the promised projects within the bond’s financial parameters, using partnerships and sound financial decision making to achieve even more than originally planned.

PROGRAM INITIATIVES

This section describes the three main objectives of the ballot measure—animal welfare, conservation education, and infrastructure and sustainability—and provides highlights of how those objectives are embodied in the bond program and project outcomes, including two additional program initiatives that the Committee has monitored and reported on since 2015—diversity in contracting utilization and program governance and structure. Appendix A includes a detailed description of the ways the ballot initiatives were incorporated into all completed projects.

Animal Welfare

Protecting animal health and safety was a priority in the ballot measure and the zoo is committed to providing its animals with the best care possible. Animal welfare was prioritized during design and monitored during all construction. The sequence of the bond-funded projects also prioritized animal welfare.

Animal welfare refers to an animal’s collective physical, mental and emotional states over a period of time and is measured on a continuum from poor to excellent.

The zoo aims to optimize the welfare potential of each animal through enrichment, habitat design, nutrition, research

Zoo Objectives

- Increase space for elephants
- Create modern animal hospital and quarantine facilities
- Provide more humane conditions for polar bears through reduced concrete substrate, increased pools and increased space
- Add trees, rocks and water to primate areas

programs, veterinary care, husbandry training, population management and staff training. For animals to thrive, the zoo takes into account psychological aspects of welfare such as mental, emotional, and social health. The zoo conducts continuous welfare assessments of individual animals and the species to analyze behavior, physiology, and physical appearance and health.

Bond Projects

- ✓ The Veterinary Medical Center enhances animal holding options, increases safety and comfort and reduces stress for animals, and has dramatically improved the ability to control communicable diseases
- ✓ The upgrades to the Penguinarium water filtration system improved water quality for the resident penguins
- ✓ Condors of the Columbia habitat provides flowing water for drinking and bathing and offers high perch and short flight opportunities for birds
- ✓ Elephant Lands habitat includes more options for extending outside access, increases exercise opportunities and offers a more natural and stimulating environment
- ✓ The Education Center provides improved facilities for the Zoo's invertebrate collection and western pond turtles
- ✓ Polar Passage provides bears with long views, natural substrate, more space, and meets Association of Zoos and Aquariums and Manitoba standards for polar bear habitats
- ✓ Primate Forest provides the chimpanzees with more complex habitat spaces, including interchangeable, three-dimensional structures with climbing structures and hammocks, and allows extended families flexibility to socialize
- ✓ Rhino Ridge, which was fully funded by the Oregon Zoo Foundation and its donors, doubles the space available for the endangered black rhinoceros and provides the possibility for breeding
- ✓ The Electrical Infrastructure project replaced outdated generators and associated infrastructure improving the zoo's ability to address animal needs during power outage events

Conservation Education

The ballot measure highlighted a need to increase conservation education opportunities for zoo visitors. The zoo aims to inspire visitors to take conservation action, increase its capacity to invite and engage diverse audiences in conservation education, engage other conservation partners in providing resources and programming to the zoo's 1.5 million annual visitors, and advance conservation education in the region by fostering connection and dialogue among different sectors.

Zoo Objectives

- Increase access to conservation education
- Provide more space for summer camps
- Expand classes to engage region's diverse population
- Provide visitors with hands-on learning

In 2018, the Oregon Zoo finalized an Integrated Conservation Action Plan (ICAP). This plan establishes the zoo's primary conservation priorities and helps the zoo focus efforts around animals, programs and operations for greater impact. The ICAP helps prioritize staff resource investments and decisions; maximizes effectiveness of zoo conservation efforts; unifies the zoo's education, interpretive messaging and communication strategies to increase awareness of the zoo's conservation efforts and inspire conservation action locally and globally; and aligns sustainability efforts on zoo grounds with conservation priorities.

Bond Projects

- ✓ The Education Center creates a dedicated space for education programming at the zoo, allowing the zoo to increase capacity for conservation education including seven new classrooms and three tent sites
- ✓ Conservation education is an integrated part of the main themes of the interpretive experience in all bond projects
- ✓ Conservation education is focused on and aligned with the Zoo's Integrated Conservation Action Plan and the Interpretive Framework guides messaging throughout the zoo.
- ✓ Conservation education highlights the impacts of human activities on the wildlife housed in new habitats, such as the impacts of deforestation from palm oil farming on Asian elephants and great apes, and global climate change on polar bears.

Infrastructure and Sustainability

The ballot measure called for the zoo to conserve and reuse water, requiring significant infrastructure upgrades. Most of the zoo's infrastructure dated back to the 1950s and 1960s, and much of it still does. The most expensive utility cost at the zoo is water. Leaking pipes, run-off, inadequate filtration systems, and lack of rainwater reclamation systems all contributed to wasted water and increased costs. Millions of gallons of water per year and thousands of dollars are being saved through the bond-funded major rebuilding of the zoo's water distribution system. In addition, new buildings have been designed to capture solar power and warmth and provide natural light and ventilation, cutting down on energy usage and cost.

In its 2011 Comprehensive Capital Master Plan, the Oregon Zoo detailed its commitment to creating an efficient and sustainable campus constantly striving to increase conservation of resources and improvement and expansion of services. Through these types of efforts, operating funds needed for utilities and energy are reduced and can be used for support of the zoo's core missions. Bond funds were used to replace many of the antiquated building/operational systems and animal habitats—approximately 40 percent of the zoo's area—but much work is still needed

Zoo Objectives

- Achieve LEED silver or higher in each project
- Reduce 2008 GHG emissions 80% by 2050
- Generate renewable solar energy onsite
- Invest 1.5% of capital construction costs in renewable energy
- Reduce 2008 water use 50% by 2025

for the Oregon Zoo to be a truly energy efficient and sustainable campus with modern habitats for all the resident animals.

Bond program improvements, enhancements and sustainable features have been incorporated to improve site infrastructure, including the new train route and trestle, new service road, sanitary sewer line replacement, improved stormwater management, and energy and water saving measures.

The Zoo bond projects' aspirational goal was to meet or exceed US Green Building Council Leadership in Energy and Environmental Design (LEED¹) Silver certification. The Veterinary Medical Center and Elephant Lands both received LEED Gold Certifications, and the Education Center was awarded LEED Platinum, the highest level of certification. Polar Passage and Primate Forest were awarded LEED Silver certification.

Bond Projects

- ✓ The Water Main Building provides a crucial upgrade to the zoo's water infrastructure, helping to prevent water waste and associated costs, and creating the ability to implement more natural wastewater management and rainwater capture and reuse systems.
- ✓ Completed projects separated the old combined sewer system into isolated stormwater and sanitary sewers, and have built stormwater planters and bioswales to naturally filter and clean stormwater before sending it downstream
- ✓ Upgrades to the Penguinarium water system saves seven million gallons of water each year and overall water use has decreased by more than 90 percent because the pool water is filtered rather than being drained and refilled
- ✓ An underground stormwater storage facility capable of storing and slowly releasing storm run-off from the entire zoo during a ten-year rain event was incorporated with Elephant Lands
- ✓ The objectives of reducing the use of city water and reclaiming or reusing non-potable water have been achieved on several projects
- ✓ Landscape designs incorporated native, climate-adaptive plant species
- ✓ The Education Center's "net-zero" design features an impressive array of sustainable technologies and new operational approaches that will yield results for years to come.
- ✓ The Electrical Infrastructure project replaced outdated generators and associated infrastructure, increasing capacity and reliability critical to both animal and guest needs, especially in power outage events
- ✓ Bird-friendly glass, which minimizes bird strikes, and bird-safe lighting were installed in several projects
- ✓ Elephant Lands was the first commercial building in Oregon to use cross-laminated timber (CLT), which is a sustainable wood product; CLT was also used extensively at Polar Passage and Primate Forest, which greatly reduces the buildings' carbon footprints

¹LEED is an internationally recognized means to assess the effectiveness of building materials, systems and siting choices to reduce environmental impact through a broad range of energy and resource consumption measures. Certification only applies to buildings.

- ✓ Material reuse was a theme of the bond program including wood from the elk viewing shelter, peeler poles from the Elephant Museum and pavers from the original Elephant Plaza picnic area
- ✓ Solar hot water pre-heating was incorporated into two projects
- ✓ Green roofs were installed at Elephant Lands and the Education Center

In 2019, the committee recommended that the Education Center continue to collect data on energy use in order to achieve the International Living Future Institute (ILFI) Zero Energy Certification. This data collection was interrupted by the forced closures associated with the COVID-19 pandemic and the project was placed on hold with ILFI until the zoo returns to normal operations.

Diversity in Contracting

While not specifically called for in the ballot measure, setting and meeting goals for contracting opportunities for minority-owned enterprises, women-owned enterprises, emerging small businesses, and service-disabled veteran-owned enterprises (“COBID firms”) is an important Metro objective. Early in its inception, the committee made it an aspect of the bond projects to track and report.

This section provides an overview of the diversity in contracting of the zoo bond projects; a more complete summary is included in Appendix B and details for specific projects are included in Appendix A.

Overall, the bond program has spent \$105.5 million on COBID-eligible construction contracts, and \$15.4 million, or 14.7 percent, of that went to COBID firms.

Committee Focus

- Establish an aspirational contracting goal of 15 percent participation from COBID firms
- Consider alternative contracting methods as means to increase COBID participation
- Encourage efforts by Metro and other local governments to increase equity and diversity in construction-related labor force and business ownership through public policies and programs

Program construction Totals	Amount	Percentage
Total Construction Contract	\$115,679,702	
Total COBID-Eligible Contract	\$105,597,825	
Total COBID Contract	\$15,480,918	14.70%
Minority-Owned Business Enterprise	\$4,141,489	3.90%
Women-Owned Business Enterprise	\$4,355,934	4.10%
Emerging Small Business	\$6,960,593	6.60%
Service-Disabled Veterans*	N/A	N/A

*Category not applicable to projects contracted prior to January 2016 when the state of Oregon began that COBID category.

Through a series of quarterly reports and monthly updates, which can be found on the [Oversight Committee meeting materials pages](#) on the zoo's website, the committee monitored the bond program diversity in contracting efforts and outcomes and as the bond program neared completion, the committee recommended that the data be fully integrated into Metro's annual report on the topic.

Program Governance and Structure

Prior to the start of the zoo bond construction projects, the Metro Auditor recommended improved accountability through clarity of the organizational structure. The Auditor suggested clearly delineating roles and responsibilities and lines of authority.

While the ballot measure did not mention program governance as an element to monitor, early in its inception the Committee asked to be kept informed when changes to the program governance and structure were being considered by zoo management or Metro.

The governance structure initially set up for the zoo bond program separated bond program project planning and construction activity from zoo operations. A follow-up audit demonstrated that separating the bond program from zoo operations created a separate project management function better suited to address financial oversight, scheduling, and information sharing.

This robust governance and oversight structure continued to guide the bond program and proved to be effective in ensuring careful and diligent stewardship of bond funds. The bond program organizational structure is shown in Appendix F.

The committee received regular updates on bond program staffing through its final meeting in May 2021. Many staff changes occurred in both the bond program and the zoo staff between passage of the bond measure in November 2008 and completion of the bond projects in 2021, particularly in the final years as the number of projects diminished and staff moved on to other positions.

The committee wishes to acknowledge the hard work, professionalism and commitment of each and every staff person who contributed to the bond program, whether a direct employee of the program or a member of the zoo or Metro staff who supported the effort. Our heartfelt thanks, appreciation, and admiration to all of them.

Committee Focus

- Review changes in organizational structure, roles and responsibilities and lines of authority to assure clarity, transparency and appropriate continuity



SUMMARY OF BOND PROJECTS

The mission of Oregon Zoo is “Creating a better future for wildlife.” The 2008 voter approval of the \$125 million bond measure provided funds necessary for a significant investment in upgrades throughout the zoo.

Included in the program was the development of the first half of a 20-year master plan, which addressing approximately 40 percent of the zoo area. None of the projects expanded the zoo boundary, so it was necessary to maximize use of the available existing space. The bond goals to improve animal welfare, conservation education and sustainability were continuously used in decision making about project design and sequencing.

This section provides a brief overview of the major projects implemented through the bond program. Detailed information about all of the program’s efforts and projects can be found in Appendix A.

1. Veterinary Medical Center

Groundbreaking ceremony . . . September 29, 2010
Construction launch August 8, 2010
Substantial completion January 4, 2012
Grand opening January 19, 2012
LEED Certification Gold
Size 15,950 square feet
Budget approx. \$9.4 million
Final cost approx. \$9.1 million



Veterinary Medical Center entrance

Project notes

- 22,000-gallon rain harvest and storage tank
- Storm water quality swales – clean any storm water runoff before it leaves the site
- 35 solar tube skylights bring natural light into the building
- Recycled 90% of construction waste
- Water efficient landscaping – drought resistant plants, irrigation sensors
- Low VOC materials used
- Recycled materials used in construction – carpet, rubber floors, steel and wood
- Tree removal mitigation – 78 trees removed, 195 replanted

2. Penguin Life Support System

Groundbreaking ceremony.October 2010
Construction launch.November 1, 2010
Substantial completionNovember 17, 2010
Budgetapprox. \$1.8 million
Final costapprox. \$1.75 million

Project notes

- 25,000-gallon pool – instead of dumping/filling water twice a week,
- The water is changed twice a year, saving 6 million gallons of water.
- Water savings translates into approximately \$100,000 annually, a 97% reduction



Visitors at Penguinarium

3. Condors of the Columbia

Groundbreaking ceremony.May 24, 2013
Construction launch.June 3, 2013
Substantial completionAugust 31, 2013
Grand openingMay 22, 2014
LEED CertificationGold
SizeAviary 30' tall,
100' long
Budgetapprox. \$2.6 million
Final costapprox. \$2.2 million



Condor inside new habitat

Project notes

- New condor habitat highlights the Oregon Zoo's successful condor breeding program and inspires guests to learn more about these iconic birds that once flew over the Columbia River
- Sized for 4-5 condors who are not currently participating in the breeding program
- Condors owned by US Fish and Wildlife Service
- No human contact, all food provided in rooms so birds have potential to return to breeding program if appropriate
- Interpretive theme: condors and other large birds are declining due to lead poisoning. Hunters are encouraged to not use lead ammunition for their health and safety and to protect wildlife.

4. Elephant Lands

Groundbreaking ceremony.	June 10, 2013
Construction launch.	August 30, 2013
Substantial completion	
Wildlife Live.	July 12, 2013
Train	November 21, 2014
East Hub	April 7, 2015
Service Road.	May 19, 2015
Entire project	December 7, 2015
Grand openings (phased)	
Encounter Habitat	February 2014
Elephant Plaza	April 15, 2014
North Habitat	April 2015
Forest Hall/Elephant Barn	May 2015
South Habitat	December 2015
Elephant Pool	December 2015
Grand opening	December 15, 2015
LEED Certification	Gold
Size	6 acres
Sand substrate	4' deep
Forest Hall and barn	nearly 33,000 square feet, 43' tall
Pool.	160,000 gallons, 80' long x 80' wide, 12' deep
Budget	approx. \$57.5 million
Final cost	approx. \$57.4 million



Elephant family inside Forest Hall



Elephant Lands Pool

Project notes

- Sub-projects included relocating the train, a new perimeter service road, relocating the Wildlife Live animal holding
- Facilities, water and energy sustainability measures (LEED, geothermal loop)
- Varying terrain for exercise
- Video cameras and monitors show locations of each elephant in habitat
- Reuse of boulders and logs – downed trees and lumber from the elephant museum
- Promotes herd dynamic – habitat promotes choice, can be separate or social as they choose
- Landslide mitigation throughout project site
- 20 timed feeders encourage natural foraging behaviors – elephants have to explore entire habitat to discover food in various locations

- Geothermal system to exchange energy between elephants and polar bears – heat produced by running the chiller at polar bears will be transferred through the underground “slinky” to heat the elephant building
- Bird-friendly glazing on glass to prevent window strikes
- Solar panels on the roof enable building to use 60% less energy and emit 40% less greenhouse gases than buildings of similar size
- FSC Certified wood used in the ceiling of the viewing area
- Rainwater collected from the roof of Forest Hall is used to flush toilets and at habitat rinse stations
- Native plants in the landscaping require less irrigation

5. Education Center

Groundbreaking ceremony. September 1, 2015
 Construction launch. September 9, 2015
 Substantial completion December 28, 2016
 Grand opening March 2, 2017
 LEED Certification Platinum

Size

Site (excluding train station) 1.8 acre
 Nature Exploration Station . 12,900 square feet
 Classroom/café building. . . . 6,000 square feet
 Total building area. 18,900 sqft

Budget approx. \$17.7 million
 Final cost approx. \$17.4 million



Nature Exploration Station

Additional funding from OZF NW Species Conservation fund for turtle lab, Metro Solid Waste (RCR) for wildlife garden, Metro Parks and Nature for interactive map exhibit, Metro Council approved reallocation for additional PV arrays for net-zero energy.

Project notes

- 760 solar panels installed on the roofs of the Education Center and train station – help achieve net-zero energy operations
- High-efficiency lighting (LED) and HVAC systems are controlled through a digital controls system – saved energy
- Radiant floor heating in Nature Exploration Station
- Forest Stewardship Certified (FSC) certified wood
- Bird-friendly lights and fritted glass helps prevent window strikes
- Native plants in the landscaping require less irrigation
- Green roofs on the wildlife garden shelter and bee hotel
- Rainwater collected from the roof is stored in a 10,000-gallon underground storage tank – used to flush toilets and urinals

- Material reuse – nature play area, landscape gates, and wildlife garden shelter used wood from the old Elephant Museum; pavers in wildlife garden are from the old elephant plaza picnic area

6. Polar Passage, 7. Primate Forest & 8. Rhino Ridge

Groundbreaking ceremony . . . October 2018

Construction launch October 2018

Substantial completion

Rhino Ridge October 2020

Primate Forest October 2020

Polar Passage February 2021

Growler’s March 2021

Storage Building March 2021

Grand opening Fall 2021

LEED Certification (pending) Silver

Size

Rhino Ridge 0.5 acres

Primate Forest 1.3 acres

Polar Passage 2.5 acres

Budget approx. \$47.2 million

Final cost approx. \$47.2 million

Project notes

Rhino Ridge

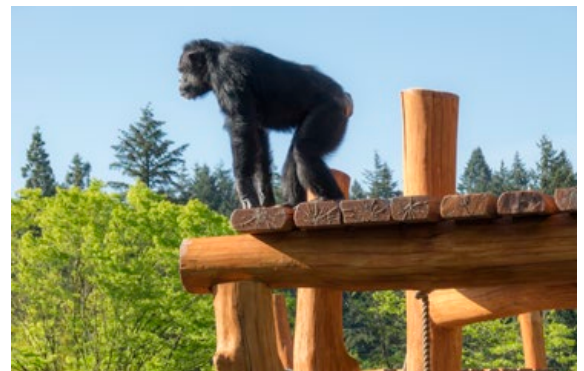
- This habitat upgrade was fully funded by Oregon Zoo Foundation donors
- Doubled the amount of space for rhinos, and habitat design encourages natural behaviors
- Habitats feature natural substrate, drinkers and timed feeders
- An encounter wall and viewing wall provide guests with up close views of rhinos and animal care staff interactions, highlighting animal welfare science

Primate Forest

- Multiple climbing structures with varying levels in all habitats
- Two outdoor habitats featuring heated caves, waterfall, live trees, termite mound and logs
- Indoor habitat featuring a natural biofloor, nests and a termite mound
- Bird-friendly glazing with vertical UV striping to prevent window strikes



View from top of Polar Passage habitat



Chimp inside new Primate Forest habitat



Rhino Ridge habitat

Polar Passage

- 3 pools with chilled saltwater, total pool volume is 115,000 gallons
- Large filtration system saving millions of gallons of water, all pool water is filtered/cleaned once an hour
- Underwater viewing pool is 20 feet deep
- Swim flume was rebuilt in stainless steel for saltwater compatibility
- Habitats feature vista views, varied natural terrain, cedar log shelters, drinkers, dig pits and logs
- Ice tub filled using a timed ice flaking machine
- Cave with both heating and cooling
- Bird-friendly glazing with vertical UV striping to prevent window strikes
- Completed connection to geothermal loop installed during Elephant Lands construction

FINANCIAL SUMMARY CONCLUSIONS

The committee’s assessment of the zoo bond program’s financial outcomes can be summarized in four main conclusions:

- The program fully expended the \$125 million authorized by voters in a manner consistent with the primary goals included in the bond measure—animal welfare, conservation education and sustainability
- The bond funds were increased to \$153.7 million by contributions from the Oregon Zoo Foundation, grants, and rebates from the Energy Trust of Oregon for energy reduction measures and through good financial management practices
- The bond program had a significant economic impact locally and regionally through direct spending, indirect and induced spending, and job creation
- Careful and consistent financial management through periods of significant recession and construction cost escalation was an essential element in the program’s overall success

The committee also believes the bond program offers some key lessons that can help the zoo and Metro in planning future significant capital investments. These are:

- Including both project cost contingencies and a program cost contingency protects against unexpected budget adjustments and allows a better cushion for a decade-long program
- The accuracy and reliability of initial project budgets depends on the amount of pre-planning completed when the budget is established; developing the Comprehensive Capital Master Plan prior to establishing the bond measure amount may have been beneficial
- Plan, plan, and plan some more but remember that a plan is not a prediction when it comes to economic trends and forces; the impacts of the Great Recession and the historic levels of construction cost escalation that followed could not have been foreseen

PROGRAM FINANCIAL OVERVIEW

The zoo bond program budget and expenditures were divided into four main areas: construction projects, planning projects, land use processes and program administration. As of June 30, 2021, the allocated resources for all program activities total \$150,474,821 and revenues total \$153,716,951. The completed projects were finished on time and within budget.

Project	Project Budget	Project Expenditures	Forecasted Expenditures	Percentage Complete
Master Plan/Land Use Permits	3,304,011	\$3,197,675	\$3,197,673	100%
Veterinary Medical Center	9,464,299	\$8,840,329	\$8,840,329	100%
Penguin Life Support System	\$1,800,00	\$1,762,250	\$1,762,250	100%
Water Main Building	267,459	\$242,495	\$242,495	100%
Condors of the Columbia	2,628,592	\$2,215,609	\$2,215,609	100%
Elephant Lands	57,561,443	\$57,407,246	\$57,407,246	100%
Remote Elephant Center	\$117,864	\$117,864	\$117,863	100%
Education Center	\$17,699,157	\$17,412,630	\$17,412,630	100%
Interpretives/Wayfinding	\$2,766,640	\$2,535,847	\$2,535,847	100%
Percent-for-Art	\$843,154	\$774,650	\$774,650	100%
Program Administration	\$8,850,000	\$7,357,653	\$8,850,000	100%
Bond Arbitrage Payment	\$623,779	\$623,779	\$623,779	100%
Electrical Infrastructure	\$1,500,000	\$1,488,333	\$1,488,333	100%
Close-Out Contingency	\$844,805	\$59,814	\$844,805	70%
Polar Passage/Primate/Rhino	\$47,202,256	\$46,438,650	\$47,202,256	100%
Totals		\$150,474,824	\$153,515,765	
Unallocated Program Contingency			\$201,185	
Zoo Bond Program Forecasted Revenues			\$153,716,951	

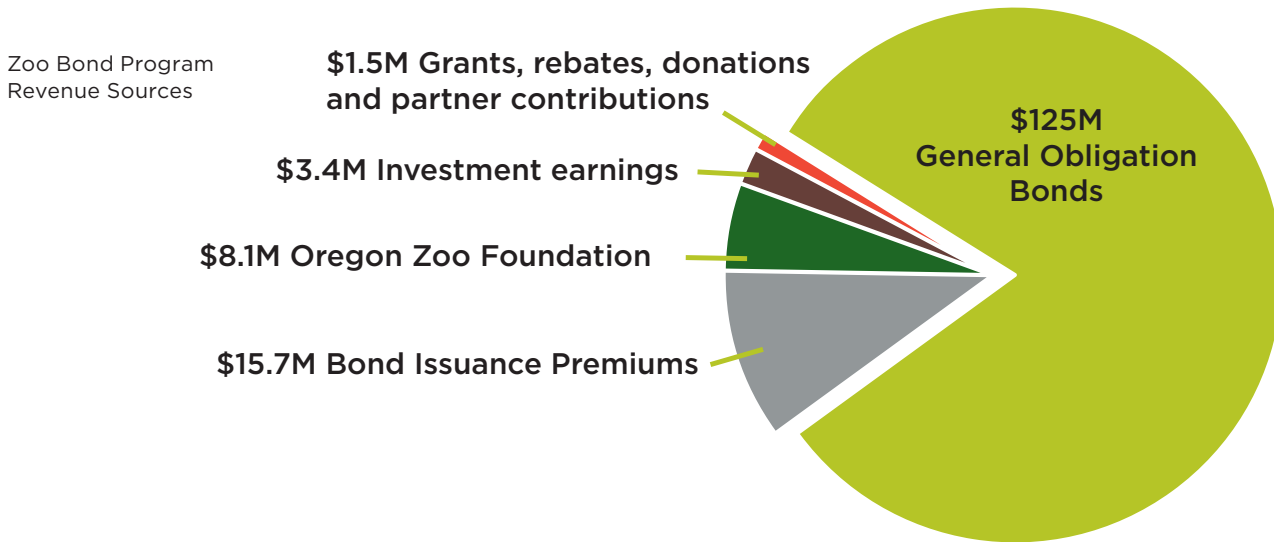
Funding sources total approximately \$153 million, including \$125 million from general obligation bond measure proceeds, \$8.1 million from the Oregon Zoo Foundation, \$1.5 million in grants, rebates, donations, and partner contributions, \$3.4 million in investment earnings and \$15.7 million from bond sale premium proceeds. Oregon Zoo Foundation additionally raised \$3 million for furnishings and animal welfare enhancements to bond projects.

These added resources allowed the program to complete all of the bond projects without sacrificing bond program goals, including animal welfare objectives.

Contributions from the Oregon Zoo Foundation, grants, rebates and Metro's conservative fiscal policy and excellent AAA bond rating from S&P and AAA from Moody's all contributed to the program's successful completion of the projects, despite significant cost escalation in the region especially toward the end of the zoo bond program. For example,

cost escalation required an addition of \$3.2 million to the Polar Passage, Primate Forest, and Rhino Ridge project budget even after significant value engineering but due to good financial management and these invaluable additional resources, this was within the program resources.

Restricted bond funds were fully spent down in April 2021. The program has \$844,805 budgeted for close-out contingency needs. These remaining funds were a combination of contributions from the Oregon Zoo Foundation and incentive dollars from the Energy Trust of Oregon.



The bond program met Metro’s requirement to invest one percent of direct construction costs in public art. The eligible direct construction costs through the end of the bond program totaled \$77,871,784, making the 1 percent for art requirement \$778,718. At the conclusion of the program, the Percent-for-Art spending was \$724,650. In addition to the zoo bond investments in art commissions and historic art relocation, the Oregon Cultural Trust, Oregon Zoo Foundation and zoo operations have invested \$62,841 in restoration of three sets of historic artwork that were moved to accommodate bond construction projects. These include the Willard Martin mosaic, two totem poles and the Warren Iliff sculpture garden. With these restoration investments included, the total art expenditures were \$787,491.

Metro’s central services supported the zoo bond program with budget management, bond sales, legal support, procurement of goods and services, and information services. These administrative costs and the actual costs of issuing the bonds total \$8.8 million (5.8 percent) of the zoo bond program’s total expenditures. This percentage is comparable to other local public bond-funded construction projects. An analysis of the Beaverton School District, Portland Public School District and Portland Community College bond programs resulted in a range of administrative costs between 3.8 percent and 7.2 percent of the total program budget.

Metro’s agreement in 2018 to cap the central services transfer amount provided a high level of confidence that the administrative costs would not increase during the final years of the program and assured that remaining funds would be focused on the bond goals of animal welfare, conservation education and sustainability.

Contracting Methods

The program received Metro Council approval to use an alternative general contractor procurement method called the Construction Management by General Contractor (CM/GC) for Elephant Lands, the Education Center, and Polar Passage/Primate Forest/Rhino Ridge. This approach worked well for these projects and, given the complexity of the zoo operations and physical features, the committee continues to support the consideration of alternative contracting methods for future zoo projects.

Reports evaluating the outcomes of the use of CM/GC for Elephant Lands, the Education Center and Polar Passage/Primate Forest/Rhino Ridge can be found on the [Oversight Committee meeting materials pages](#) on the zoo's website.

Master Plan Implementation and Update

The Oregon Zoo's 2011 Comprehensive Capital Master Plan describes the zoo's vision and goals, the purpose and intent for each facility, and includes a budget, sequence and timeline of construction projects that will bring the future vision to reality. This representation of the zoo's future is an essential tool to coordinate the development of the zoo's separate facilities into a coherent, effective and unique institution with a clear and recognizable theme and mission.



The Metro Council approved the master plan in 2011, including the budgets for the projects funded by the 2008 bond. The CCMP has been a crucial element to ensure efficient and effective use of bond proceeds. An update to the CCMP will be critical in assessing the needs of the remaining aged habitats and facilities and in defining the improvements necessary to meet current animal welfare standards, inspire zoo visitors to take actions in support of conservation, and to build on the sustainable infrastructure backbone built with the 2008 bond funds.

Zoo Operating Costs

The Oregon Zoo staff anticipates that some future operating costs of the zoo will increase upon completion of the bond-funded projects, but will be offset by additional revenue-generating opportunities and cost savings and efficiencies gained through new technologies and the modernization of zoo infrastructure. The committee believes it is important that staff continue to monitor this assumption to assure sound financial planning and to provide additional data for future capital investments.

Independent Financial Audits

Beginning in 2009, Moss Adams issued an annual independent financial audit report of the zoo bond program each year through 2020. The auditors consistently reported that nothing came to their attention that caused them to believe that Metro failed to comply with the provisions of the bond measure. No specific management letter comments were made. Notices of the audit reports were published in the Daily Journal of Commerce, the audit reports were posted on the zoo website, and the audit reports were provided to the Oversight Committee. All twelve annual audit reports can be found on the [Oversight Committee meeting materials pages](#) on the zoo's website.

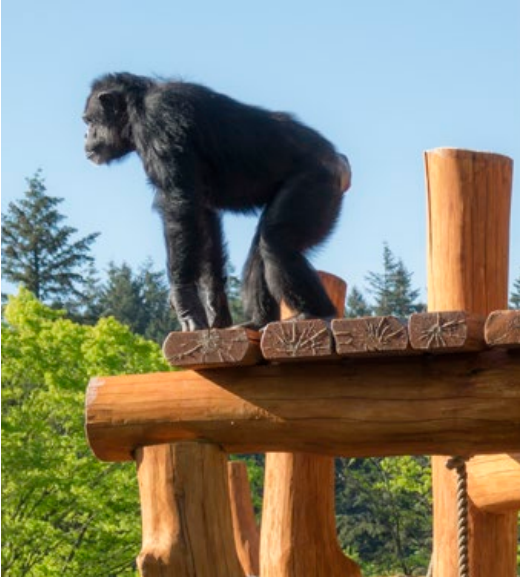
FINAL RECOMMENDATIONS

Most years, the committee's annual report includes recommendations about actions and activities to monitor or explore during the next year. These recommendations helped the committee track important goals and provided staff with guidance on the issues that were of interest to the committee. Each year the prior year's recommendations were updated and in most cases the committee decided the recommended action or effort had been concluded; sometimes a recommendation was carried over to the following year.

As the bond program came to a close, the committee became aware that future action on a few matters would go beyond the duration of the committee's reporting process. The committee respectfully presents the following five recommendations to help assure that progress begun under the bond program continues into the future.

- The committee recommends that progress on the Integrated Conservation Action Plan (ICAP) be reported to the Metro Council as part of the zoo's annual report.
- The committee recognizes that the data collection necessary to achieve the International Living Future Institute (ILFI) Zero Energy Certification was interrupted by the zoo's closure and reduced operations due to COVID-19 restrictions. The committee recommends that progress towards achieving the ILFI certification be reported to the Metro Council as part of the zoo's annual report.

- The committee recommends that the Education Center continue to be operated in a way that optimizes net-zero energy goals while achieving other program goals and that the results of these efforts be reported to the Metro Council as part of the zoo’s annual report.
- The committee recommends that the zoo update its Comprehensive Capital Master Plan to define the needs of the remaining aged habitats and facilities, and that Metro Council begin thinking about funding options for the improvements necessary to address those needs continuing the focus on animal welfare, conservation education, and sustainability.
- The committee recommends that the early assumptions about the financial impacts on zoo operations resulting from the bond projects be assessed over time and the outcomes reported to the Metro Council. Specifically, this would include monitoring over time the changes in operating expenses and revenues resulting from the bond projects (e.g. lower utility costs due to reduced water usage and increased revenue due to greater attendance). The committee recognizes that this is a difficult task, especially given the dramatic financial impacts of the global pandemic but believes the information could be useful in formulating plans for further renovation of the Oregon Zoo.



APPENDIX A – BACKGROUND INFORMATION AND COMPLETED PROJECTS

As the zoo bond program moved towards conclusion, the committee decided the time was right to make format changes intended to begin transitioning the annual report to a final bond program report when the current projects are completed in 2021. To that end, beginning with the 2018 report, Appendix A was added to capture cumulative information about the bond’s inception and early planning stages along with information on completed projects. The committee’s goal in making these changes was to assemble a complete picture of the zoo bond process and program and to highlight for the public key information about the program’s performance in fulfilling the bond’s intent. The committee also believes this information may be useful to Metro and other public agencies when undertaking a significant bond-funded construction program.

1. Introduction: How the zoo bond program started

In 2008, the Portland Metro region voted to invest \$125 million in the zoo to protect animal welfare, increase access to conservation education and improve sustainability. The bond projects were ambitious and extensive, with approximately 40 percent of the zoo grounds getting an upgrade. Construction spanned a decade, with initial projects taking off in 2010 and the last three habitats—Polar Passage, Primate Forest and Rhino Ridge—opening in 2021.

Even an undertaking of this magnitude starts as a small spark. For two years the 21-member volunteer Oregon Zoo Foundation Board worked with zoo leadership, the Metro Council, zoo veterinarians, animal biologists and scientists, and community leaders to develop a plan for the future of the zoo. The Oregon Zoo Future Committee, led by a Metro councilor and the zoo director, dug deep to conduct strategic plans, commissioned early opinion polling, and conducted interviews and briefings with key constituents.

This early work turned up a consistent theme—the people of the Portland region wanted animals at the zoo to have the best habitats possible. And this theme was well-grounded. The zoo, and still has, had many aging facilities that reflected decades-old standards of care or required unsustainable levels of maintenance.

- At nearly 50 years old, the Association of Zoos and Aquariums had noted the zoo’s veterinary hospital and quarantine facilities were substandard and deficient.
- Built in 1959, the elephants’ indoor and outdoor spaces were worn, cramped and out-of-date.
- The Polar Bear habitat was built when the primary objective was containment of the bears. As a concrete bowl, it became scorching hot in summer and did not provide a sufficient amount of enrichment opportunities.
- Similarly, the Primate area was originally designed to be easy for the keepers to clean and no longer met current standards for primate engagement or a stimulating environment.
- Out-of-date water filtration capabilities for the hippo and penguin habitats wasted more than 11 million gallons a year, and were woefully out of sync with the sustainability values and financial stewardship responsibilities of Metro.

In November 2008, Measure 26-96 – “Bond to Protect Animal Health and Safety; Conserve, Recycle Water” – was approved by voters: Yes 195,652 (59.72 percent); No 131,985 (40.28 percent).

2. Oregon Zoo Bond Advisory Group

The Oregon Zoo Bond Advisory Group (OZBAG) played a pivotal role in early planning for specific bond-funded improvements. Following passage of the zoo bond measure in November 2008, OZBAG was established to make recommendations to the zoo bond program manager regarding planning and implementation surrounding the planning, permitting, contracting and construction activity reflected in the zoo bond measure. The group consisted of five external members, eight staff and two Metro Councilors, and were appointed by the Metro deputy chief operating officer. Members were recognized experts in their fields, including real estate law, financial management, facility management, and facility planning and construction management.

OZBAG provided professional, prospective guidance regarding how to move forward with specific project issues, especially related to land use and the Comprehensive Capital Master Plan preparation. The legal land use expertise on OZBAG proved critical in advising the bond program on the best way to negotiate the land use process.

OZBAG helped the program develop a successful land use strategy that resulted in no appeals and no delays to construction. The group met 18 times over four years from July 2009 to June 2013, when it had completed its work advising on the land use process.

Lessons Learned

OZBAG assisted greatly in steering Metro on land use decisions related to the conditional use master plan (CUMS) and was valuable in weighing various land use strategies. Because land use actions are often complex, large-scale capital programs may benefit from engaging an expert group like OZBAG early in the process to navigate the land use review process.

3. Water Main Building, 2011

Most of the zoo's infrastructure dates back to the 1950s and 60s, including pipes, plumbing, and irrigation systems. Water is the most expensive utility cost at the zoo, and the outdated infrastructure contributed to waste, increasing costs, and downstream water degradation because of leaking pipes, run-off, inadequate filtration systems, and storm water discharge into the sanitary system.

Although the zoo had successfully implemented water conservation programs over the years, they had been small, scattered, and limited in success because of the zoo's aging water infrastructure. The zoo determined that to reduce water waste, it would need to undertake a major rebuild of the zoo's water distribution system, including installation of central plant piping, on-site storm water, and the separation of storm water from sanitary sewer systems in accordance with City of Portland requirements.

The Water Main Building was completed in 2011, and provides a crucial upgrade to the zoo's water infrastructure, helping to prevent water waste and associated costs, as well as reducing downstream water degradation. The Water Main Building keeps non-potable water, including storm water, from entering the water system. It also allows for the collection of rainwater at the Veterinary Medical Center via a 30,000-gallon cistern and reuse of the rainwater to flush toilets and wash down animal quarters.

4. Comprehensive Capital Master Plan, 2011

Developing a Comprehensive Capital Master Planning (CCMP) was a crucial element in helping to ensure efficient and effective use of bond proceeds. Metro issued a Request for Proposals in April 2010 for an interdisciplinary consulting team to complete a CCMP for the remaining zoo bond improvements funded by the \$125 million bond.

The Penguin Filtration and Veterinary Medical Center projects (VMC) were begun before the new Conditional Use Master Plan and the Comprehensive Capital Master Plan were complete, because the VMC land use was approved under the zoo's prior Conditional Use Master Plan and the Penguin Filtration project was a mechanical upgrade that was not dependent on a land use decision.

Bond program staff received compliments from external parties on a well-written RFP, and their hard work paid off. A multidisciplinary team was selected for this work:

- SRG Partnership (prime consultant; architecture and management)
- CLR Design (zoo planning and exhibit design)
- Atelier Dreiseitl (landscape, planning and sustainability)

The consultant team was charged with developing a 20-year campus plan encompassing bond-funded projects as well as future phases that did not have an identified funding source. Metro expected the consultant team to balance schematic designs for the specific bond projects, sustainability initiatives, and infrastructure improvements with available bond resources.

In addition to a sweeping scope, one challenge for the consultant team was to develop a plan within the realities of the site itself. The zoo campus slopes and unstable soils are important considerations. The consultant team mitigated the soil concern by working with geotechnical engineers that had a 20-year history of work on the zoo campus.

The primary consultant team worked with Metro staff at six CCMP workshops, each scheduled for three days duration. Metro established zoo stakeholder teams for each major bond project to test the consultant team's concepts and draft plans. Following the workshops, the consultant team reviewed and advanced the top-most siting and concepts. To provide public outreach and an opportunity for comment on the CCMP, the program held five open houses in April and August 2011.

In addition, the program used Metro's innovative online opinion panel, Opt In, to communicate draft plans and to seek opinion on various planning options and received more than 4,400 responses. Respondents indicated they were in favor of implementing the bond construction over a longer period of time, keeping animals on site, and maintaining the zoo guest experience, rather than doing the construction in a shorter period that would hinder the guest experience and require more animals to be moved offsite. Respondents also indicated they were in favor of substituting improvements to the rhino habitat instead of the hippo habitat as listed in the bond measure, since it would save large amounts of water and energy and promote conservation of the endangered black rhino.

As major stakeholders in the future of the zoo, the Oregon Zoo Foundation (OZF) director and key staff were directly involved in the CCMP process. In addition to attending master planning sessions, OZF staff worked with a separate consultant team on a development plan that relied on information from the CCMP.

Several significant changes and challenges included:

- Removal of hippo project: Through careful assessment of zoo capacity, funding and animal welfare needs, the zoo decided to remove hippos from the zoo collection and therefore remove the hippo filtration project, and instead added the Rhino Ridge project.
- Train Route: The expansion of the elephant exhibit necessitated changes to the zoo train route. As a favorite experience for zoo guests, this project necessitated careful planning. The consultant team proposed five alternate route options.

In the end, the CCMP provided:

- Analysis, recommendations and a strategy for Metro to implement the specific bond projects, as well as sustainability initiatives and infrastructure improvements. This included refining project scopes through schematic design.
- An overall schedule for all projects based on the optimal project sequencing, timing and estimated duration. This plan included a schedule for each project.
- An overall bond budget and financing plan with cost estimates for each project based on schematic designs.
 - Contingencies were included based on the proposed site and complexity of each specific project. The plan included direct, indirect and overhead costs; construction cost inflation; and assumed timing for cash in- and out-flows.
 - The financing plan assumed no outside funding sources and was developed from a conservative mindset. This allowed any outside funds to be used for scope enhancements and not critical (base) project elements.

The CCMP was completed and approved by the Metro Council in September 2011. The CCMP development expenses totaled \$1.7 million, just under the established budget. The CCMP provided a clear blueprint for the process to realize bond goals.

Lessons Learned

The Comprehensive Capital Master Plan process was a deeply engaging process drawing on the expertise of zoo and other Metro staff and visitors' experience to envision a new zoo for people and animals. The CCMP took ideas and made them themes, then took themes and made them into schematics. Decisions made through the CCMP effort have direct land use implications. Completing a CCMP first is beneficial; running the CCMP and Conditional Use Master Plan/Land use permit efforts concurrently created some delays in the land use permit work.

5. Land Use, 2010–2013

The Oregon Zoo operates as a Conditional Use within the City of Portland's Open Spaces zoning designation. Conditional Uses are uses that may be allowed by the city in a base zone in which they are otherwise not permitted, so long as impacts are managed and imposed conditions are met. As an institution that is more or less continually redeveloping, the Oregon Zoo utilized an alternative process for approval through the City of Portland's Conditional Use Master Plan (CUMS), which allows a longer-term (10-year) window of development. The CUMS serves as the guiding land use and development master plan for the Oregon Zoo. The city originally approved a CUMS for the zoo in 1997, which remained in effect until 2013. By 2010, all of the projects originally identified in the 1997 plan had been completed or were in the process of being completed, thus necessitating a new conditional use master plan.

Early in the land use application process in 2010, Metro staff requested that the city consider other land use approaches, such as re-zoning the property to a less restrictive base zone or creating a Plan District, but after several meetings with city commissioners and senior city staff, it was determined those alternatives were unacceptable or infeasible.

The CUMS effort was led by Metro staff and the Office of Metro Attorney, and was supported by a multidisciplinary consulting team. An aggressive timeline estimate of two years was initially set to complete the process. Several known nonconforming land uses and high-priority issues were identified early on, including multimodal access and parking (including bicycle parking and parking lot landscaping), environmental impacts, and stormwater management. Given the complexity of these issues, staff recognized that timing of land use approvals could pose a threat to project construction schedules.

Concurrent with the CUMS process, a consultant team prepared the Oregon Zoo's new Comprehensive Capital Master Plan (CCMP) (additional context is provided about the CCMP in the prior section). The CCMP provided increased detail around project scope, sequencing, sustainability initiatives, and general campus infrastructure improvements and served as the basis for the final CUMS application for City of Portland approval.

Through the work of the CUMS and CCMP planning processes, Metro decided to address land use requirements in three distinct phases to reduce risk to project timelines from possibly delayed land use decisions and, in the case of the West Parking Lot, to seek approvals with appropriate property owner partners. The three phases were:

- **Phase I Amendment to the prior CUMS:** To maintain the program's construction momentum, Metro asked the city to allow work to proceed on the Elephant Lands project and the Condors of the Columbia project under the prior CUMS. One challenging aspect of this amendment was the Elephants Lands expansion into the environmental zone on the northeast side of the exhibit. Though filed three months behind schedule, this amendment was approved in March 2012.
- **Phase II New Conditional Use application for the West Parking Lot:** Up to this point, the West Lot did not have legal land use standing with the city. The West Lot land use application was for permanent use of the area as parking. This separate West Lot application allowed the zoo and its neighbors to focus on this discrete topic without jeopardizing timelines for other zoo bond projects. This application was approved November 2012.

- **Phase III New CUMS:** The new Conditional Use Master Plan laid out the growth plan for the next 10 years for the remainder of the specific bond projects and the overall master plan improvements. The CUMS reflected the needs of the bond projects as articulated in the Comprehensive Capital Master Plan and encompassed site planning and boundaries, current and future uses, development standards, and projected transportation and parking impacts. Though originally expected to be submitted the fourth quarter of 2011, the application for the new CUMS was submitted August 2012 and approved January 2013.

Concurrently with the CUMS process, the zoo was faced with the pending expiration of the zoo's 30-year lease of the Washington Park parking lot. Though the zoo attempted several times to negotiate a revival of the parking lot lease, the city was unwilling to do so. The confluence of the CUMS process with the return of the management of the parking lot to the City of Portland Parks & Recreation department had ramifications for institutions beyond the zoo itself.

Extensive partner and public engagement by the zoo resulted in the following changes:

- Parking management responsibilities were turned over to Portland Parks & Recreation
- Impacted parties formed the Washington Park Transportation Management Association (WPTMA)
- Paid parking for the shared lot and throughout Washington Park was implemented in January 2014
- In 2015 the WPTMA was renamed Explore Washington Park with a new website and branding.

The CUMS was a necessary but time-consuming effort. Metro assessed and changed tactics early on in the process, the city replied to each application with questions and sought additional information, and the consultant team facilitated extensive engagement with other entities present in Washington Park, adjacent neighborhood associations, and city and state partners. In the end, the land use process built a good working relationship with neighbors, established a whole new way of working with Portland Parks & Recreation, and prioritized improvements to Washington Park guest experience through the specific focus on coordinated access and parking. This process became a way to think systematically about all of Washington Park.

Throughout, the Oregon Zoo Bond Citizens' Oversight Committee took a keen interest in this project to ensure the risk-appropriate level of resources were dedicated to achieving the necessary approvals.

Lessons Learned

The Conditional Use Master Plan land use process was a necessary but time-consuming effort. This was in part due to the change in approach from creation of a Plan District to a zoo-specific land use permit. Having the land use strategy more concretely understood or decided before entering the bond implementation window would be beneficial.

The Conditional Use Master Plan process became a way to think systematically about all of Washington Park. Through the zoo's leadership, many long term changes began to take shape that not only improved the experience of all Washington Park visitors, but brought benefit to and strengthened the ties between all the institutions housed in the park. This foundation of collaboration and mutual support will serve the zoo and other Washington Park entities well as they consider future development and growth.

6. Penguin Life Support System Upgrade, 2012

The zoo's Penguinarium was built in 1959 and remodeled in 1982. It had an outdated water-filtration system that dumped millions of gallons of water each year into the city's sewer system. A constant flow of fresh water was required to keep the pool clean and free of scum that builds up from the oils in penguin feathers. Additionally, the 25,000-gallon pool was completely drained weekly for cleaning and then refilled.

The zoo completed a filtration upgrade at the Penguinarium in December 2011 with the goal of conserving water and improving water quality. The work was completed outside the expected timeframe, but the budget impact was negligible due to the contractor's responsibility to reimburse project expenses associated with the delay. The finished filtration system worked perfectly, cleaning and circulating clear water.

However, when keepers turned on the HVAC system in the Penguinarium in anticipation of the penguins' return, they found it wasn't working properly and couldn't control humidity levels in the exhibit. Modifications to the HVAC system were not part of the filtration system upgrade, and the moisture level of the exhibit air was not modified by the project.

The Zoo Facilities Maintenance department managed repairs and the zoo funded the HVAC system repair, not the bond program or zoo bond funds. The penguins remained housed at the polar bear exhibit (where they were housed from the beginning of the filtration upgrade) with no negative impact to animal health or welfare until November 2012, when the Penguinarium reopened to the public.

Zoo staff estimates that the new filtration system saves seven million gallons of water each year and that water use has decreased by more than 90 percent because the pool water is filtered instead of being regularly dumped and refilled.

Diversity in Contracting -

The project accomplished a COBID utilization rate of 6 percent; all 6 percent were emerging small businesses.

Infrastructure and Sustainability -

The water filtration and circulation systems installed as part of the Penguin Life Support System reuse water in the Penguinarium and significantly reducing fresh water consumption.



AWARDS

**2014 American Council
of Engineering Companies
Oregon Excellence in
Engineering - Grand Award**

7. Veterinary Medical Center, 2012

The grand opening of the Veterinary Medical Center (VMC) was celebrated in January 2012. The new building replaced the substandard veterinary and quarantine buildings with a new facility that offers dramatic improvements in animal holding, climate-controlled spaces, enclosure substrates to increase safety and comfort, reduced stress for animals, options for environmental enrichment, and ability to control communicable diseases.

Prior to construction the Association of Zoos and Aquariums (AZA) had deemed the zoo's former animal quarantine facility, built 45 years ago, substandard, noting inadequate lighting, heating, ventilation and drainage, rusty and crumbling walls and doors, surfaces that were difficult to sanitize because of degradation and floors that had the potential

to damage the hooves of some animals. Moving large animals in and out also proved difficult. It had been retrofitted several times but had reached a point where more was not considered feasible. Because of these issues, the Veterinary Medical Center was prioritized as the first bond project for animal health and safety with a budget of \$9.2 million.

Prior to bond passage, zoo staff and an external consultant team had performed a feasibility assessment. They evaluated the existing zoo veterinary medical program needs and operating requirements, including animal research and quarantine spaces. To better understand the features of a well-designed facility, visits were made to veterinary hospital facilities recently completed in Cincinnati, Detroit, Honolulu, and Milwaukee.

In addition, the team reviewed where to site the new building, with the primary locations considered being to the west and east of the existing veterinary medical offices at Gate J. The assessment concluded that the west side was the better location since the available footprint on the east side was much smaller, requiring a two-story building, and conflicted with the Center for Species Survival animal holding buildings.

2008 Zoo Bond Measure— Protecting Animal Health and Safety:

“The zoo’s veterinarians are top-notch, but they are working in outdated, substandard facilities which failed to meet the standards of the Association of Zoos and Aquariums...

Failure to bring these facilities up to standard could jeopardize the zoo’s national accreditation and seriously affect both the zoo’s reputation in the community and its ability to participate in critical breeding and species conservation programs.”

In April 2009, Metro contracted with Peck, Smiley, Ettlin architects to lead a consultant team that would develop the building design and balance medical program needs with funds available. The team was directed to target LEED Silver as the minimum sustainable building design.

When the design development phase was complete, Metro submitted a Conditional Use Master Plan amendment to the City of Portland for the veterinary medical center and quarantine facility. On September 18, 2009, the city approved the amendment.

In July 2009, the consultant’s cost estimator provided a direct site and building construction cost estimate of \$7.9 million based on design development documents. The project’s estimate of \$2 million for soft costs and contingency brought the total project estimate to \$9.9 million, 8 percent over the target budget. The team remained optimistic that value engineering options could be identified to meet the target.

Around this same time, the project’s geotechnical engineer advised that the proposed site location would require enhanced site stabilization to address underlying soil conditions and excavation needs. The team recommended that an extensive soil nail retaining wall be integrated into the back wall of the building as the best solution, albeit a relatively expensive one.

When the construction documents reached 85 percent completion another cost estimate was prepared. In November 2009, the updated construction cost estimate, plus estimated soft costs and contingency, came in at \$11.9 million, 29 percent (\$2.7 million) above the project’s target budget.

This budget shock caused the team to stop all construction document work and engage in a significant value engineering exercise over a five week period. This resulted in a major change in the design, reducing the size from 19,040 square feet to 15,443 square feet and relocating the building 100 feet to the west. These adjustments separated the retaining wall from the building and eliminated modifications to an existing back-up power generator that had been necessary under the previous design. Along with some other more modest changes, the cost estimate was reduced to \$9.6 million.

Staff, with input from the Bond Advisory Committee that had worked on the bond program development (the Zoo Bond Citizens' Oversight Committee did not convene until February 2010), presented the issue to Metro Council in January 2010. While it was obviously not optimal to have the first project under the program be over budget, staff recommended that the budget be increased to \$9.6 million rather than re-design the building with attendant delays and risks. The Council approved the increase and authorized the team to move forward with bidding. Critical to that decision was input from the zoo's lead veterinarian and other stakeholders that the value engineering options did not reduce the building's program and functional use.

Using a procurement method utilized by TriMet for light rail projects, Metro embarked on a two-step bid process. The first step involved a careful screening to identify qualified contractors based on their past performance, capabilities, project management techniques, and commitment to diversity. Contractors that passed this first step were invited to submit fixed-price bids for construction, with the award going to the lowest bidder.

The bid request for the project included an aspirational goal of 15 percent participation by COBID subcontractors. While not a mandatory goal for prime contractors, the aspirational goal did make clear Metro's commitment to diversity in its contracts.

Skanska USA was the successful bidder and was awarded the construction contract in June 2010. Since the bid amount was below the revised estimate, the project budget was revised downwards to \$9.46 million. This budget included a 15% contingency and remained unchanged for the balance of the project work.

Ground was broken in August 2010 and, almost immediately, a significant hurdle was encountered. Work on the soil nail retaining wall was stopped due to discovery of an ancient landslide that caused unstable soils. A geotechnical solution was designed, and work proceeded. The final cost to remediate the slide area was \$272,648 which was covered by the project contingency. Twenty-one working days were added to the construction schedule with completion reset for November 2011.

Additional change order work was approved, and also covered by the project contingency, with a total of 76 working days added to the original schedule. Construction was completed within this revised schedule and a grand opening celebration was held on January 19, 2012.

The final cost for the project was \$8,840,329, more than \$620,000 under budget and 6.8 percent less than the amount designated in the bond referral.

The VMC is a highly functional and complex animal facility designed for treatment of a wide range of animals. The back area houses a labyrinth of holding zones that flow around treatment rooms. The front constitutes a support wing, gracefully shaped with an "ark-like" curved glulam roof structure.

Oregon Zoo Foundation donors contributed \$460,000 to purchase state-of-the-art medical equipment for the new facility.

Animal Welfare - The building includes state-of-the-art equipment, including HVAC systems for both human and animal occupancy, as well as humidifiers and oxygen systems required for complex animal care. Rubberized flooring and padded walls keep hooved animals from injuring themselves, and aquatic animals have access to temperature-controlled pools as well as an indoor and outdoor holding area. A quarantine area provides a large and sturdy space for primates and carnivores. Perches, ropes and elevated beds accommodate the movement and sleeping needs of birds and primates. Vets can open rolling skylights to provide animals with fresh outside air and views of the sky.

Critically, the new facility more than meets the standards set by the Association of Zoos and Aquariums. The AZA's 2015 accreditation report for the Oregon Zoo stated: "The new Veterinary Medical Center is an excellent and comprehensive veterinary facility. Even more impressive is that the building is a LEED Gold-certified building, which also aligns with the zoo's mission and sustainability goals." The Oregon Zoo is now recognized as having one of the most advanced animal hospitals in the country.

Infrastructure and Sustainability - The building achieved LEED Gold certification and includes many environment-friendly features like a rainwater collection system, a water efficient landscape of native plants, solar-heated tap water, and an energy-saving electrical system. The VMC was the first bond-funded project to implement a water reuse system for non-potable water demands (rainwater harvesting).

Percent for Art - Stunning art elements are incorporated into the building. Portland-based artist Margaret Kuhn created inset glass and ceramic mosaics that illustrate, in x-ray view, the muscular structure of a rabbit and the intricate skeletal structure of a condor in flight. Others capture the markings of a leopard and the thoughtful gaze of the zoo's fondly remembered chimpanzee, Charlie. Seattle artist Steven Gardner's work includes terracotta tiles on the exterior walls in the entry plaza replicating the textures of zebra fur and snakeskin. Tinted glass tiles illustrate elephant blood cells as seen under the microscope and microorganisms that make up an animal's inner ecosystem.

Diversity in Contracting - Of the total contract value, the project achieved a 10 percent COBID utilization rate, with 4.8 percent spent with emerging small businesses, 4.4 percent with women-owned businesses, and 0.9 percent with minority-owned businesses. Nineteen COBID subcontractors participated in the project, representing \$733,095.

Note: Metro's calculation methodology at the time of this project was to exclude the cost of prime contractor self-performed work. Out of the \$4,214,163 available in subcontracts (i.e., work not performed directly by the prime contractor), 17 percent of the dollars went to COBID certified contractors.



AWARDS

2012 DJC Top Projects, First Place Award, Public buildings \$5.1M to \$15M

2012 Excellence in Concrete, Tilt Up

2012 LEED Gold

8. Condors of the Columbia, 2014

Condors of the Columbia officially opened in May 2014, providing the public their first opportunity in more than 100 years to see a condor in Oregon. The exhibit highlights the successful California condor breeding program at the Oregon Zoo's Jonsson Center for Wildlife Conservation, which is located on 52 acres of Metro-owned land in rural Clackamas County.

In 2003, the Oregon Zoo joined the U.S. Fish and Wildlife Service and other partners in a condor recovery project involving captive breeding and release in the wild. The Oregon Zoo's Jonsson Center is where that work is being done. The center began with 12 condors and currently houses 42. Since opening, they have hatched 95 chicks and sent 70 zoo-reared birds have been released in Arizona and California. The remoteness of the facility minimizes the exposure of young condors to people, increasing the chances for captive-hatched birds to survive and breed in the wild.

Condors of the Columbia features three condors from the Jonsson Center who are ineligible for release. Their aviary is more than 30 feet tall and 100 feet long so they can fly, and has a cascading water feature with a deep pool for condor bathing. There are two covered viewing areas, one elevated, where visitors can get rare up-close views of condors.

Groundbreaking took place on May 24, 2013, with a ceremony that included a Native American blessing by Agnes Pilgrim, Confederated Tribes of Siletz. Construction was completed on an amended schedule and under budget by \$412,983. The construction completion date was later than the estimated schedule in the Comprehensive Capital Master Plan, but approved and updated due to the need for a longer design and construction period and the discovery of hidden underground challenges on site.

Animal Welfare – The Condors of the Columbia exhibit offers an opportunity to fly for birds that cannot be released into the wild and provides the public with a rare opportunity to see this Northwest native bird, increasing awareness of the need to protect this highly endangered species.

Conservation Education – The interpretative features at the Condors of the Columbia exhibit are designed to illustrate the zoo's role in California condor conservation as well as to inspire audiences to take conservation action. Some tell the story of the near extinction of condors and the challenges these birds continue to face today from environmental threats such as lead and microtrash. Others guide visitors through the zoo's decade-long condor recovery effort in conjunction with the United States Fish and Wildlife Service and many other partners, including information on how condor chicks are raised and released. Visitors also learn how the physical features of condors reflect the role they play in our ecosystem.

An evaluation of the interpretive messaging and experience at Condors of the Columbia exhibit found it to be effective in increasing visitors' knowledge about history, threats and recovery efforts underway as well as the actions they could take to support the condors. Most important for conservation education, more than three-quarters of respondents said they were now more likely to pick up trash and support a voluntary switch to lead-free ammunition.

Infrastructure and Sustainability – The exhibit was not a candidate for LEED certification because it did not meet minimum building square-footage requirements.

Diversity in Contracting – Condors of the Columbia was a small and relatively simple project with few components, making it easier to bid and thus, more accessible to COBID firms. The project accomplished a COBID utilization rate of 25.8 percent; 18.5 percent were emerging small businesses and 7.3 percent were minority-owned businesses. The specialty netting scope was deemed ineligible for COBID firms, and the value was deducted from the calculation.



AWARDS

2015 Silver - Exterior Railings & Fences - Nonforged

9. Elephant Lands, 2015

Elephant Lands is the largest project the Oregon Zoo has ever developed. Construction of Elephant Lands and associated projects covered approximately 35 percent of the zoo grounds and lasted approximately three years. Associated projects included: 1) relocation of the train loop, 2) a new perimeter service road, 3) relocation of the Wild Life Live! program and 4) water and energy sustainability measures, including a new campus geothermal loop to reduce the use of fossil fuels for heating and cooling.

In recognition that elephants are the Oregon Zoo's signature species, Metro prioritized the on-site elephant habitat project in terms of timing and the financial resources dedicated to it. The project was substantially complete in December 2015, within its approved schedule and budget. The grand opening to the public was held on December 15, 2015, with several hundred people attending.

Two totem poles were displaced in the construction of Elephant Lands, creating an opportunity for a complete restoration by the Lelooska tribe and artist Ray Losey prior to relocating the poles. With significant engagement of the Native American community, the zoo hosted a well-attended totem pole rededication event in October 2014 to celebrate the Native American culture, history and meaning of the poles.

Elephant Lands also includes the second art installation commissioned through the zoo bond 1 percent-for-art program, created by Catherine Widgery, whose artwork welcomes guests to Forest Hall, the elephants' new indoor habitat.

The Wild Life Live! facility was displaced due to the construction of Elephant Lands. The bond program renovated an under-utilized animal holding facility at the zoo and successfully relocated the Wild Life Live! program. The relocation resulted in improved living quarters for the program animals.

The Elephant Lands project was completed using a Construction Management/ General Contractor (CM/GC) alternative procurement approach. A project of this size and scope would generally average change orders that increase costs by around 10 percent of the construction cost. The Elephant Lands' number was 5 percent of the guaranteed maximum price, due to the CM/GC working with the design team to fill in any gaps in the drawings prior to bid.

The project was divided into four distinct phases, which allowed each phase to be designed, permitted and competitively bid out to subcontracting firms early in the design process rather than waiting for the whole design to be complete. An early phase included the

construction of a new service road that enabled contractor teams to access the area without navigating trucks and construction equipment through congested visitor areas. Early bidding produced substantial savings in the robust construction cost escalation market. It also shortened the construction schedule. Hiring the CM/GC early in the process helped to set up the work so that visitor interactions and other revenue-generating events proceeded without construction interference. The most beneficial aspect of phasing was allowing the elephants into the first new habitat to test design features prior to construction of the other habitats. This saved time and money by identifying design changes, prior to material being ordered and additional structures being erected.

Elephant Lands has been awarded 17 awards for design, construction and sustainability, including the 2016 Top Project of the Year award from the Daily Journal of Commerce, the Associated General Contractors' Skill, Integrity and Responsibility award in 2017, and the Association of Zoos and Aquariums' Excellence in Exhibit Design award, a significant recognition from zoo peers. The elephant buildings and site earned Leadership in Energy and Environmental Design (LEED) Gold certification.

Animal Welfare - The Elephant Lands project significantly expanded the elephant habitat, from 1.5 acres to six acres. The site includes Forest Hall and the Elephant Barn, the North

Elephant Lands
site plan illustration



Meadow Habitat, Encounter Habitat and the South Habitat. It is designed to encourage activity, promote a diverse range of natural behaviors, offer increased opportunities for choice and social interaction, and provide biologically meaningful challenges for Asian elephants at the Oregon Zoo. Elephant Lands offers its resident animals flexible space with a variety of features to seek out and interact with, more choice, an increased level of self-directed control over their daily lives, and the opportunity to live in multigenerational matrilineal groups, which bulls can join occasionally as they would in free-ranging populations. The elephants cannot see the entire space from any one vantage point and get exercise simply by maneuvering through it.

A diversity of feeding methods provides foraging opportunities 14–16 hours per day, which more closely mimics the grazing habits of free-ranging elephants. Throughout the habitat, timed feeders release food at programmable intervals, overhead feeders require elephants to stretch and sometimes climb on logs, concrete herd feeders require reaching down, and other puzzle feeders demand manipulation to acquire food. The expanded habitat size allows for increased walking distances, and the hilly terrain, climbing features, and varied surfaces—including deep sand, hills of dirt, patches of grass and clay—provide stimulation and physical challenges. The habitat includes a 160,000 gallon pool big enough for the whole herd, a wading pool and a water cannon, which makes mud wallows. State-of-the-art heating and ventilation systems with open doors allow the herd to move inside and out as they please.

In order to evaluate the effectiveness of Elephant Lands in promoting animal welfare, the zoo research staff designed a four-year study, beginning in September 2012 before construction began, and ending in December 2016, one year after the new exhibit opened. Comparing the elephants' behavior and hormones in the old habitat, during the transition, and then in the new habitat allowed the zoo to monitor the welfare of the herd during the process and measure the impact of the new environment. Welfare indicators included distance walked through global positioning system (GPS) monitoring, reproductive and adrenal hormone analyses, and detailed behavior assessments.

Distance walked was measured with GPS data loggers worn as anklets on two females and two males for 24-hour periods, approximately every two weeks from June 2014 to December 2016. The results show that in Elephant Lands, elephants walk at least as far and possibly farther than their wild counterparts on a daily basis, and are utilizing the entire habitat regularly. In their new habitat, their movement is more self-directed; they have more choice and control.

The study also monitored adrenal activity, an adaptive response to a real or perceived stressor in which a suite of physiological and behavioral changes occur to help deal with the stressor and re-establish equilibrium. In addition, the on-going monitoring of reproductive hormones in both males and females continued during the study. All adult females in the herd continued regular cycling throughout the construction phase and in the new Elephant Lands habitat, indicating normal reproductive health for the herd in all phases of the project. All individuals exhibited the greatest variability in their adrenal activity during the periods of major changes, suggesting adaptive and normal adrenal responses to life changes, challenges and excitement.

The behavior study assessed Elephant Lands' effectiveness in providing increased opportunities for choice (social, food source, and resource use), increased activity, and

increased opportunity to express natural behaviors. Measurements of behavior included activity budgets (proportion of time spent performing behaviors), proportion of time performing active versus inactive behaviors, proportion of time in proximity of other elephants, and relative usage of resources in their habitat. Data was collected by video using a team of volunteers and coded onto data sheets.

Results of the behavioral study show increased activity, increased foraging, and increased choice and control over their environment, including with whom they spend time and how they interact socially. The elephants in Elephant Lands are exhibiting a diverse range of natural behavior and social dynamics of a healthy herd.

The ultimate goal for Elephant Lands is for each elephant to exhibit a full range of natural behaviors, living in a social, stable, multigenerational, matrilineal herd that is regularly integrated with bull elephants in a manner that meets or exceeds their biological, social, physiological, and psychological needs. The results of the animal welfare study are gratifying. The zoo is achieving its goals with Elephant Lands.

Conservation Education – Artwork, interpretive signs and other displays installed with the project provide the public with many opportunities to understand the impacts of human activities on wild elephant habitat and to get an up-close experience with these amazing creatures. The Elephant Lands interpretive experience has three main themes:

- Being an elephant: the mind, body and life of an elephant. This natural history content helps enrich guests' understanding of elephants as remarkable, unique creatures.
- Elephant Lands is the Oregon Zoo's vision for elephant care in practice. These highlights show how elements in and around the habitat enrich the lives of the zoo's elephant herd.
- Humans and elephants: a shared history. This exploration of the long, complex history that elephants and humans have shared includes current conservation issues and celebrates more than 60 years of elephants at the Oregon Zoo.

A life-sized wall graphic of Packy, the former senior male elephant, allows visitors to appreciate the height and size of an elephant, while a model of an elephant trunk allows them to experience its feel and texture. The Elephant Lands interpretive experience also includes the zoo's first smart phone application. Features of the app, released in December 2015, provide visitors with tools for identifying individual elephants in the herd.

In 2017 staff shared the outcomes of the Elephant Lands interpretives evaluation, which indicated that messaging in Elephant Lands about palm oil threats and human-elephant conflicts holds promise as an effective way to incentivize conservation action. Almost half of all respondents had never heard that these situations threatened elephants. As a result of their visit, 62 percent were more likely or a lot more likely to buy products that contain only wildlife-friendly palm oil. When asked about a series of local sustainability actions that would benefit elephants, about one-third of survey respondents were more likely to engage in all five actions as a consequence of their visit. Results of this summative evaluation demonstrate that the Oregon Zoo is effectively achieving its education goals for Elephant Lands.

Focus group participants and survey respondents perceived the overall design of the habitat as beneficial to elephant welfare and conducive to family fun. Elements throughout the habitat such as the feeding tower, sand substrate, and the shift doors intrigue visitors and impress upon them how much attention was given to detail during the construction

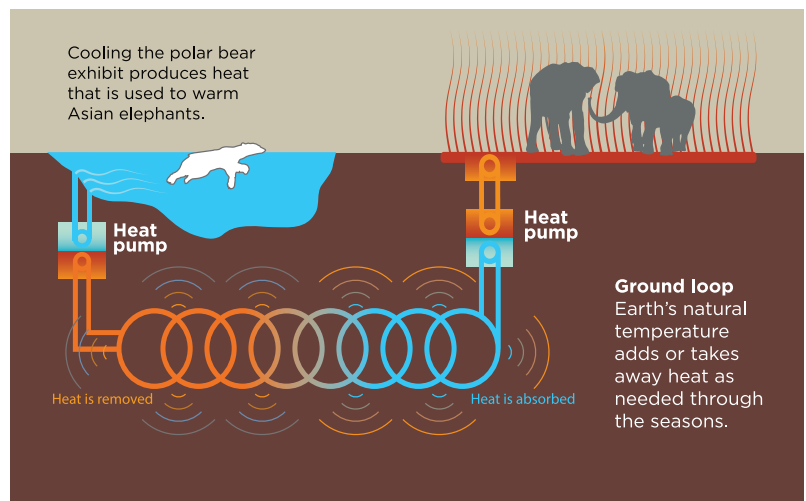
phase. Ninety-eight percent agreed or strongly agreed that this exhibit shows that the Oregon Zoo is committed to the welfare of elephants.

Public spaces that are designed to facilitate comfortable viewing contribute to a positive visitor experience. Forest Hall gives visitors an up-close look at elephants through visuals, sound and even odor, while offering an inviting space to warm up, dry off or have a snack. Interpretives about conservation issues such as elephant-friendly palm oil and the ivory trade invite visitors to become engaged. Sixty-six percent of those surveyed said they were more likely to urge companies to switch to wildlife-friendly palm oil. Focus group participants who voted to support the bond measure that funded Elephant Lands are satisfied that their taxes were well-spent and said they are willing to continue financial contributions to support additional habitat improvements. Whether comparing it to the old Oregon Zoo elephant habitat or exhibits at other zoos, there was consensus that Elephant Lands was superior.

Conservation education is also provided through the daily keeper talks at Elephant Lands, which are extremely popular. Volunteer Zoo Guides and Zoo Teens also provide interpretive talks. Finally, camp experiences that feature Elephant Lands have proved extremely popular in the Zoo Camp programs.

Infrastructure and Sustainability – Completion of the six-acre Elephant Lands project exemplifies the zoo’s commitment to sustainability through the incorporation of a variety of elements including energy efficiency, sustainable building materials, solar preheating hot water, use of daylighting, stormwater management, a water reclamation system for non-potable water (rainwater harvesting), and the first portion of the new geothermal “slinky” system that will redistribute heat created from cooling the polar bear exhibit and move it to Elephant Lands where it is needed to warm the elephants. The zoo received technical assistance and nearly \$150,000 in rebates and incentives from the Energy Trust of Oregon for energy efficiency investments at Elephant Lands. The zoo received LEED Gold certification for Elephant Lands.

In addition to the sustainability efforts specific to Elephant Lands, an underground stormwater storage facility was installed under the Elephant Lands encounter habitat that is capable of storing and slowly releasing storm runoff from the entire zoo in a ten-year rain event.



In 2015 the Portland Business Journal staff nominated Elephant Lands for a Portland Business Journal Better Bricks award, primarily for the project’s focus on sustainability and use of cross-laminated timber (CLT) for the roof of the Elephant Plaza restroom. This was the first commercial building in Oregon to use CLT, a new engineered wood product made of 2-by-6s glued together in huge sheets and crosshatched in three to nine layers. Made of a naturally renewable resource, CLT is considered a greener choice since it takes less energy to produce than steel and concrete and can be made of smaller, lower-grade timber that avoids cutting old-growth trees.

Infrastructure improvements in the Elephant Lands project include a new service road, which provides a safer environment for visitors by removing most service and construction vehicles from pedestrian paths and by improving emergency vehicle access. In addition, the zoo train tracks were rerouted to provide more space for the elephants and offer better views of the animals. Local food carts are featured in Elephant Plaza, contributing to the local economy, increasing revenue and providing visitors with more diverse food offerings. A souvenir outlet is located at the top of the concert lawn, and restrooms plus a modern nursing room were added to Elephant Plaza, with additional restrooms in Forest Hall.

The Elephant Lands Operating Outcomes Report, May 2018, discussed some challenges, highlights, and lessons learned in the first two years of operating Elephant Lands. In order to properly maintain Elephant Lands' new mechanical and electrical systems, the zoo's Facilities division added a new position—controls engineer—to handle the complex building automation systems. This provided the chance to tune up the operation of life support systems and modify some processes to save energy. The zoo has also recognized the value of standardizing equipment across the zoo in new projects and in the replacement of assets.

Elephant Lands was constructed with a number of sustainable features. The pools are on target to use 86 percent less water than the old pools—a decrease of over 13 million gallons of water annually. Water use and conservation are being managed by the automated backwash recovery system. The solar photovoltaic array on Forest Hall's roof generates around 34,000 kilowatt-hours a year. A solar hot water system preheats water for elephant bathing and other uses. Louvers on the walls and roof of Forest Hall reduce the energy needed for fans by about 75 percent.

The Elephant Lands project provided many lessons for the remainder of the bond-funded projects. One lesson learned is the recognition that some of the features that achieve water conservation require significant energy to operate. Another is the importance of designing for flexibility in anticipation of change in operating needs over the life of the facility. And new systems have implications for staffing.

Diversity in Contracting – Elephant Lands achieved a COBID utilization rate of 9.7 percent of the COBID-eligible contract value, with \$4.4 million going to COBID-certified firms. Due to the project's complexity, scale and specialization, the 15 percent COBID goal was harder to reach. Also, 25 percent of the subcontractors that bid on the project were COBID firms, but not all of them had the lowest bid, so some were not awarded the work. The scopes of work deemed ineligible for COBID firms, and deducted from the total construction contract amount to determine the base for the utilization rate calculation, include: elephant doors and gates, crane, elevators and specialty rock work.

The General Contractor performed extensive outreach to Minority, Women, and Emerging Small Business (MWESB at the time, now referred to as COBID) firms. The General Contractor also mentored numerous minority and women individuals through apprenticeship and office intern programs. One minority subcontractor, R&R General Contractors, was mentored through the RFP response and interview process for Elephant Lands. R&R was subsequently selected to construct the zoo's temporary picnic area valued at approximately \$500,000, and through the bid process, R&R was awarded the train track relocation scope of work valued at \$1.2 million. Mentoring R&R proved to be successful in that they have responded to and have been awarded projects from other agencies through the RFP process on their own accord.



AWARDS

Jurors' Favorite Award in the 2015 Excellence in Structural Engineering Awards

2015 Judges' Choice, "Elephun Day," Sand in the City sculpture contest award 2015 Better Bricks Award—Runner-up honors for Sustainable Project of the Year

2015 American Public Works Association Sustainability Award 2015 Sustainability Practices Award—Organization Category 2016 ACEC Excellence in Engineering—Honor Award

2016 DJC Newsmaker Award

2016 DJC Top Project of the Year Award

2016 DJC Top Project, People's Choice Runner-up Award 2016 DJC Top Project, Public Buildings First Place

2016 Excellence in Concrete, Commercial (Elephant Lands) 2016 Excellence in Concrete, Judge's Choice (Elephant Lands) 2017 Skill, Integrity and Responsibility Award

2017 Excellence in Concrete, Judge's Choice (Elephant Lands - Shotcrete)

2017 Association of Zoos and Aquariums excellence in exhibit design for Elephant Lands

10. Remote Elephant Center, deemed not feasible and cancelled February 2016

While a Remote Elephant Center was not included among the list of projects approved by voters when passing Measure 26-96, zoo and other Metro staff conducted feasibility analyses of potential sites, operational plans and financials, per the Metro Council's direction as stated in Attachment A of Resolution No. 08-3945, approved in 2008.

In February 2016 the Metro Council unanimously approved a formal resolution to suspend pursuit of the Remote Elephant Center project due to lack of financial viability, difficulty securing suitable property and the ability to achieve the zoo's vision for elephants through the new on-site Elephant Lands. Metro informed the public by issuing a press release and posting the decision on the zoo and Metro websites; the decision was covered by local media as well. In March 2017, the Metro Council reallocated the unspent Remote Elephant Center funds to the remaining bond projects, based on the recommendation from the committee.

11. Education Center, 2017

The Education Center opened on March 2, 2017. It is the fifth project to be completed under the \$125 million bond measure approved by voters in 2008 to enhance animal welfare, conservation education and sustainable infrastructure. It is a highly interactive facility that provides multiple avenues for learning about nature and conservation. The new buildings provide much-needed dedicated spaces for educational activities and programs that engage thousands of Oregon Zoo visitors each year. The Education Center includes the Nature Exploration Station (NESt), the Backyard Habitat, Insect Zoo, the Species Conservation Lab where western pond turtles are being raised for release, classrooms, teen space, a flexible events space, a café, offices, and tent pods. More than 3,600 people in the metro region were involved through online and site surveys in determining key interpretive themes and potential activities.

Construction began in September 2015 and had a significant impact on the visitor experience, zoo classes and camps, and zoo operations. Access in and out of the project site onto busy Washington Park roadways was a safety challenge and concern. Close coordination between construction and facility operations was required.

The Metro Council approved an alternative procurement for construction management by a general contractor (CM/GC). The CM/GC allowed zoo staff and the project architect to work with the general contractor early in the design phase, reducing both construction costs and the project timeline, as well as mitigating negative impacts to visitors and surrounding neighbors during construction. The CM/GC contract with Fortis Construction included Early Work Amendments (EWAs) for two purposes: to manage construction cost escalation and to expedite the construction schedule by approving early site work while the building permits were under review with the City of Portland. The first two EWAs included the construction of a new underground storm line (80 percent funded by the City of Portland) and the remaining bond-funded project-specific work (demolition, grading, utilities, asphalt paving, etc.). The third EWA was executed to begin construction of the Nature Exploration Station, the classroom building and train station based on the building construction bid package. Phasing construction allowed the CM/GC to effectively work around the zoo's scheduled activities, reduce impacts on revenue opportunities, and limit overall disruption to visitors.

The primary funding source for the Education Center project was the general obligation bond approved by voters as part of the Oregon Zoo's 2008 bond measure. However, one goal of the project was to leverage the bond investment for the public by creating partnerships. The train station, which was built as a part of the Education Center project, was funded by Oregon Zoo operations. The City of Portland primarily funded the design and installation of the South Entry underground storm water pipe. A PGE Renewable Development Fund grant provided the zoo an opportunity to expand the solar array system onto all three buildings: The Nature Exploration Station, the classroom building, and the train station.

The project was a true collaboration with external stakeholders and the funding sources reflect that. Metro Parks & Nature contributed \$65,000 for the development and installation of the Metro Parks Finder touch screen monitor in the Nature Exploration Station. Metro Solid Waste provided \$129,294 for the Backyard Habitat interpretive elements and the Wildlife Garden sculptures.

The Education Center has earned several sustainable design accolades and achieved Leadership in Energy and Environmental Design (LEED) Platinum certification from the US Green Building Council, the highest level of certification available.

Animal Welfare – The Education Center provides new improved facilities for the invertebrate collection at the Insect Zoo and western pond turtles at the Species Conservation Lab. In addition, the Nature Exploration Station’s message of taking small actions on behalf of wildlife benefits animal conservation and welfare worldwide.

Conservation Education – The Education Center creates a dedicated space for education programming at the zoo, allowing the zoo to increase capacity for conservation education. The Education Center is helping the zoo raise the visibility and support the work of more than 30 nature, conservation and sustainability organizations by connecting them with zoo audiences. The center increases the number of classrooms and tent space and hosts wildlife lectures, naturalist classes, citizen science trainings, Zoo Teen demonstrations in the insect zoo, and an early childhood pilot program.

The new zoo educational curriculum, developed in alignment with Metro’s environmental literacy framework, was launched with the opening of the Education Center. The Metro framework is connected to national science education standards and is the source of the interpretive vision for the Education Center, “Small Things Matter”:

- **Small animals matter.** While visitors to the zoo care about many larger animals such as elephants, orangutans and polar bears, Education Center exhibits and experiences —like the new, improved Insect Zoo—ensure they don’t forget the smaller and often underappreciated inhabitants of our world including insects, turtles and microorganisms which are critical to a functioning and healthy natural system.
- **Small habitats matter.** Small habitats found in gardens, stormwater basins, highway medians, parks and natural areas all over the region are important to a well-functioning ecosystem.
- **Small actions matter.** Small individual actions and choices can make a big difference. An exhibit in the Education Center’s Nature Exploration Station highlights “wildlife heroes”—everyday people who have taken action on behalf of wildlife and wild places. An adjacent “Take Action Now” exhibit encourages visitors to follow these heroes’ example and pledge to do more to help.

Each year, 95,000 kindergarten through 12th-grade students visit the zoo, and many attend zoo classes, which meet state science standards. Every third-grade student in our region’s Title I schools is invited to participate in a zoo field trip and an interactive live animal classroom program presented at the zoo (ZooSchool) and funded by the Oregon Zoo Foundation. In 2018, 6,000 third-grade students participated. The Education Center also accommodates the 3,500 students that attend zoo day camps, one of the largest day camps in the metropolitan area.

The Education Center offers seven classrooms (four dedicated rooms and three spaces within Conservation Hall). These include an early-childhood space and a dedicated lab space for middle and high school students. Classroom garage doors open to provide a connection to the outdoors. Two new tent pods were also added for a total of three. Conservation Hall, with seating capacity for 150 people and state-of-the-art audio-visual equipment, hosts lectures and documentary screenings. People attending events are able to

access the adjacent Nature Exploration Station, the main interpretive space. The sustainable features of the building are evident on Green Living Signs, as well as visible through the interactive sustainability dashboard exhibit.

The Education Center is a place where regional conservation education partners connect with each other and the community. Oregon Zoo has developed partnerships with more than 30 conservation organizations to deliver collaborative educational programs and access to office space in the new facility. Key partners include the U.S. Fish and Wildlife Service, which has dedicated staff and resources to provide ongoing year-round programming; the Intertwine Alliance, which uses the space to convene and plan among regional conservation education organizations; and Metro's Property and Environmental Services and Parks and Nature divisions, which provide content and resources for programs and exhibits on natural gardening, waste reduction and sustainability. Oregon State University Master Gardeners support the Wildlife Garden to foster awareness about backyard habitats. Dozens of additional partners participate in a partnership and programming advisory group.

The Education Center design process included input from a variety of sources. Metro Sustainability Center provided feedback on addressing diverse audiences in messaging and visitor experiences. Thirteen local school districts and more than 14 conservation education groups gave feedback on the design. Zoo visitors were invited to give feedback on early design plans, and 3,600 people responded to a public Opt In online survey on how to best connect with and benefit nature.

In May 2019, zoo staff presented the committee with a summative evaluation of the Education Center's programming and operations. In the first seven months of operation, 10,000 zoo visitors visited the Wildlife Garden for tips on making backyards more wildlife-friendly, partner organizations engaged with more than 20,000 guests at the Education Center, and a number of regional associations held meetings and symposia there. Camp enrollments and revenues were up and café sales and catering revenues exceeded projections by \$200,000.

The report also provided information on the effectiveness of the messaging and interpretative materials used at the Education Center. In general, this report showed strongly positive outcomes towards achieving the six stated goals. The information was gathered and analyzed by an outside expert and included a visitor survey, a timing and tracking study and short interviews with visitors. Highlights of this analysis included 96% of those interviewed agreed that they believe small actions can have an impact on wildlife and 83% of visitors agreed that they found the information needed to take conservation actions at home, school and work.

In November 2018, the zoo Secondary Collections Management Policy was approved. It outlines the basic policies guiding the development and care of the zoo's secondary (non-living) collections in a manner consistent with the missions of the Oregon Zoo, Metro, and the Association of Zoos and Aquariums, and the philosophy and practice of managing such collections in accredited zoo, aquarium, and museum environments.

The Educational Collection, which is used in on-site programs including volunteer interpretive stations, camps, and classes is covered by this policy, ensuring these items will be properly managed, protected, and preserved.

Infrastructure and Sustainability – The principle sustainability feature of the Education Center is its “net-zero” design. Net-zero means the building can operate without using non-renewable resources and does not contribute to greenhouse gases in the atmosphere. Building elements such as 760 roof mounted solar panels, high efficiency LED lighting, and digitally controlled energy saving HVAC systems all contribute to this aspect of the Education Center.

One of the goals of the Education Center project was to improve zoo operations, and to that end the Tiger Plaza structures were demolished. This is a portion of infrastructure work identified in the Master Plan to address stormwater and aging site utilities. Another goal was to generate revenue to offset operation costs through retail food sales and catering and to provide additional revenue generating space. The Education Center includes the new Discovery Plaza, with train ticket sales, Coffee Crossing Café, and infrastructure connecting Elephant Plaza and Central Plaza. Zoo catering shares new space in the Education Center.

The Education Center is a “building that teaches” with sustainable elements prominently on display. Green Living signs and a sustainability dashboard interpret the resource conservation efforts and outcomes of the new facility to visitors. The LEED-certified building features rain water reuse in restrooms, solar panels for energy production, bird-friendly glazing, Forest Stewardship Council-certified wood, and efficient heating and cooling systems. The Oregon Zoo Foundation and zoo staff developed a partnership with SolarWorld, the largest U.S. manufacturer of solar panels and a leader in solar technology, to provide solar panels at cost. Funding from Portland General Electric’s Renewable Development Fund supported the expansion of the solar panel installation to help seek a net-zero energy operations certification for the NEST building, along with visitor and revenue-generating amenities for Discovery Plaza. Offsets from solar arrays went to the project contingency fund.

Net-zero energy certification requires twelve months of data collection. During the first full year of operation, unusually cloudy and cool weather during the spring month caused several month when the building did not meet the criteria. The onset of COVID-19 and the closures associated with it occurred during the second full year of operations. The zoo intends to continue collecting data once operations return to normal and expects to achieve net-zero certification.

Diversity in Contracting – The zoo bond program greatly exceeded its 15 percent target for contract expenditures awarded to COBID firms in the Education Center project. The Education Center project closed with a 29.5 percent COBID utilization rate, based on COBID-eligible construction contract spending, and represents \$4.26 million paid to COBID-certified firms. The Education Center design team led by Opsis Architecture had a COBID utilization of 8 percent. Some of the success can be attributed to the use of CM/GC procurement. With CM/GC, the contractor can begin recruiting COBID-certified firms earlier and have more time to help them be ready by bid day. Breaking down the bid packages for subcontractors makes the packages more suitable for smaller firms to bid. And additional recruitment techniques can be used. For example, Fortis Construction, the Education Center CM/GC, hosted two recruitment workshops on site before bid day.



AWARDS

2017 DJC Top Projects Energy Trust of Oregon High Performance Building, New Construction Award

2017 DJC Top Projects People’s Choice, Public - New Construction 2017
2017 DJC Top Projects Public - New Construction 2017, Third Place Award
Engineering Excellence 2018 Grand Award

2018 LEED Platinum (awarded 82 points)

2018 American Institute of Architects Portland Chapter “Architecture 2030 Award” for recognition of efforts to be Carbon neutral at the zoo Education Center (“For their exceptional effort to reduce the use of GHC-Emitting fossil fuels in the design of Oregon Zoo Education Center.”)

2018 Engineering Excellence Grand Award from the American Council of Engineering Companies of Oregon

2019 American Institute of Architects Committee on the Environment (COTE) Top Ten Award (national award)

2019 Letter from Oregon Senator Jeff Merkley congratulating the Ed. Ctr. team on the AIA COTE Top Ten Award

2019 Sustainable Purchasing Leadership Council “Purchaser - Special Initiative” award for Education Center case study written by Kristin Shorey at Multnomah County

2020 US Woodworks Wood Design Award for Green Building with Wood

12. Electrical Infrastructure, 2019

Like the Water Main Building, much of the zoo’s electrical infrastructure dates to the 1950s and 1960s. Electrical power is essential for all aspects of animal welfare as well as guest comfort and convenience. All of the bond projects contributed to improvements in the electrical system by replacing aged elements or installing new components. However, aspects of the central electrical distribution and emergency power systems were not addressed through this project-by-project approach.

In March 2017 when the Metro Council reallocated the remaining bond funds, it created a new Electrical Infrastructure project to replace two outdated emergency power generators, which were combined into one larger generator, and associated electrical infrastructure critical to servicing animal areas and supporting animal and guest safety. It includes six subprojects – each with its own scope, schedule and budget – that were managed by zoo Facilities Management and paid with zoo bond funds.

The six subprojects included:

- Lower Service Road Feeders
- Roundhouse Automatic Transfer Switch
- AfriCafé Panel Replacement
- Animal Nutrition Center Panel Replacement
- Middle Service Road Feeders
- Generator Replacement

As of December 31, 2017, the first four projects were substantially complete. The Middle Service Road Feeders and Generator Replacement were combined into one project and were completed in 2019. Zoo Facilities Management continued to direct the work on this final combined project but, due to its complexity and necessary coordination with the Polar Passage/Primate Forest/Rhino Ridge project, oversight was provided by the zoo bond construction manager.

In 2017 the zoo discussed a Dispatchable Service Generation partnership with Portland General Electric. PGE agreed to contribute \$576,000 to fund upgrades to the zoo's backup generation system for this partnership to go forward. Unfortunately, the actual cost of upgrading the generators exceeded the PGE contribution, so the plan was abandoned in early 2018 and the planned contribution was removed from the bond program resources.

In 2018, the Generator Replacement project was behind schedule, but some trench work on the middle service road was combined with the PPR Early Work Package, which resulted in cost savings for the Generator project.

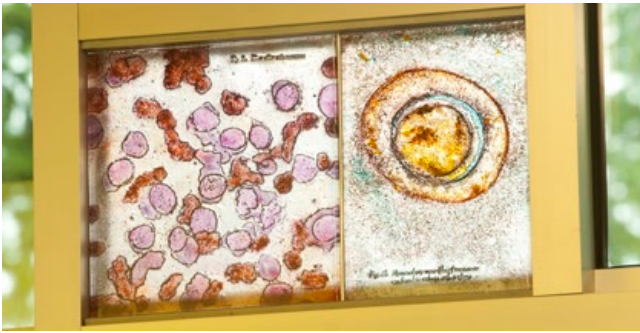
Work was completed in 2019

Diversity in Contracting - While the Electrical Infrastructure project was a relatively small project in terms of total construction dollars, the total participation by COBID-certified firms (woman-owned and emerging small business) was 35%, which was \$293,013 of a total COBID-eligible contract amount of \$844,976.

13. Percent for Art, 2011-2021

The zoo's public art program goal is to present art that complements and enhances the zoo's award-winning education programs and animal habitats, and inspires visitors to be aware of the zoo's inherent role in creating a better future for wildlife. The zoo bond program has contributed to the zoo's collection through the acquisition of art under Metro's 1 percent for art requirement. The zoo bond program has engaged the Regional Arts and Culture Council (RACC) to help administer the selection of art for all the major art pieces commissioned under the bond program.

The first commissioned art acquired under the zoo bond program was installed at the Veterinary Medical Center. In 2011, two artists, Steve Gardner and Margaret Kuhn, were selected and produced Inside/Outside (Gardner), a series of fused glass and acrylic pieces, and Outside/Inside (Kuhn), a series of mosaic floor tiles. The stunning art elements are incorporated into the building. Portland-based artist Margaret Kuhn created inset glass and ceramic mosaics that illustrate, in x-ray view, the muscular structure of a rabbit and



Outside/Inside by Steve Gardner and Margaret Kuhn

the intricate skeletal structure of a condor in flight. Others capture the markings of a leopard and the thoughtful gaze of the zoo's fondly remembered chimpanzee, Charlie. Seattle artist Steven Gardner's work includes terracotta tiles on the exterior walls in the entry plaza replicating the textures of zebra fur and snakeskin. Tinted glass tiles illustrate elephant blood cells as seen under the microscope and microorganisms that make up an animal's inner ecosystem.

Also in 2011, the Metro Council approved a programmatic approach to art spending, which allowed the art appropriation for the remainder of the construction projects to be pooled for the whole program to fund three major commissions at three plazas, in addition to the initial zoo bond art commission for the Veterinary Medical Center. At the same time, the Council created an Oregon Zoo Public Art Advisory

Committee (OZPAAC) and defined the process and criteria for the committee to select art.

OZPAAC was directed to advise Metro on the selection of artists and/or works of art in accordance with Metro's percent-for-art program and to develop a long-term public art strategy dealing with the zoo's existing public art collection. OZPAAC included a member of the Zoo Bond Citizens' Oversight Committee.

Since 2012 when the committee was formed, volunteer members met several times each year and spent many hours developing artist solicitations, reviewing hundreds of artist proposals, interviewing finalists, selecting artists to recommend, and working with artists to refine the art concepts. OZPAAC played a key role in successfully selecting art of high quality that represents the best in artistic skills, encourages public dialogue and understanding of art, enhances the aesthetic quality of the zoo site, and fulfills the zoo's public art program goal.

The second art installation commissioned through the zoo bond program was recommended by the OZPAAC and was created by artist Catherine Widgery. Ms. Widgery created Forest Lights for Elephant Lands and the east plaza, which opened in December 2015. She used dichroic glass and wood on the Elephant Lands Forest Hall façade to welcome visitors, and a related series of reflective vertical towers demarcating the concert lawn/Elephant Lands edge to help weave a sense of continuity between different elements on the site.



Forest Lights by Catherine Widgery

The third art commission was awarded to Rob Ley, a public artist from Los Angeles, to create art for the Education Center and west plaza project. Mr. Ley's art, titled *Ambiguous*, was installed in 2016 in Discovery Plaza, in front of the Education Center. His conceptual approach is based on the Education Center's interpretive theme that "small things matter," particularly how many small parts contribute to a whole, Mr. Ley created a sculpture composed of 2,500 triangles with 10,000 unique-angled bends and 15,000 rivets that turn all of these separate pieces into a singular, monolithic form.



Ambiguous by Rob Ley

The final major art commission selection process was completed in 2016 in coordination with the design of the new Polar Passage. Given the connection between polar bears and North American native populations, the OZPAAC members asked RACC's project manager to extend the solicitation outreach specifically to native artists. In addition to its routine outreach efforts, RACC contacted arts organizations based in Canada and Alaska and directly contacted a number of native artists, but did not receive any proposals from them.

OZPAAC selected the artist team of Edwin and Veronica Dam de Nogales of Ontario, Canada, out of 179 responses to the request for qualifications. The selected artists demonstrated significant personal knowledge of the plight of polar bears, and their presentation proposing the *Melting Ice Bear* sculpture promised to capture and convey both the majestic qualities of the polar bear and the precarious state of their survival.



Polar bear by Veronica and Edwin de Nogales

The cast aluminum sculpture, approved to proceed by the Metro Council in 2017, stands 9 feet tall and is complemented by two cast aluminum benches that capture the playful side of polar bears. Fabrication of the artwork was completed in December 2018. The sculpture and accompanying benches were delivered in July 2019 and stored locally until construction at Polar Passage was nearly complete. The sculptures were installed in February 2021. In December 2019, a resin replica of the *Melting Ice Bear* was temporarily installed in conjunction with the UN Climate Action Conference (COP25) in Madrid, Spain. Veronica and Edwin de Nogales attended the conference and connected with attendees about the artwork and the accompanying message that was provided by the Oregon Zoo.

In 2017, staff provided a report on the public art expenditures associated with the bond program. It showed that the program was on track to achieve Metro’s requirement to invest 1 percent of direct construction costs in public art. These investments further the zoo’s public art program goal.

OZPAAC held its last meeting in March 2018 and was ended after the Polar Passage commissioned artwork design was complete and in fabrication and a draft of the zoo’s Secondary Collections policy was reviewed. In December 2018, at the OZPAAC’s request, staff documented the program’s successful public art process in a draft report: Oregon Zoo Public Art Advisory Committee Summary Report. The 2019 final report can serve as a model for other projects and can be found on the [Oversight Committee meeting materials pages](#) on the zoo’s website.

OZPAAC encouraged the zoo to enhance its art condition assessment and maintenance program for its entire art collection, along with the newly commissioned artworks. In December 2018, the zoo issued its Secondary Collections policy that outlines the basic policies guiding the development and care of the zoo’s secondary collections—which includes its art collection—in a manner that is consistent with the missions of the Oregon Zoo, Metro and the Association of Zoos and Aquariums (AZA), and modern philosophy and practice of managing such collections in accredited zoo, aquarium and museum environments. The policy addresses the acquisition, care, and use of the secondary collections, and is designed to be both a practical guide for zoo staff and a public document explaining how the Oregon Zoo exercises stewardship of the secondary (non-living) collections assets in its care. A zoo Secondary Collections Steering Committee with zoo leadership has been established to oversee the zoo’s art collection and ensure that the artworks are assessed and maintained over time.

14. Polar Passage, 2021

The three final habitat projects—Polar Passage, Primate Forest and Rhino Ridge—are adjacent to one another in the heart of the zoo, and were managed as a single construction site. This approach was selected to reduce construction time and costs, make the whole undertaking more efficient, and reduce impacts on zoo operations and guest experience. The construction was completed in phases. The first phase had the largest footprint, encompassing all three future habitats as the zoo demolished old facilities. As projects were completed, the construction footprint shrank. Rhino Ridge was completed first, followed by Primate Forest, both in October 2020; Polar Passage was complete in February 2021.

Demolition and site grading began in July 2018. The former polar bear, sun bear and wild pig buildings were removed and selective demolition of the primate building was completed.

As the construction documents needed for permitting were assembled in November 2018, zoo staff anticipated that bids could exceed the budget for these final three projects due to construction cost trends. Before the bids were received, zoo staff advised the committee of this possibility and presented recommendations that the committee could adopt depending on the amount by which the budget might be exceeded. Bids were received in December 2018 and as predicted, exceeded the budget. In January 2019, the committee reviewed a recommendation for the Metro Council to reallocate existing program contingency allowances within the budget to cover the excess without affecting the overall bond budget.

The City of Portland issued building permits in June 2019 and construction progressed on schedule in 2020 and 2021, despite the additional challenges presented by the COVID-19 virus.

Completed in spring 2021, Polar Passage is a state-of-the-art habitat that fully meets the zoo's multiple goals for animal welfare, conservation and education. Covering approximately two acres, three times the size of the previous exhibit space, and custom-designed to support the needs of polar bears. Polar Passage includes more open and varied terrain, with hilltops offering the bears long vista views across the zoo and a variety of habitats to patrol, as polar bears do on ice floes and tundra in the Arctic.

The new habitats give the bears greater choice and control, encouraging them to engage in more natural behaviors while providing opportunities for keepers to visually monitor animals, enabling responsive care. The space provides viewers with more opportunities to see a range of behavior, including underwater views in one of the three new pools, which are saltwater for healthy skin, fur and eyes.

In evaluating the design of Polar Passage, staff took into account the rapid loss of polar bear habitat in the wild and the anticipated numbers of displaced animals needing sanctuary, and decided that a maternity den was not needed at this time. However, the space for the den and an outdoor maternity yard remains in the new habitat, in the event these facilities are needed in the future. Polar Passage now has capacity for five or six bears. The zoo's prior polar bear, Nora, arrived back at the zoo in March 2021 and is the sole occupant for now.

Polar Passage, Primate Forest, and Rhino Ridge site plan illustration



Animal Welfare – The new habitat expands the bears' access to natural substrate, a varied environment, and increases both land and pool space. A sophisticated water-filtration system saves both water and energy. As marine mammals, polar bears' eye and coat health is best served with access to saltwater and early decisions assured that all three of the pools have a saltwater system. New holding areas are equipped with high-efficiency lighting and ventilation, allowing for excellent animal care.

Manitoba, Canada's Polar Bear Protection Act and the regulations established under that Act set forth minimum requirements for facilities that receive an orphaned animal from Manitoba (Western Hudson Bay population/Churchill area). The regulations identify exhibit and off-exhibit space, holding area, pools, viewing distance, barrier heights, exhibit complexity, animal care, and enrichment and education requirements. The Association of Zoos and Aquariums' (AZA) Species Survival Plan for polar bears asks that all polar bear facilities aspire to the Manitoba standards. The Oregon Zoo has designed Polar Passage to adhere to AZA and the Manitoba standards; Polar Passage meets or exceeds Manitoba

Protocols for space requirements, water quality, and light and ventilation. Meeting these standards will qualify the zoo to receive polar bears from the Canadian province of Manitoba making Polar Passage a potential future home for orphaned or displaced bears.

The polar bear habitat provides visitors a close-up view of polar bear care and bring the zoo's research and positive reinforcement training activities to the forefront of the visitor experience. Oregon Zoo's polar bears Conrad and Tasul were the first captive bears to be trained to voluntarily give blood, with a creative cage design that allowed them to hold out their paw. This is a significant tool for monitoring and supporting animal welfare and health. Like Conrad and Tasul, bears in the new habitat will also be trained to use the new stainless steel swim flume which allows them to exercise as well as provide scientific data.

Conservation Education – As the primary threat to polar bear survival, climate change is the central theme of the visitor experience in the new Polar Passage. Through interpretive messaging, visitors learn about the polar bears' amazing adaptations to their Arctic habitat and the best ways to take meaningful action to reduce the influence of climate change for their future.

The new habitat also provides the Oregon Zoo the opportunity to educate guests about the conservation research the zoo conducts with polar bears to assess the impacts of climate change. Because polar bears are hard to follow and study in their natural habitat, the Oregon Zoo provides an environment suitable for zoo-based research that contributes to and supports field research aimed at helping wild bears survive. For example, in collaboration with the U.S. Geological Survey (USGS), keepers trained Oregon Zoo polar bear Tasul to wear an accelerometer collar that recorded data about her movements. Scientists videotaped her wearing this collar and matched the electronic signals with specific activities. Using this data, identical collars can be placed on wild bears, allowing researchers to record their activities remotely based on electronic signals. In another example, the swim flume metabolic chamber allows Oregon Zoo staff to collect metabolic data measuring the energetic costs of swimming. This data allowed USGS scientists to understand that polar bears are less adapted to an aquatic environment than truly aquatic mammals, and as sea ice melts with warming climate, the stress on polar bears will increase significantly as they swim more and walk less.

Interpretive messaging provides facts about climate change, polar bear conservation, and actions visitors can take to preserve polar bears and their Arctic habitat. Unique to Polar Passage, "Melting Ice Bear," the 9 foot tall cast aluminum sculpture installed outside the habitat's Arctic Science Center makes a visual case for conservation and climate change; the message is, "without the ice, the bear will cease to be". The polar bears will also be able to interact up close with visitors at a special port in the wall where the bears will be trained to explore a person's scent. As with all bond projects, the effectiveness of the interpretive exhibits with visitors will be assessed after the project has been open for at least a year.

Infrastructure and Sustainability – Infrastructure work associated with the polar bear project includes a public plaza with guest amenities, visitor path upgrades, and the final phase of upgrading utilities included in the bond program implementation. Glass windows in the exhibit are embedded with bars visible only to birds, reducing danger to flying birds. The polar bear project completes the geothermal "slinky" system installed during the construction of Elephant Lands to exchange heat and cooling between the habitats. This system saves energy by transferring energy used to cool Polar Passage pools to help heat Elephant Lands.

The three new pools at Polar Passage, totaling 115,000 gallons of saltwater, are connected to water filtration and recovery systems that significantly save on water utility costs. Polar Passage and Primate Forest buildings focus on energy efficiency with upgraded high efficient heating/ventilation/air conditioning (HVAC) system, LED lighting, and solar tubes for natural daylighting. Roofs in Polar Passage are made with Cross Laminated Timber (CLT), a regional product from sustainably managed forests, instead of metal or shingles. The most critical improvement is the demolition of the 1950s polar bear building and its antiquated systems.

Diversity in Contracting – Subcontractor bids for Polar Passage/Primate Forest/Rhino Ridge construction were received in late 2018. COBID contracting for design and construction is 14 percent or \$4.7 million of the \$34 million COBID eligible contracting total. The CM/GC conducted significant outreach in advance of the bid deadline to ensure COBID firms understood the project, had adequate information to develop a bid, and were encouraged to participate.

15. Primate Forest, 2021

The three final habitat projects—Polar Passage, Primate Forest and Rhino Ridge—are adjacent to one another in the heart of the zoo, and were managed as a single construction site. This approach was selected to reduce construction time and costs, make the whole undertaking more efficient, and reduce impacts on zoo operations and guest experience. The construction was completed in phases. The first phase had the largest footprint, encompassing all three future habitats as the zoo demolished old facilities. As projects were completed, the construction footprint shrank. Primate Forest was completed in October 2020.

Demolition and site grading began in July 2018. The former polar bear, sun bear and wild pig buildings were removed and selective demolition of the primate building was completed.

As the construction documents needed for permitting were assembled in November 2018, zoo staff anticipated that bids could exceed the budget for these final three projects due to construction cost trends. Before the bids were received, zoo staff advised the committee of this possibility and presented recommendations that the committee could adopt depending on the amount by which the budget might be exceeded. Bids were received in December 2018 and as predicted, exceeded the budget. In January 2019, the committee reviewed a recommendation for the Metro Council to reallocate existing program contingency allowances within the budget to cover the excess without affecting the overall bond budget. The City of Portland issued building permits in June 2019 and construction progressed on schedule in 2020 and 2021, despite the additional challenges presented by the COVID-19 virus.

The old primate building was scheduled to be demolished in a future phase of construction (Master Plan Phase II). In 2017, the Metro Council approved the removal of the primate building in this phase and construction of a new habitat in that space as part of the bond program projects. Zoo staff reviewed conservation and animal welfare goals to determine and identify the priority species for the new habitat: chimpanzees and orangutans. Primate Forest was designed to provide vastly improved habitat for an expanded family of chimps. Red Ape Reserve remains, but with updated displays and information about the effects of deforestation on orangutans, and guidance for visitors on how to take meaningful action. The old primate building, including Flooded Forest, was demolished.

Primate Forest was substantially complete on October 12, 2020 and the four resident chimpanzees moved in a few days later. A family of seven chimps is scheduled to arrive in October 2021.

Full completion of Primate Forest was delayed to address access for cleaning to the new outdoor platforms. The original plan to use movable ladders proved unworkable; designing, fabricating and installing new, attached metal ladders required input from multiple stakeholders and faced supply challenges due to COVID-19 as well as installation challenges in the already completed space. This work is scheduled to be completed in October 2021.

Animal Welfare – Chimpanzees thrive in groups large enough for individuals to choose with whom to spend time, and with latitude to move between groups. The new habitat addresses this need by expanding and significantly improving the space to accommodate a larger group of chimpanzees. Primate Forest includes a new inside dayroom, two new outdoor yards, a stream, a waterfall, large boulders and logs. Visibility is important to chimps—they monitor the location and behavior of others by sight and sound. The complex three dimensional features of the outdoor habitat—boulders, climbing platforms, separate yards, and even shallow caves for hiding—will be essential for peaceful social relations among a larger group. The outdoor climbing structures have multiple platforms and ropes between them, encouraging exercise for the chimps’ health and well-being. The two outdoor areas are separated but connected, allowing for the chimps to move and regroup throughout the day, much as they would in the wild.

The design of the new habitat provides enhanced opportunities for keeper interaction and enrichment activities which are essential to the health and well-being of chimpanzees. The new inside dayroom, visible from the viewer pathway is brightened by skylights and has five roof hatches to allow keepers to scatter food. Searching for food provides intellectual stimulation, as well as exercise. The floor is covered with three feet of mulch, providing a natural substrate to walk and sit on. There is a large simulated termite mound, with apertures that can be filled on an erratic schedule, encouraging natural foraging. Two 26-foot tall floor-to-ceiling climbing structures with hammocks that can be moved provide novelty and challenges.

Primate Forest is an innovative design that promotes chimpanzee well-being, by providing multiple forms of stimulation (intellectual, social, physical) while allowing visitors to observe and learn about these primates.

Conservation Education – At Primate Forest, visitors learn about the conservation challenges primates face from deforestation, particularly as their habitat is converted to palm oil plantations. Interpretive graphics describe how chimpanzees and orangutans are adapted for life in their forested habitats in Africa and Asia and the devastating impacts of deforestation and habitat loss on these large apes. Other information addresses how visitors can take action to reduce the human impact on rainforests and the animals who live in them, including a focus on selecting sustainable palm oil products from these forests.

Infrastructure and Sustainability – The overhanging roof in Primate Forest is constructed with CLT (cross laminated timber) which is sustainably harvested and regionally available. The glass used in Primate Forest windows is embedded with bars visible only to birds, averting avian deaths. Concrete walls for the dayroom are 13 inches thick providing insulation and energy savings. The most critical improvement is the demolition of the 1950s primate building and its antiquated systems. The project achieved LEED Silver certification.

Diversity in Contracting – Subcontractor bids for Polar Passage/Primate Forest/Rhino Ridge construction were received in late 2018. COBID contracting for design and construction is 14 percent or \$4.7 million of the \$34 million COBID eligible contracting total. The CM/GC conducted significant outreach in advance of the bid deadline to ensure COBID firms understood the project, had adequate information to develop a bid, and were encouraged to participate.

16. Rhino Ridge, 2021

The three final habitat projects—Polar Passage, Primate Forest and Rhino Ridge—are adjacent to one another in the heart of the zoo, and were managed as a single construction site. This approach was selected to reduce construction time and costs, make the whole undertaking more efficient, and reduce impacts on zoo operations and guest experience. The construction was completed in phases. The first phase had the largest footprint, encompassing all three future habitats as the zoo demolished old facilities. As projects were completed, the construction footprint shrank. Rhino Ridge was completed in October 2020.

Demolition and site grading began in July 2018. The former polar bear, sun bear and wild pig buildings were removed and selective demolition of the primate building was completed.

As the construction documents needed for permitting were assembled in November 2018, zoo staff anticipated that bids could exceed the budget for these final three projects due to construction cost trends. Before the bids were received, zoo staff advised the committee of this possibility and presented recommendations that the committee could adopt depending on the amount by which the budget might be exceeded. Bids were received in December 2018 and as predicted, exceeded the budget. In January 2019, the committee reviewed a recommendation for the Metro Council to reallocate existing program contingency allowances within the budget to cover the excess without affecting the overall bond budget. The City of Portland issued building permits in June 2019 and construction progressed on schedule in 2020 and 2021, despite the additional challenges presented by the COVID-19 virus.

The 2008 ballot measure asked for funds to improve the hippo exhibit, primarily the installation of a water-saving filtration system. The hippo pool was being dumped and refilled several times a week with millions of gallons of water being poured down the drain every year. The zoo began master planning after the ballot measure was approved and analyzed energy use across the entire zoo campus. Water pumps and filtration systems use the most power, which meant the zoo was about to install a water-saving hippo pool filtration system that would use a lot of energy.

Unlike hippos, rhinos don't require pools and pose no issues regarding water use or filtration. In addition, rhinos are better suited to the zoo's long-term species plan. The zoo's 20-year master plan calls for construction of an Africa savanna habitat shared by a number of large grassland species. Rhinos can share habitat with gazelles and giraffes.

Upon further analysis, including public opinion surveys, the zoo and Metro Council amended the project to focus on expanded habitat for critically endangered rhinos. This allowed for removal of the pool and prioritized conservation of the endangered black rhino. To prepare for the rhino habitat expansion, the zoo moved the hippos to a new home (Fort Worth Zoo) in the spring of 2018 and decommissioned the hippo pool.

On the advice of bond counsel, in 2018, bond funds were shifted away from the construction of the expanded rhinoceros habitat. Construction costs for Rhino Ridge expansion has been fully funded by the Oregon Zoo Foundation, using funds it had previously designated to build the maternity den at Polar Passage (which will not be constructed in this phase). Bond funds that were originally designated for the Rhino Ridge expansion have been redirected back to Polar Passage.

Rhino Ridge was completed in October 2020. Construction included the removal of the hippo pool, removal of the barrier between the rhino and hippo habitats, and regrading of both habitats for rhino use only. The habitat features: a mud wallow, timed feeders, a lowered viewing area to provide close-up encounters, a “rhino blind” built using an existing structure, a demonstration area where caregivers can train rhinos to participate in their own care, and information for about how the public can help rhinos in the rhinos’ native countries.

The zoo coordinated with Species Survival Plan Program and Association of Zoos and Aquariums on next steps in moving a breeding pair of rhinos into the habitat. Due first to the challenges of COVID, and then to the challenges of moving animals during hot weather months, the arrival of the new inhabitants of Rhino Ridge is scheduled for fall 2021.

Oregon Zoo Foundation donors contributed \$1.2 million to the project, covering the full cost of this project.

Animal Welfare – Rhino Ridge is now more than fifty percent larger, creating space that can be divided to better support future breeding opportunities for this highly endangered animal. The rhinos will have more choices over how and where they spend their day, and visitors will get more intimate views of the animals. The viewing area, however, includes a “rhino blind.” Rhinos generally prefer not to be in front of large crowds of people, and the rhino blind will allow visitors to see the rhinos without the rhinos seeing visitors. In addition to the expanded space to roam, the habitat also features mud wallows to help the rhinos keep cool and to protect their skin from sun and insects.

Conservation Education – The new encounter space designed into the habitat allows visitors the opportunity to get up close to an endangered rhino with a keeper and learn more about the threats to the species. The habitat also features information about the steps visitors can take to help protect rhinos in the wild.

Infrastructure and Sustainability – Rhino Ridge eliminates the outdated hippo pool, saving approximately 9.5 million gallons of water annually for the zoo.

Diversity in Contracting – Subcontractor bids for Polar Passage/Primate Forest/Rhino Ridge construction were received in late 2018. COBID contracting for design and construction is 14 percent or \$4.7 million of the \$34 million COBID eligible contracting total. The CM/GC conducted significant outreach in advance of the bid deadline to ensure COBID firms understood the project, had adequate information to develop a bid, and were encouraged to participate.

17. Interpretive Experience, 2010–2021

The zoo’s overall interpretive goals, including both bond project and non-bond project initiatives, are to create a more synergistic experience for guests across the entire campus and to position the zoo itself—its environmental resources and stewardship of those resources, husbandry and animal care practices, and conservation programs—as an essential part of that experience.

During the zoo bond program, the planning and development of interpretive materials transitioned from an individual project approach to a comprehensive approach—like the Percent for Art—to an approach where each project integrates the interpretive experience into the project planning, design and implementation. Each project has interpretive themes and goals developed via a research-based approach. Visitors are engaged as part of the front-end (goal setting), formative (design) and summative (effectiveness) evaluations. Animal welfare, sustainability/green living, and conservation education are common threads through each project’s interpretive elements.

In December 2018, zoo staff issued an Interpretive Experience Update report that spells out an Interpretive Framework with strategy and processes to inform interpretive design and keep interpretive graphics fresh, relevant to contemporary conservation concerns

and integrated with messaging across the zoo. The new Interpretive Framework was substantially completed in June 2019. It outlines the zoo’s new process for assessing and maintaining effectiveness of interpretive elements across the zoo, including bond projects. This includes an expanded governance structure with more involvement of zoo leadership. A formal policy on use of the Interpretive Framework was adopted in 2020 and it is being used to inform interpretive design

The best practices outlined in the Interpretive Framework align with the philosophy of the National Association of Interpretation that interpreters forge an emotional and intellectual connection between the interests of the audience and the meanings inherent in the resource.

Interpretive Outcomes

After the visit, zoo visitors will know:

- Oregon Zoo animals thrive under the respectful, science-based care provided by our professional staff.
- Oregon Zoo invests in local and global conservation as a natural outflow of our caring for wildlife.
- Together, we can create a better future for wildlife by making environmentally responsible choices both individually and as a community.



Visitor at Nature Exploration Station

18. Wayfinding, 2010–2021

The Oregon Zoo has a challenging campus that can be confusing to navigate. Also, as changes to the campus were made, the signs were not easily updatable. To address this issue, as part of the development of the comprehensive capital master plan, a new concept for Wayfinding was introduced.

The zoo campus was divided into hubs and spokes. The hubs provide guests a chance to rest, utilize guest amenities, and consult digital kiosks. The spokes guide guests through animal habitats. This update provided a more holistic system providing a consistent look and feel.

The new wayfinding introduced a digital component allowing for updates. The new digital component has presented some operational challenges. It must be updated manually and it is not integrated with other zoo information systems. A more robust and flexible content management system is being investigated.

Zoo maps were updated adding a numbered pylon system. Signage was simplified and less language-based, relying more on animal icons and color coding.

Installation of the campus wayfinding system was substantially complete in 2017. The final kiosk installation in Central Plaza was completed in February 2021.



Directional post design for new wayfinding system

APPENDIX B – DIVERSITY IN CONTRACTING

While not specifically called for in the ballot measure, setting and meeting goals for contracting opportunities for minority-owned enterprises, women-owned enterprises, emerging small businesses, and service-disabled veteran-owned enterprises (“COBID firms”) is an important Metro objective. Early in its inception, the committee made it an aspect of the bond projects to track and report.

The committee’s focus was centered on three elements:

1. Achieving an aspirational contracting goal for zoo bond-funded construction projects of 15 percent participation from COBID firms.
2. Using alternative contracting methods such as Construction Management by General Contractor (CM/ GC) as means to increase COBID participation.
3. Encouraging efforts by Metro and other local governments to increase equity and diversity in construction-related labor force and business ownership through public spending policies and programs.

Overall, the bond program has spent \$105.5 million on COBID-eligible construction contracts, and \$15.4 million, or 14.7 percent, of that went to COBID firms.

Program construction Totals	Amount	Percentage
Total Construction Contract	\$115,679,702	
Total COBID-Eligible Contract	\$105,597,825	
Total COBID Contract	\$15,480,918	14.70%
Minority-Owned Business Enterprise	\$4,141,489	3.90%
Women-Owned Business Enterprise	\$4,355,934	4.10%
Emerging Small Business	\$6,960,593	6.60%
Service-Disabled Veterans*	N/A	N/A

*Category not applicable to projects contracted prior to January 2016 when the state of Oregon began that COBID category.

For a variety of reasons, some projects were more successful than others in meeting the 15 percent aspirational goal for COBID participation, the table below shows that, for COBID eligible contracts, each project contributed to the program’s efforts toward meeting the goal overall.

Metro’s methodology for calculating COBID utilization deducts the value of the scopes of work deemed ineligible to COBID firms from the total construction contract amount to determine the base for utilization rate calculation. For example, for the Condors of the Columbia project, this methodology resulted in removing the specialized aviary mesh installation scope of work, with a subcontract value of \$157,845, from the base calculation. Only three firms nationwide provide the mesh installation, and none of them was a certified COBID firm.

To determine if a scope of work is ineligible, the Metro project manager and contractor contacted and searched the Oregon Procurement Information Network (ORPIN), State of Oregon COBID website, Oregon chapter of National Association of Minority Contractors

Oregon Zoo Bond Program Equity in Contracting By Project For services through June 30, 2021

Projects	Total Construction Contract \$	Total Eligible COBID Contract \$	Total COBID Contract \$	MBE \$	WBE \$	ESB \$
			COBID %	MBE %	WBE %	ESB %
Veterinary Medical Center	\$7,715,174	\$7,316,174	\$733,095	\$62,680	\$322,473	\$347,937
			10.0%	0.9%	4.4%	4.8%
Penguin Filtration	\$1,380,272	\$1,380,272	\$83,110	\$0	\$0	\$83,110
			6.0%	0%	0%	6.0%
Condor of the Columbia	\$1,566,777	\$1,408,932	\$363,502	\$103,294	\$0	\$260,208
			25.8%	7.3%	0%	18.5%
Elephant Lands	\$49,167,294	\$45,658,117	\$4,448,588	\$3,382,786	\$677,180	\$388,622
			9.7%	7.4%	1.5%	0.9%
Education Center	\$14,478,062	\$14,478,062	\$4,264,737	\$25,584	\$1,019,601	\$3,219,552
			29.5%	0.2%	7.0%	22.2%
Wayfinding (not complete)	\$533,315	\$533,315	\$533,315	\$0	\$533,315	\$0
			100%	0%	100%	0%
Electrical Infrastructure	\$844,976	\$844,976	\$293,013	\$0	\$83,151	\$209,862
			35%	0%	9.8%	24.8%
Polar/Primate/Rhino	\$39,993,832	\$33,977,977	\$4,761,559	\$567,145	\$1,720,209	\$2,451,303
			14%	1.7%	5.1%	7.2%
Program Totals	\$115,679,702	\$105,597,825	\$15,480,918	\$4,141,489	\$4,355,934	\$6,960,593
			14.7%	3.9%	4.1%	6.6%

MBE - Minority-Owned Business Enterprise; WBE - Women-Owned Business Enterprise; ESB - Emerging Small Business
SDV - Service-Disabled Veterans (category not applicable to projects contracted prior to January 2016)

and other organizations that work with minority contractors to determine if any vendors in the area were eligible to perform the specialized work. Metro’s procurement manager was required to approve any request for specialized work deemed ineligible to COBID contractors and was responsible for tracking and reporting COBID contractor utilization.

In addition to summarizing the COBID contract amount, the committee thinks it is important to recognize and record the program’s efforts over the years to increase these numbers by including evaluation during the procurement of goods and services, outreach to COBID firms to encourage participation, mentoring of COBID firms, and breaking down projects to increase accessibility to bid.

Improved recruitment strategies of COBID firms included:

- General contractor starts recruiting COBIDs earlier to help get them ready by bid day, and hosts workshops either at their office or on site before bid day.
- Breaking down bid packages for subcontractors so that they are not overwhelming for smaller firms to bid.

While COBID goals focused on business ownership, goals for creating greater labor force opportunities for women and people of color have not been addressed until recently. The committee raised this topic, which was well received by zoo bond staff and Metro.

With no goals in the original bond language to help measure workforce equity impacts, the committee has encouraged practices that increased opportunities for women and people of color on the final construction projects, including recommending the Metro Council approve alternative contracting methods such as Construction Management by General Contractor (CM/GC) for several zoo bond projects.

The Committee also provided encouragement through its annual report “commendations” (see Appendix C) to the meaningful collaboration among local governments to increase understanding of the impediments to real success in equitable public contracting activities.

The Zoo Bond Citizens’ Oversight Committee acknowledges that issues of equity and inclusion in public sector contracting and efforts to increase both business ownership and labor force development are complex and will require sustained, long-term actions that extend beyond the zoo bond in scope and time. The committee also recognizes that additional factors, such as a local market conditions, can exacerbate these challenges to making progress. Nonetheless, the committee appreciates and encourages the efforts by Metro, other government units and private sector entities to create sustainable programs that will make meaningful change over time. The committee also appreciates that the bond program staff worked hard to solicit and retain design and construction teams who are committed to these goals.

Through a series of quarterly reports and monthly updates, the committee monitored the bond program diversity in contracting efforts and outcomes. As the bond program neared completion, the committee asked that the data be fully integrated into Metro’s annual report on that topic. The final Equity in Contracting report for the zoo bond program can be found on the [Oversight Committee meeting materials pages](#) on the zoo’s website.

APPENDIX C – COMMITTEE COMMENDATIONS

Beginning with its 2014 annual report, the committee made note of efforts and activities by the bond team, zoo staff and Metro that were worthy of recognition because they demonstrated professionalism and commitment, advanced transparency, or modeled behavior other programs and projects could emulate.

2014 Annual Report (dated March 2015)

- The use of CMGC on this project has minimized risks, including the percentage of change orders. The low percentage of total construction cost for change orders for this large project is to be commended.
- The rededication of two totem poles was celebrated in the fall of 2014. The zoo hosted a well-attended event that celebrated the Native American culture, history and meaning of the poles.
- The committee extends its appreciation to the Portland Children’s Museum for its collaboration with zoo education and bond staff to provide alternative camp/class space during 2014 and 2015.
- The committee also appreciates the financial pledge from the Oregon Zoo Foundation to support enhancements to the teen space and interpretives, with a focus on fostering youth leadership development.
- The committee commends the bond program for keeping all bond projects on track, despite the change in zoo executive leadership.
- The committee commends the diligence of the bond team for completing Condors of the Columbia \$418,462 under budget.

2015 Annual Report (dated March 2016)

- The committee commends the bond program for continuing to keep all projects on track, despite the change in zoo executive leadership, and looks forward to meeting and working with Dr. Moore through the completion of the bond projects.
- The committee commends the Oregon Zoo Foundation, zoo bond staff and SolarWorld for developing a partnership to save funds on the procurement of solar panels.
- The committee commends the extensive outreach conducted by the CM/ GC contractor to secure MWESB subcontractors, surpassing the 15 percent aspirational goal.
- The committee commends the effectiveness of the Condors of the Columbia interpretives. Summative evaluation demonstrated that visitors learned about the impact of lead ammunition and microtrash on the survival of this endangered species, and visitors were willing to make changes to improve the odds of the condors recovering.
- The committee appreciates the support of the Oregon Zoo Foundation in funding the Elephant Lands app to enhance the visitors’ educational experience.
- The programmatic approach to investing in art on the zoo campus at three major plazas (instead of at each project) is a cost-effective and efficient model.
- The committee commends the thorough feasibility analysis conducted by staff and the Remote Elephant Center task force.

- The committee supports the REC task force’s recommendation not to pursue a Remote Elephant Center.
- The committee commends the zoo staff for the successful completion of Elephant Lands. The design and construction of the zoo’s largest and most complex project were successfully completed within the approved schedule and budget.
- The committee commends the creation of Elephant Lands and its success in providing for the welfare of the elephants with its natural habitat features, and a design that encourages natural elephant behaviors and nurtures family dynamics.
- The committee applauds the innovation of the Elephant Lands design and construction team in the first commercial utilization of cross-laminated timber in Oregon. The committee recommends the bond program continue to identify innovative sustainability investments.
- The committee commends the zoo for completing all projects to date, including Elephant Lands, within the approved budget and schedule.
- The committee congratulates and thanks the zoo bond program and all of its internal and external partners for successfully completing Elephant Lands.
- The committee congratulates and thanks the Oregon Zoo Foundation for its significant financial support of \$3.2 million to the Elephant Lands project.
- The committee and Metro Council supported the use of Construction Management by General Contractor (CM/GC) for the Polar Bear Habitat construction.
- The committee supports the continued consideration of alternative contracting methods.
- The committee commends the economy and efficiency with which the program has been run, and recommends its continuance.
- The committee commends the thoughtful financial feasibility analysis conducted by the remote elephant center task force and concurs with its recommendation not to proceed with the project.

2016 Annual Report (dated April 2017)

- The committee commends staff on their reflective process of analyzing what worked and lessons learned, accepting feedback and working to improve diversity in contracting, and recommends that they continue the successful approach of making data-driven decisions applied to future projects.
- The committee commends the bond program for continuing to keep all projects on track with a successful zoo executive leadership transition to Dr. Donald E. Moore.
- The committee appreciates Dr. Moore’s professional experience and background, his enthusiasm and support of the bond projects, and his interface with the committee.
- The committee commends the Oregon Zoo for developing many partnerships to support programming in the new Education Center.
- The committee commends the Oregon Zoo for continuing zoo operations throughout bond projects construction, with minimal negative impact to zoo operations.

- The committee commends inclusion of the following features in the Education Center to enhance infrastructure and sustainability, making the building a teaching tool:
 - Installation of 760 solar panels on the roof to help achieve net-zero energy operations
 - High-efficiency lighting and HVAC Energy-efficient radiant-floor heating
 - Forest Stewardship Council (FSC)-certified wood
 - Bird-friendly lights and fritted glass to help prevent and deter window strikes
 - Native plants for wildlife and reduced irrigation
 - Green roofs on the wildlife garden shelter and bee hotel Rain gardens to clean and detain stormwater
 - Material reuse: salvaged timbers from the old Elephant Museum building were used for garden shelter; salvaged Elephant Plaza concrete pavers were used in wildlife garden; redwood trees removed from site for construction were salvaged and used for outdoor tables and benches.
- The committee commends the zoo for updating and installing a new wayfinding system to support visitor navigation and trip planning on grounds.
- The committee commends the zoo for the successful restoration and reinstallation of the Willard Martin Mosaic at the new Education Center, funded in part from an Oregon Cultural Trust grant.
- The committee commends the successful art installation at the Education Center by commissioned artist Rob Ley.
- The committee commends the zoo for receiving several awards and recognitions for Elephant Lands, including LEED Gold certification and Daily Journal of Commerce Project of the Year Award.
- The committee commends Metro for its conservative fiscal policy that have resulted in a AAA bond rating from S&P and AAA from Moody's providing premiums on the sale of the bonds.
- The committee commends the Zoo for successful management of projects to date, including Elephant Lands and the Education Center, within the approved budget and schedule.
- The committee commends the Oregon Zoo Foundation and zoo bond staff for a successful application to PGE's Renewable Development Fund to expand the solar installation on the Education Center.
- The committee congratulates and thanks the Oregon Zoo Foundation for its significant financial support of \$6 million to date, \$4 million of which supported the Education Center and Elephant Lands projects. The committee recommends that staff seek the Foundation's input on allocation of the remaining \$2 million.
- The committee commends Zoo Bond staff for the successful contracting and project development through use of the alternate contracting methods.
- The committee recognizes that although difficult to quantify, using CM/GC contracting results in a better overall mission-driven project, supports diversity in contracting and results in cost savings from fewer change orders.

2017 Annual Report (dated April 2018)

- The committee commends Oregon Zoo director Dr. Don Moore for his work to illustrate critical conservation issues and to lead the zoo in developing an Integrated Conservation Action Plan.
- The committee commends the investment in sustainable infrastructure at the Oregon Zoo as a means to reducing utility and energy costs, which frees funds to support the zoo's core missions, and is in alignment with the zoo's conservation goals.
- The committee commends the zoo bond program for consistently improving their performance in expanding tools to advance COBID utilization.
- The committee commends Metro for the role it's taken to advance the regional work toward supporting women and people of color in the construction industry.
- The committee commends former deputy chief operating officer Scott Robinson for his dedication and hard work in establishing and maintaining high standards for the zoo bond program over the 10 years since the ballot measure passed. The committee appreciates his oversight encouragement and support of the Zoo Bond Citizens' Oversight Committee.
- The committee commends the forward thinking of the bond team to identify how to best utilize remaining funds to optimize goals associated with the remaining projects.
- The committee commends the zoo and Metro Council for prioritizing the removal of the old primate building in this phase of construction due to animal welfare priorities and to reduce ongoing costs by no longer operating a dilapidated building.
- The committee commends the zoo for continuing to recognize the need to monitor the impacts of construction and habitat changes on the affected animals.
- The committee commends zoo staff for analyzing the ongoing capacity and conservation priorities of the primate habitat, and supports the decision to reduce the number of species in order to enhance overall animal welfare.
- The committee commends the zoo for continuing to recognize the need to monitor the impacts of construction and habitat changes on the affected animals.
- The committee commends the integrated effort with the art design and interpretive focus of Polar Passage and recommends the zoo consider this integration in future art investments.
- The committee commends the zoo for being on track to meet Metro's 1 percent for art requirement and pooling art resources to enhance effectiveness in major visitor zones.
- The committee commends the zoo for winning the Association of Zoos and Aquariums (AZA) Exhibit of the Year award for Elephant Lands. The project has received 17 awards to date.
- The committee congratulates and thanks the Oregon Zoo Foundation for its significant financial support of \$3.2 million for Polar Passage, Primate Forest and rhino habitat.
- The committee appreciates the work the budget subcommittee did on the recommended reallocation of remaining funds and appreciates Metro for approving the reallocation.
- The committee commends zoo staff for the forethought and prudence of combining the three remaining projects to reduce construction costs and time. The committee also commends Metro for being open to and approving this innovative construction plan.

2018 Annual Report (dated May 2019)

- The committee commends the change in the name of two zoo departments: Education became Inspiration, Learning and Action and Living Collections became Care, Connection and Conservation. These changes demonstrate ongoing maturing commitments to conservation, which was a commitment of the zoo bond measure. They also ensure that all interpretive investments reflect conservation action priorities for the zoo.
- The committee commends the zoo for adding to its awards for the Education Center. It achieved Leadership in Energy and Environmental Design (LEED) Platinum certification from the US Green Building Council, the highest level of certification available. In addition, the Portland Chapter of American Institute of Architects awarded the Architecture 2030 Award to Opsis Architecture and the Oregon Zoo in recognition of their effort to reduce the use of greenhouse gas-emitting fossil fuels (net-zero operations), and the American Council of Engineering Companies of Oregon bestowed its Engineering Excellence 2018 Grand Award.
- The committee commends Metro for its role in commissioning the Portland Metro Region Construction Workforce Market Study that advanced public agencies' understanding of the challenges facing women and people of color in the regional construction industry, and for its leadership in developing strategies to overcome such challenges.
- The committee commends the zoo bond program for continuing its focus on COBID utilization and its work with its designers and contractors in expanding tools to advance COBID participation.
- The committee commends the staff and project team for cost-savings generated by value engineering to bring the project into budget, including removal of the maternity den that is not needed at this time and is consistent with animal welfare and conservation goals.
- The committee commends the zoo for maintaining its focus on animal welfare and conservation education while designing and budgeting for Polar Passage, Primate Forest and the Rhino Ridge.
- The committee commends the zoo for its partnership with the Oregon Museum of Science and Industry and the leverage of local knowledge in designing the climate action portion of the interpretives for Polar Passage. The committee recommends that the Oregon Zoo continue to identify and work with local organizations with relevant expertise in alignment with the zoo bond program's goals.
- The committee commends the zoo's ability to keep chimps and orangutans on site during construction with focus on animal welfare.
- The committee commends the flexibility of the Oregon Zoo Foundation to support the full cost of the Rhino Ridge.
- The committee commends the zoo's proactive planning to reduce disruption and embrace construction as part of the guest experience (e.g., creating windows in fencing to watch construction).
- The committee commends the zoo's significant preparations made in a timely manner to prepare for construction, including complex planning and successful animal transfers. The zoo transferred out 53 individual animals representing 17 species, and transferred in 63 animals representing 14 species, for a net increase of 10 animals.
- The committee commends the zoo on its progress in developing an Interpretive Framework and new governance structure to ensure interpretives remain relevant and current.

- The committee commends the zoo staff on its efforts to create a policy framework and mechanisms that ensure the zoo's art collection and other nonliving collections receive adequate and ongoing attention.
- The committee commends zoo Facilities Management and the zoo bond construction team for working together on the Middle Service Road Feeders and Generator Replacement to improve coordination and reduce costs.
- The committee commends the zoo for including in the bond program such a significant investment in infrastructure (including that contained in each project) that supports safety, animal welfare and facility future growth.
- The committee commends zoo staff on careful and strategic value engineering and monitoring of costs during the completion of final projects without sacrificing animal welfare or conservation efforts.
- The committee commends zoo staff for thoughtful planning and discussion around potential bid scenarios for the Polar Passage/Primate Forest/Rhino Ridge project.
- The committee commends the Oregon Zoo Foundation for their support and flexibility with funding the Rhino Ridge and a portion of Polar Passage and Primate Forest.
- The committee commends the zoo bond staff for a continuous history of completing all projects within the allocated budget.
- The committee commends staff and Metro for being receptive to and implementing the use of alternative contracting methods. The outcomes include cost savings, planning to minimize the construction impact to animals, visitors, and staff, flexibility to support innovation and partner fund contributions, and overall problem solving for constructibility.
- The Committee commends staff and the project team on their value engineering efforts to address continuing cost escalation without sacrificing animal welfare efforts or program goals.
- The committee commends Metro for reserving program contingency to ensure the final projects could be completed successfully despite the demand in the region's construction market.
- The committee commends Metro for capping central service administrative costs, which provided more certainty to the budget and reallocation process.
- The committee commends the Oregon Zoo director and staff for the Elephant Lands Operating Outcomes Report, especially the insights of lessons learned.

2019 Annual Report (dated May 2020)

- The committee commends the zoo staff for focusing the conservation education aspects of the bond projects to align with the Integrated Conservation Action Plan and for developing a framework for all zoo exhibits that will utilize this approach for all Zoo activities.
- The committee commends the zoo for its efforts and commitment to operating, maintaining and repairing the new bond facilities to meet the intended water, energy and sustainability performance of the design and equipment specifications.

- The committee is grateful to all bond program, zoo, and metro staff who have provided support to the bond funded projects and commends Dr. Donald E. Moore, Heidi Rahn, Jim Mitchell, Kate Giraud, and Linnea Nelson for their contributions to the bond program.
- The committee commends zoo director Dr. Don Moore, who has for many years worked closely with international colleagues on polar bear conservation, and the Oregon Zoo polar bear curator, Amy Cutting, and keepers, who have been recognized internationally for their research on polar bear nutrition and metabolism, for their generosity in sharing their knowledge and enthusiasm and to thank the zoo bond program staff for answering our seemingly endless questions over the last several years.
- The committee commends the project team and Metro for its efforts that allowed the artists to share the Melting Ice Bear at the UN Climate Conference in December 2019 held in Madrid, Spain.
- The committee commends Metro legal counsel and the Oregon Zoo Foundation (OZF) for their thoughtful consideration of the use of bond funds for construction of the expanded black rhinoceros habitat and for their creative solution to shift the construction costs for Rhino Ridge to full funding by OZF, using funds it had previously designated to build the maternity den at Polar Passage and redirecting bond funds that were originally designated for Rhino Ridge back to Polar Passage.
- The committee commends the zoo for its efforts to utilize alternative contracting methods for the bond projects and believes that ongoing consideration of alternative contracting methods for appropriate zoo construction project will be beneficial due to the unique geography, visitor presence and animal habitat needs inherent in those projects.
- The committee commends the bond program for its efforts to review other local bond issuance programs to make sure administrative costs continue to be comparable. The committee believes all Metro bond funded projects will benefit from periodically investigating and comparing administrative costs with other local public sector bond activities.

Final Report (dated November 2021)

- The committee commends the zoo on its efforts to develop, refine and adopt an Integrated Conservation Action Plan (ICAP), and hopes the ICAP will continue to be used as a guiding framework for the zoo's animal conservation efforts.
- The committee commends the zoo for refining and finalizing the Interpretive Framework and adopting a formal policy that will be used for development of future interpretives and updates of existing interpretives.
- The committee commends Metro Council for adopting the Construction Career Pathways policy and for the leadership role Metro played in the Construction Career Pathways Project Public Owner Workgroup, which was comprised of 16 public agencies and tasked with developing a regional approach to recruiting and retaining women and people of color in the construction trades.
- The committee commends Metro for implementing the Metro Auditor's recommendation to maintain clarity about roles, responsibilities, and lines of authority among and between the zoo bond program and zoo operations and for the careful attention to adjusting the bond program size and capacity as the projects and program activities increased and then decreased as the work came to a close.

APPENDIX D – COMMITTEE MEMBERSHIP

Current Committee Members

Susan Hartnett – Committee Chair

Susan Hartnett retired in 2019 after more than 26 years working in urban planning and development. Her career included more than 21 years with City of Portland bureaus, including planning, transportation, and water; her final position, the spectator venues program manager, was housed in the Office of Management and Finance. During her career, Ms. Hartnett also worked for the City of Tigard, Oregon Health & Science University, the City of Chicago and several private sector companies. She earned her Bachelor of Science in criminalistics from the University of Illinois and her master's in urban and regional planning from Portland State University.

Naomi Bishop – Committee Vice Chair

Naomi Bishop is a professor emeritus of anthropology at California State University, Northridge. A physical anthropologist with a specialization in primate behavior and ecology, Bishop's research focuses on the behavior and adaptations of both langur monkeys and humans to the high altitude environment in the Nepal Himalaya. Zoo observation projects have been an essential element in her teaching. Bishop has been a department chair and interdisciplinary program leader at both the University of Massachusetts Boston and California State University, Northridge, and has written and directed multimillion dollar grant projects in teacher education. She received an American Council on Education Fellowship in academic leadership for 2003–4, which was spent at Portland State University. She has a Ph.D. in anthropology from the University of California, Berkeley.

Daniel Aja

Daniel Aja is the senior vice president and chief medical officer at Banfield Pet Hospital, where he leads internal and external medicine initiatives at the world's largest veterinary practice. Prior to joining Banfield in 2014, Dr. Aja served as director of U.S. professional and veterinary affairs at Hill's Pet Nutrition. Previously, he owned and directed the Cherry Bend Animal Hospital in Traverse City, Michigan. Dr. Aja earned his veterinary medical degree from the college of Veterinary Medicine at Michigan State University, and has more than 33 years of experience, credibility and commitment to delivering the highest quality of veterinary medicine. He is a past president of the American Animal Hospital Association and served on the Michigan State Board of Veterinary Medicine. He is also the founding board member of Partners for Healthy Pets, a committee of the American Veterinary Medical Foundation created to ensure pets receive the preventative health care they deserve.

Laurel Brown

Laurel Brown has served as the assistant director of property management and zone maintenance at Portland State University since 2013, overseeing facility operations and maintenance of 29 buildings, including housing residences, a hotel, a student union and parking structures. She develops and administers 10 separate operational budgets totaling \$16 million and average annual capital expenditures of \$4.6 million. Previously she was a project manager with Ellis Ecological Services in Estacada, Oregon where she led environmental monitoring during construction activities for diverse clientele. Earlier, she was a front desk manager at Hart Road Animal Hospital in Beaverton and prior to that, managed her own property maintenance company in Portland for multiple property owners. She earned a B.A. in biology from Drury College in Springfield, Missouri.

Heidi Goertzen

Heidi Goertzen is a CERTIFIED FINANCIAL PLANNER™ professional at Becker Capital Management providing comprehensive wealth management and financial planning to clients. Prior to that, she served as chief compliance officer for Ferguson Wellman Capital Management, overseeing all company compliance policies and procedures. She began her career at RVK, Inc. working with large institutional clients. She earned a B.S. in finance from Linfield College and holds an MBA with a concentration in finance from the University of Portland's Pamplin School of Business.

Daniel C. Hauser

Daniel C. Hauser is a policy analyst for the Oregon Center for Public Policy where his research and advocacy addresses tax and housing policies. Throughout his career, Hauser has often focused on how various revenue structures, from income taxes to bonds, can be designed to address equity, adequacy and progressivity. He was previously selected as a Hatfield Resident Fellow at Portland State University's Center for Public Service and has worked at the Association of Oregon Counties as a Transportation Policy Analyst. Hauser holds a master's degree in Public Policy from Oregon State University. He also serves as the vice chair of Washington County's Urban Roads Maintenance District Advisory Committee.

Nan Heim

Nan Heim has more than thirty years of experience in association management and lobbying for a variety of clients. She has also managed several statewide ballot measure campaigns. Heim currently serves on the Oregon Zoo Foundation Board and the Oregon State Capitol Foundation Board.

Jill Mellen

Jill Mellen is a research biologist whose areas of expertise include animals, animal welfare and enhancing guest experiences in informal learning settings such as zoos and aquariums. Dr. Mellen has worked in the zoo and aquarium field for more than three decades. Most recently she was the education and science director at Disney's Animal Kingdom, where she researched a range of topics from elephant welfare to inspiring children to conservation action. Within the Association and Zoos and Aquariums, Dr. Mellen has held many leadership positions. Her current projects include coordinating studies on marine animal welfare. Early in her career, Dr. Mellen worked at the Oregon Zoo, and has moved back to Portland after her retirement from the Disney Company.

Javier Mena

Javier Mena serves as the affordable housing manager at the City of Beaverton. To ensure the City continues being the most diverse city in the state, he focuses on ensuring affordable rental and homeownership housing opportunities are available to all, especially marginalized communities and communities of color. Until July 2018, he was the assistant director of the Portland Housing Bureau at the City of Portland, where he had worked since 2010 in various roles, and most recently was implementing a \$258 million affordable housing bond measure program. He worked with the more than 40 nonprofits and service providers that partnered with the housing bureau to ensure the city's housing and rent-assistance programs were fulfilling their mission. Mena also has an extensive record in the finance industry, working for Wells Fargo until 2006 as an assistant vice president.

Chin See Ming

Chin See Ming is an attorney at the law firm of Gilbert Levy Bennett where he practices in the areas of construction defect and general business litigation, and insurance coverage law. A long-time resident of Portland, Oregon, he is a graduate of the University of Oregon School of Law and has previously served as Vice Chair of the Oregon Board of Bar Examiners. As the father of two adult children, he knows from first-hand experience the central role the zoo plays in the lives of young children and their parents in the Metro area! Ming enjoys riding his bicycle on the weekends.

Robyn K. Pierce

Robyn K. Pierce is a professional consultant with Pierce, Bonyhadi & Associates. She assists colleges, universities and school districts with planning, development, design and construction of academic, research, housing and student service facilities. She served eight years as the director of facilities and planning at Portland State University (PSU), where she managed a department of 160 staff and had an active role in more than 1.5 million square feet of campus growth and development, including nine LEED-certified buildings and three public-private and public-public partnership projects. She managed annual budgets exceeding \$100 million, including construction budgets. Pierce remains dedicated to supporting women and minority contractors in all facets of project development. She completed her undergraduate degree at the University of Oregon and master's degree at PSU.

Katherine A. Porras

Katherine A. Porras is the investment officer at Meyer Memorial Trust, responsible for monitoring and analyzing the foundation's investments, while researching environmental, social and governance factors on portfolio holdings to inform the alignment of the investment strategy to the organization's mission. Porras has experience working in finance, legal services, and performing arts. She earned an MBA with a focus in finance from Willamette University's Atkinson Graduate School of Management. She looks forward to contributing to the zoo, its staff and the Oregonian community at large.

Kevin Spellman

Kevin Spellman is a business consultant and trainer for construction contractors and industry professionals, following a 28-year career with commercial contractor Emerick Construction, including 18 years as president. In his Spellman Consulting, Inc. practice, he works with contractors on business strategies, development of contract management tools and techniques, and effective operational procedures. He has been an adjunct instructor in the Civil Engineering Department at Oregon State University, and at Portland Community College. He has served on several local boards, including Multnomah Education Service District, and currently chairs the Bond Accountability Committee for Portland Public Schools' bond program.

Dick Stenson

Dick Stenson retired in 2014 after 22 years as Tuality Healthcare president and chief executive officer. He was previously administrator of Straub Clinic & Hospital and Straub Health Plan in Honolulu, after working in San Francisco as administrator of Harkness Community Hospital and Upjohn Medical Group. He has a BS degree from the University of California, Berkeley and master's degrees in healthcare and business administration from Tulane and Loyola Universities in New Orleans. Stenson is a Fellow of the American College of Healthcare Executives and the American College of Medical Practice Executives. In 2018 he was appointed Entrepreneur in Residence for the Berglund Center for Innovation at Pacific University. He currently serves on the boards of the Portland Community College Foundation, Pacific University Oak Tree Foundation, Native American Rehab Association, Intel Community Advisory Panel, Vision Action Network of Washington County, Washington County Public Health Advisory Panel, Hillsboro Community Foundation, Tuality Healthcare Foundation and Tuality Health Alliance.

Emma Stocker

Emma Stocker is an emergency management professional with more than 10 years of experience in multihazard emergency management, specializing in higher education and campus environments. She developed a background in natural hazards planning, public policy, public involvement and social research through consulting and public sector positions in Portland and Eugene, including one year as an interim policy coordinator in the Metro Council Office. Stocker currently serves as director of emergency management at Portland State University. She has a master's in public administration (University of Oregon) and a bachelor's in sociology (Reed College).

Christine L. Taylor

Christine Taylor is an attorney with Miller Nash Graham & Dunn. In her practice, she works with public entities on matters including public contracting, construction contracting, and public meetings and records. In her spare time, she enjoys hiking with her dog and visiting the Oregon Zoo. She is also a huge polar bear fan!

Karen Weylandt

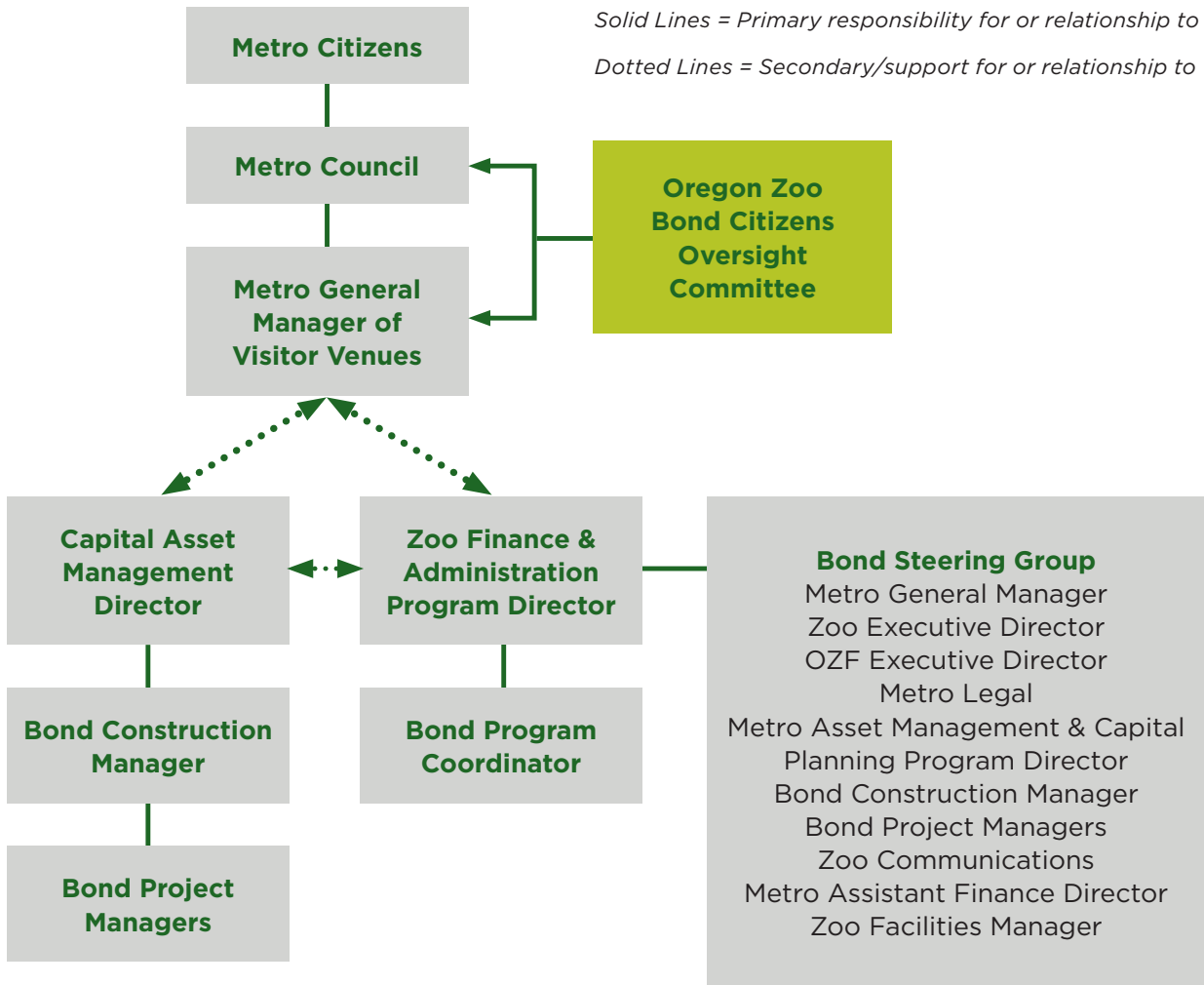
Karen Weylandt retired in March 2018 from Providence Health & Services after serving more than 25 years, most recently as the chief planning and design officer for the five-state health system. She has worked in the building, construction and improvement of Providence hospitals, outpatient clinics, surgery centers and educational facilities from Alaska to California. Her leadership for the planning and construction of Providence Newberg Medical Center resulted in the first hospital in the country to earn a LEED Gold designation. She also directed the planning and construction for the Providence Cancer Center in Portland. Weylandt earned a degree as a registered nurse and a master's degree in health care administration and currently serves on the Bond Accountability Committee for Portland Public Schools and the Building Committee for the Oregon Humane Society. Until July 2018 she served on the Oregon Facility Authority Board, and she also served several years on the Oregon Humane Society Board.

Previous Committee Members

Name	Years of Service
Marcela Alcantar	2010–2013
Jacqueline Bishop	2010–2013
Noah Bishop	2014–2017
Steve Bloom	2010–2012
Tony Butchart	2014–2017
Linda S. Craig	2015–2019
David Evans	2010–2013
Greg Gahan	2010–2013
Gary Gamer	2010–2011
Ann Gravatt	2010–2013
Sharon Harmon	2012–2015
Cynthia Johnson Haruyama . .	2018–2019
Deborah Herron	2014–2017
Jim Irvine	2010–2013
Benjamin Jackson	2010–2012
Tony Jones	2010–2012

Name	Years of Service
Bill Kabeiseman (Chair)	2012–2015
Deidra Krys–Rusoff (Chair) . . .	2010–2014
Mickey Lee	2014–2017
Carter MacNichol	2010–2014
Sheryl Manning (Chair)	2010–2013
John Mohlis	2010–2011
Daniel Morris	2014–2017
Kelly Peterson	2010–2011
Ray Phelps	2010–2013
Mike Schofield	2014–2017
Penny Serrurier	2010–2014
Michael Sestric	2010–2012
Ruth Shelly (Chair)	2014–2017
Bob Tackett	2010–2014
Tom Turnbull	2014–2017
Carol Welch	2010–2011

APPENDIX E – ZOO BOND PROGRAM ORGANIZATION STRUCTURE



External Consultant and Contractor Contributions

Bond Construction Projects: Design consultants and construction contractors managed by zoo construction and project managers.

Zoo Staff Contributions

Animal Welfare, Guest Experience, Facilities Impacts, Conservation Education, Grant Administration, Finance, Procurement, Marketing, and Public Relations and Involvement.

Oregon Zoo Foundation Contributions

Financial, Grant Administration, Donor Management and Communications.

Metro Contributions

Governance, Civil Engineering, Real Estate, Planning/Permitting, Program Delivery, Historical Investigations, Legal, Finance, Procurement, Human Resources, Sustainability, Diversity/Equity/Inclusion, and Risk

This page intentionally left blank

OREGON
ZOO

4001 SW Canyon Road
Portland, Oregon 97221
503-226-1561
oregonzoo.org

20211101

Agenda Item No. 4.1

Consideration of the Council Meeting minutes for October 21, 2021

Consent Agenda

Metro Council Meeting
Thursday, November 18, 2021

Metro

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov



Metro

Minutes

Thursday, October 21, 2021

10:30 AM

Revised 11/8

This Council Meeting will adjourn to a Work
Session.

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

Council meeting

&

Work Session

1. Call to Order and Roll Call

Deputy Council President Craddick called the Metro Council meeting to order at 10:32 a.m.

Present: 5 - Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

Excused: 1 - Council President Lynn Peterson

2. Public Communication

Deputy Council President Craddick opened the meeting to members of the public wanting to testify on a non-agenda items.

Chris Smith on behalf of No More Freeways reflected on the MTIP amendment that was discussed in Tuesday's work session and expressed concern about ODOT's assertion that they will manage greenhouse gasses by reducing congestion. Chris argued that VMT is the metric that must be kept track of in order to understand the levels of greenhouse gases emitted.

Seeing no further discussion on the topic, Deputy Council President Craddick moved on to the next agenda item.

3. Presentations**3.1 Emergency Management Follow-up Audit Presentation**

Deputy Council President Craddick introduced Brian Evans (he/him) and Angela Owens (she/her) to present on the topic.

Auditor Evans explained why the Auditor's Office performed the follow up audit that was done on Metro's preparedness for emergency management.

Angela summarized the status of the recommendations made by the Office of the Auditor after the initial audit in 2018, then discussed two potential improvements that were identified during this follow up audit.

Chief Operating Officer Marissa Madrigal (she/her) responded to Auditor Evans and Angela's presentation by expressing appreciation for the initial and follow up audits and briefly discussed what the emergency management team have recently implemented.

Council Discussion

Councilor Rosenthal asked if Council has the ability to declare a regional emergency or disaster and asked if the audit investigated emergency shelter.

In response to Councilor Rosenthal's questions Auditor Evans expressed that he is not sure as to what extent Metro can declare a regional emergency and explained that this follow up audit did not look at emergency sites.

Marissa also responded to Councilor Craddick's question explaining that Metro is able to declare an emergency but this only pertains to Metro's government and does not extend to the community.

Metro Attorney Carrie MacLaren (she/her) confirmed Marissa's explanation, reiterating that Metro can declare an emergency for itself and its operations.

Councilor Rosenthal followed up by asking if the state distinguished physical and health emergencies.

Marissa responded to Councilor Rosenthal's follow up

question by explaining that there are distinctions between different types of emergencies that are declared.

Councilor Lewis encouraged Council to have a discussion about what Councilors' roles are in emergencies and believes that Councilors should have had a better communication response during recent regional emergencies to help residents within the region understand what Council was doing and what resources are available.

Deputy Council President Craddick asked staff if they have plans to present to Council about this information again.

Auditor Evans responded to Deputy Council President Craddick's question by explaining that typically the Office of the Auditor only follows up once but expressed that they may need to reassess the frequency of follow ups.

Seeing no further discussion on the topic, Deputy Council President Craddick moved on to the next agenda item.

4. Consent Agenda

A motion was made by Councilor Nolan, seconded by Councilor Rosenthal, to adopt items on the consent agenda. The motion passed by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

4.1 Consideration of the Council Meeting minutes for September 30, 2021.

5. Resolutions

5.1 Resolution No. 21-5210, For the Purpose of Declaring a Vacancy in the Office of Metro Councilor for Council District No. 6

Deputy Council President Craddick called on Ina Zucker (she/her) to present to Council.

Ina explained the process of filling Councilor Stacey's seat and highlighted that Council will finish the redistricting process before moving into the process for appointing Councilor Stacey's successor.

Council Discussion:

Deputy Council President Craddick asked staff about the interview process and if Council will put together a group of interview questions.

Ina responded to Deputy Council President Craddick's question by explaining that details about that the interview process are up to Council.

Councilor Lewis asked about the public notification process and what channels Council has control over to get word out about this opening.

Ina responded to Councilor Lewis' question by explaining that the list of communication that Ina discussed in her presentation is the minimum outreach that must be performed by Council and any extra communication can be performed by Councilors.

Councilor Nolan expressed concern about announcing the open seat when the redistricting process is still ongoing and wants Council and staff to give adequate time after district lines are approved to spread notice of the open seat. Councilor Nolan followed up by explaining that by releasing the application for District 6's open seat while District 6's boundaries are not yet set, Metro is putting some applicants at a disadvantage. Councilor Nolan hopes that this will act as incentive for the redistricting subcommittee to work in a timely manner.

In response to Councilor Nolan's comment Ina expressed that staff is considering the conflicting timelines between redistricting and announcing Councilor Stacey's open seat.

Metro Attorney Carrie MacLaren (she/her) explained that districts will be finalized before any applications for District 6's open seat are due.

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis, that this Resolution was adopted. The motion carried by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

6. Ordinances (Second Reading)

6.1 Ordinance No. 21-1469A, For the Purpose of Establishing Criteria for Metro Council District Reapportionment and Declaring an Emergency

Deputy Council President Craddick stated that the first reading and public hearing for Ordinance No. 21-1469A took place on Thursday, October 14 and introduced Anne Buzzini (she/her) to present on the Ordinance.

Staff made themselves available for questions.

Staff pulled up *Ordinance No. 21-1469A Proposed Amendments PowerPoint*.

Council Discussion

Councilor Rosenthal presented an amendment to Ordinance No. 21-1469A to insert "WHEREAS, the 2020 U.S. Census identified the Metro population as 1,670,601, thereby establishing an average district population of 278,434" in order to add clarification and useful information.

Deputy Council President Craddick called for a motion to amend Ordinance 21-1469A to include "WHEREAS, the 2020 U.S. Census identified the Metro population as 1,670,601, thereby establishing an average district population of 278,434".

A motion was made by Councilor Rosenthal, seconded by Councilor Nolan, that Resolution 21-5174A be amended to include "WHEREAS, the 2020 U.S. Census identified the Metro population as 1,670,601, thereby establishing an average district population of 278,434". The motion carried by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

Councilor Lewis asked if the average in the amended whereas clause is the same as what is stated in the original ordinance.

Metro Attorney Carrie MacLaren responded to Councilor Lewis' question by confirming that the calculation used in the whereas clause is the same that is announced later in the ordinance.

Councilor Rosenthal presented a second amendment to Ordinance No. 21-1469A to move (b) school districts to (g) in order to provide clarity on Metro's priorities for the redistricting process.

Deputy Councilor President Craddick called for a motion to amend Ordinance 21-1469A to move (b) school districts to (g).

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis, that Resolution 21-5174A be amended to move (b) school districts to (g).

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

A motion was made by Councilor Lewis, seconded by Councilor Gonzalez, that this Ordinance was adopted as amended. The motion carried by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

7. Adjourn to a Work Session

There being no further business, Deputy Council President Craddick adjourned the Metro Council Meeting at 11:28 p.m.

1. Call to Order and Roll Call

Deputy Council President Craddick called the Work Session to order at 11:45 a.m.

Present: 5 - Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

Excused: 1 - Council President Lynn Peterson

2. Work Session Topics:

2.1 Supportive Housing Services Resolution Report

Deputy Council President Craddick introduced Patricia Rojas (she/her) and Nui Bezaire (she/her) to present on the topic.

Staff pulled up *Metro Regional Supportive Housing Services Powerpoint Presentation*.

Patricia introduced the presentation, explained the Affordable Housing Bond and Supportive Housing Services (SHS) and explained how this fits in their goal of ending homelessness in the region.

Nui provided context for homelessness in the region, summarized causes of homeless and the scale of homelessness.

Patricia explained COVID's effects on homeless visibility in the region and impact reduction services. She then summarized SHS's projected year one goals and winter strategy and progress made with the Metro Affordable Housing Bond.

Nui explained that SHS is building a system of care to eliminate homelessness and summarized shelter's role in the housing crisis response system by looking at how many shelter beds are needed in a community, who shelter serves and where people go after shelters. Nui then looked at outflow of homelessness and into housing by looking at, factors that effect outflow, how outflow can effect shelter availability, stressed the importance of balance between shelter inflow and outflow, highlighted the regional shelter capacity by county, and summarized strategies for how SHS is bringing resources to meet the needs of homeless individuals.

Patricia highlighted Metro owned sites that could be used for shelter purposes and explained three staff recommendations for Council.

Council Discussion

Deputy Council President Craddick requested that Federal, State and Tribal Affairs Legislative Agenda be tabled to a future date in the interest of time and summarized Patricia and Nui's presentation.

Councilor Nolan asked staff if they are confident that Metro is on a path that gets the region to functional zero for homelessness within 10 years.

Patricia responded to Councilor Nolan's question by stating that she is confident that SHS is moving in the right direction towards ending homelessness, however there are a number of significant factors that could make it more difficult to get to homelessness to functional zero.

Councilor Gonzalez asked staff how many people are Metro going to be able to serve who are outside right now, stressed the importance of getting the tri-county regional advisory committee up and running and asked about timing for other supportive services like mental health and drug addiction support.

Patricia responded to Councilor Gonzalez's question by explaining that she does not know what number of people SHS will be able to help who are outside right now but Patricia highlighted that SHS increasing shelter capacity by 40% will have a significant impact on helping people this winter.

Councilor Lewis expressed that the lack of coordination within the region to get available eviction prevention dollars out to those that need them is a major problem and stated that she would like more information about how many people are providing supportive services.

Councilor Nolan agreed with Councilor Lewis' comments about the importance of coordination within the region and stressed the importance of recognizing individuals who are at risk of becoming homeless. Councilor Nolan also asked staff about the costs to perform a PIT count so Metro can have more accurate data and thanked staff for the work and presentation.

Deputy Council President Craddick requested that this discussion continue at a later date and explained the community needs more information about Metro's plans to limit homelessness. Seeing no further discussion on the topic, Deputy Council President Craddick moved on to the next agenda item.

2.2 Federal, State and Tribal Affairs Legislative Agenda

Deputy Council President Craddick requested that Federal, State and Tribal Affairs Legislative Agenda be tabled to a future date.

3. Chief Operating Officer Communication

There were none.

4. Councilor Communication

There were none.

5. Adjourn

There being no further business, Deputy Council President Craddick adjourned the Metro Work Session at 12:55 p.m.

Respectfully submitted,

Stellan Roberts

Stellan Roberts, Legislative Assistant

Revised 10/19 This Council Meeting will adjourn to a Work Session.



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Council meeting action update

Thursday, October 21, 2021

10:30 AM

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

1. Call to Order and Roll Call

Present: 5 - Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

Excused: 1 - Council President Lynn Peterson

4. Consent Agenda

A motion was made by Councilor Lewis, seconded by Councilor Rosenthal, to adopt items on the consent agenda. The motion passed by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

4.1 Consideration of the Council Meeting minutes for September 23, 2021.

5. Resolutions

5.1 Resolution No. 21-5210, For the Purpose of Declaring a Vacancy in the Office of Metro Councilor for Council District No. 6

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis, that this Resolution was adopted. The motion carried by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

6. Ordinances (Second Reading)

Revised 10/19 This Council Meeting will adjourn to a Work Session.

- 6.1 Ordinance No. 21-1469A, For the Purpose of Establishing Criteria for Metro Council District Reapportionment and Declaring an Emergency

A motion was made by Councilor Lewis, seconded by Councilor Gonzalez, that this Ordinance was adopted. The motion carried by the following vote:

Aye: 5 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

Excused: 1 - Council President Peterson

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF OCTOBER 21, 2021

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT No.
1.0	PowerPoint	10/21/21	Supportive Housing Services Resolution Report Presentation PowerPoint	102121c-01
2.0	PowerPoint	10/21/21	Ordinance No. 21-1469A Proposed Amendments PowerPoint	102121c-02

Agenda Item No. 4.2

Consideration of the Council Meeting minutes for November 04, 2021

Consent Agenda

Metro Council Meeting
Thursday, November 18, 2021

Metro

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov



Metro

Minutes

Thursday, November 4, 2021

10:30 AM

Revised 11/2 This Council Meeting will adjourn to a Work Session.

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

Council meeting
&
Work session

1. Call to Order and Roll Call

Council President Peterson called the Metro Council Work Session to order at 10:32 a.m.

Present: 6 - Council President Lynn Peterson, Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

2. Public Communication

Council President Peterson opened the meeting to members of the public wanting to testify on a non-agenda items.

There was none.

3. Consent Agenda

A motion was made by Councilor Nolan, seconded by Councilor Craddick, to adopt items on the consent agenda. The motion passed by the following vote:

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

3.1 Considerations of the Council Meeting Minutes for the October 21, 2021 Meeting.

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis that the Council Meeting Minutes for the October 21, 2021 Meeting be removed from the consent agenda to be revised by staff. The motion carried by the following vote:

Aye: 6 - Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, Councilor Rosenthal, and Council President Peterson

This item was tabled.

3.2 Resolution No. 21-5208, For the Purpose of Approving the PERS Contribution for Marissa Madrigal, Chief Operating Officer

4. Resolutions

- 4.1 Resolution No. 21-5212, For the Purpose of Authorizing an Exemption from Competitive Bidding and Procurement of Construction Manager/General Contractor Services by Competitive Request for Proposals for the Arlene Schnitzer Concert Hall City Sewer Connection Project

Council President Peterson recessed the meeting of the Metro Council and convened the Metro Contract Review Board and called on Julie Hoffman (she/her), Metro and Nancy Strening (she/her), Metro to present to Council.

Julie asked the Metro Contract Review Board to authorize an alternative procurement method to connect the Arlene Snitzer Concert Hall sanitary system to the City of Portland's sewer line.

Council Discussion:

Councilor Lewis asked staff what the anticipated budget for the project.

Nancy explained that staff is forecasting a total budget at around \$960,000 and explained that the City of Portland will provide a lot of funding for this project.

Councilor Rosenthal asked if Metro is incurring any liability by not referencing in writing that this is a City project.

In response to Councilor Rosenthal's question Metro Attorney Carrie MacLaren (she/her) explained that Metro manages and maintains the building so this project is within the scope of Metro's responsibilities, so no additional liabilities are being taken on by Metro.

Councilor Craddick asked if staff would be coming back to Council about budgeting later in this process.

Nancy explained the contracting process and when they anticipate knowing more the total cost of this project and expressed that staff could come back to Council later in the process if more funding for the project is coming from Metro.

Councilor Craddick followed up and expressed concern about the vague nature

Chief Operating Officer Marissa Madrigal (she/her) expressed that she will check in with the COO of the City of Portland in order to make sure that both parties understand that this is a shared project with shared costs and asked Council if this is a good next step.

Council President Peterson appreciated COO Madrigal's comments and requested that Council be informed about the funding agreement that is made.

Councilor Rosenthal expressed concern about passing this resolution before funding agreements are made with the City of Portland.

Julie explained that on the public procurement side of things the way that Metro is moving forward will be accepted by the City of Portland.

A motion was made by Councilor Lewis, seconded by Councilor Craddick, that this Resolution was adopted. The motion carried by the following vote:

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

4.1.1 Public Hearing for Resolution No. 21-5212

There was none.

- 4.2 Resolution No. 21-5205, For the Purpose of Amending the 2021-26 Metropolitan Transportation Improvement Program (MTIP) to Amend or Add Approximately 13 Projects Impacting Metro, Oregon Department of Transportation, Portland, And Tualatin Hills Parks and Recreation District Ensuring Required Federal Approvals and Phase Obligations Can Move Forward (OC22-01-OCT)

Council President Peterson called on Margi Bradway (she/her), Metro and Ted Leybold (he/him), Metro to present to Council.

Margi explained that none of the amendments that are being voted on in this resolution meet the threshold that Council discussed for additional analysis or discussion so staff recommends that Council votes to move forward with the 13 amendments that all meet Metro's RTP goals.

Council Discussion:

Councilor Nolan asked for staff to confirm that there is nothing in this amendment that expands capacity to any interstate or state roads or affects any projects that will cost over \$100 million.

Ted confirmed that none of the amendments being presented affect any projects that will cost over \$100 million or adds a new phase to add capacity to the existing road network.

Councilor Gonzalez asked for confirmation from staff that these amendments are mostly maintenance and safety related.

Margi explained why these amendments are being presented by explaining that there is currently a lot of variation in the labor market and costs of project materials

and confirmed that these amendments are mostly maintenance and safety related.

Councilor Rosenthal asked staff if the culvert replacements in items 12 and 13 will be replaced to salmon passage habitat standards.

Ted explained that he does not know the specifics on the culverts and their relationship to salmon habitats but knows the ODOT and local programs that repair and replace culverts have gone through processes to prioritize meeting fish habitat standards.

Council Craddick thanked Councilor Gonzalez, Councilor Nolan and staff. And expressed pleasure with the amendment process.

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis, that this Resolution was adopted. The motion carried by the following vote:

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

5. Ordinances (First Reading and Public Hearing)

- 5.1 Ordinance No. 21-1467, For the Purpose of Amending the 2018 Regional Transportation Plan to Include the Preliminary Engineering Phase of the I-205 Toll Project, and to Clarify the Financial Connection of the I-205 Toll Project to the I-205 Improvement Project

Council President Peterson called on Kim Ellis (she/her), Metro, Mandy Putney (she/her), Oregon Department of Transportation and Brendan Finn (he/him), Oregon Department of Transportation, to present to Council.

Staff pulled up *I-205 Toll Project RTP Amendment & Oregon Toll Program Update PowerPoint Presentation*.

Kim introduced the presentation.

Brendan summarized the challenges of transportation in the Metro region including congestion costs and how rising costs are adding to a widening wealth gap. Brendan explained the Urban Mobility Office's five pillars, the Oregon Toll Program, the Regional Mobility Pricing Project and I-205 Toll Projects, Commitments to advance equity and mobility, Congestion pricing and toll policy coordination.

Mandy explained the I-205 Toll Project RTP amendment, key questions that funding will help answer, income based tolling, diversion impacts, and the transit and multimodal corridor strategy.

Council Discussion

Councilor Nolan asked staff for clarity on the process, if MPAC and JPACT have seen this Ordinance or taken action on it, when ODOT will submit an application to the FHWA for the approval of value pricing tolling, if the federal government has found that tolling would have no significant environmental impact, and expressed that they support value pricing tolling and asked if ODOT is looking at value pricing tolling on the I-205 project and if tolling revenue can be used for uses other than the repayment of construction debt.

Kim responded by explaining that JPACT has received an introduction of this ordinance but not a draft of legislation yet and that MPAC received an overview of the proposed amendment last week. MPAC, JPACT and Council will all receive more briefings in the future.

Brendan expressed that ODOT no longer has to put in an application for value pricing for the system wide approach.

Mandy added that I-205 would be the first part of the regional system that gets implemented and gave a potential

tolling timeline for the region and the state and explained that ODOT is hoping that no significant impact would be found but that this process has not been completed yet. Mandy then explained that for I-205 ODOT is looking at variable rate time of day tolling.

Councilor Craddick expressed that she supports congestion pricing and the entire system being tolled and asked what impact does moving forward with the I-205 tolling project have on Metro's ultimate goal of having a congestion pricing system on all freeways that is being paid by everyone equitably.

Margi responded to Councilor Craddick's question by explaining that the regional congestion pricing study concluded that a system wide approach and variable pricing will be important to influence demand.

Mandy expressed that this I-205 project is the first step of a system wide approach.

Council President Peterson explained that much of the confusion is because there are a number of separate ODOT projects so it is hard to see a commitment to the totality of the region from ODOT.

Brendan highlighted that ODOT is continuing to work on showing how all these projects are connected.

Margi explained more about where the revenue from the I-205 tolling project is going to be found.

Councilor Rosenthal asked staff if whatever tolling project gets implemented for the I-205 project be changed if a regional system wide approach is implemented and if exhibit a, b, and c are the same as attachment 1, 2, and 3 and noted that there is no reference to diversion in the ordinance and

suggested that be included.

Brendan confirmed that the I-205 project would be brought into the entire region-wide system.

Kim explained what Exhibit a, b, and c will be and that they will be different than what are currently attachments 1, 2, and 3.

Councilor Lewis asked staff why this project is in an EA and not an EIS, the impact of absolute diversion, asked staff to respond to dynamic pricing for tolling.

Mandy explained the difference between an EA and an EIS process, that diversion is being analyzed now, and that dynamic pricing is not currently being pursued.

Council President Peterson expressed that Council sees the EA process as shortcut because decisions are made that are less transparent and lack accountability.

Councilor Gonzalez expressed concern about the kind of tolling mechanism that will be used for the I-205 tolling project and explained that he can not support moving forward with a tolling program that does not fall within the dynamic pricing or variable tolling scope.

Brendan reiterated that ODOT will move forward with a congestion pricing system that will have variable pricing.

Council President Peterson asked staff what will be included in the PE and what the money provided for PE will cover and expressed that she hopes for more communication and transparency from ODOT to Council moving forward with this process.

Mandy explained what ODOT hopes to complete during the

PE phase of this project and expressed that ODOT intends to have a public conversation about impacts and mitigation.

5.1.1 Public Hearing for Ordinance No. 21-1467

Council President Peterson opened the meeting to members of the public wanting to testify on Ordinance No. 21-1467. Chris Smith on behalf of No More Freeways, expressed that this amendment does not align with the Metro regional congestion pricing study and that using tolling to fund freeway expansion is contrary to the region's climate goals.

Douglas Allen in Council District 6 discussed an express bus route on I-205 and explained that ODOT should fund this express bus route from tolls, and reflected on the Council discussion.

Andre from the Street Trust, thanked Council for their attention to detail on the matter. Andre expressed that Street trust is a strong proponent of congestion pricing but do not support tolling as a revenue generator to fund freeway expansion projects.

6. Adjourn to Work Session

There being no further business, Council President Peterson adjourned the Metro Council Meeting at 12:20 p.m

1. Call to Order and Roll Call

Council President Peterson called the Work Session to order at 12:20 p.m.

Present: 6 - Council President Lynn Peterson, Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

2. Work Session Topics:

2.1 Affordable Housing Bond Program update

Council President Peterson introduced Patricia Rojas

(she/her) and Emily Lieb (she/her) to present to Council.

Patricia Rojas summarized the progress made in the affordable housing bond implementation by highlighting Rockwood Village.

Emily Lieb highlighted progress made on The Mary Ann, Viewfinder, and explained what's coming next.

Patricia summarized how the program can improve and the oversight committee report.

Emily continued to summarize how the program can improve by explaining how the program is "doing more with more", operational improvements, economic opportunity in construction, climate resilience, and moved into recommendations including cooling plans for the pipeline.

Patricia summarized integration with supportive housing, recommended more permanent supportive housing and investment opportunities.

Emily concluded the presentation and proposed next steps for Council action.

Council Discussion

Council President Peterson asked Council if they would like the investment recommendations to come back to Council as a proposal in December and wants generational wealth to be discussed when this comes back to Council.

Councilor Nolan explained that they want to prioritize homeownership programs to be top priority after safety measures and stressed that specific numbers must be

discussed.

Emily explained that homeownership is an eligible use of bond funds and is an identified priority of five of the local implementation partner strategies.

Council President Peterson clarified her question to Council and staff by asking if staff can move forward with the interest earnings proposals knowing that Council is requesting more information about a homeownership model.

Councilor Lewis stressed that more time must be spent before Council is ready for a vote and questioned if some costs presented by staff are accurate estimates of the funding necessary, stressed challenges of affordable homeownership, and wants to discuss temporary housing opportunities.

Councilor Craddick showed support for the project and presentation but wants more information about home ownership and asked how they plan on mitigating the negative affect that air conditioning units would have on climate and presented the idea of solar panels.

Councilor Gonzalez explained that he wants more detail on what air conditioning would look like, asked staff details about PSH funding and expressed that he would like to explore a broader conversation about homeownership.

Patricia responded to Councilor Gonzalez's question by explaining that distribution options for PSH funding are still being analyzed.

Councilor Rosenthal asked staff how long it will take for

them to come back to Council.

Metro Council President responded to Councilor Rosenthal's question by requesting that staff have a follow up work session in the middle of December.

Chief Operating Officer Marissa Madrigal (she/her) summarized next steps for staff.

3. Councilor Communication

There was none.

4. Chief Operating Officer Communication

Marissa Madrigal provided an update on the following events or items:

- Metro benefits open enrollment
- Midyear budget recommendations are coming to Council in a few weeks

Councilor Rosenthal asked about health benefits.

Councilor Gonzalez asked about the open enrollment deadline.

5. Adjourn

There being no further business, Council President Peterson adjourned the Metro Work Session at 1:10 p.m.

Respectfully submitted,

Stellan Roberts

Stellan, Legislative Assistant

Revised 11/2 This Council Meeting will adjourn to a Work Session.



Metro

600 NE Grand Ave.
Portland, OR 97232-2736

Council meeting action update

Thursday, November 4, 2021

10:30 AM

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

1. Call to Order and Roll Call

Present: 6 - Council President Lynn Peterson, Councilor Shirley Craddick, Councilor Christine Lewis, Councilor Juan Carlos Gonzalez, Councilor Mary Nolan, and Councilor Gerritt Rosenthal

3. Consent Agenda

A motion was made by Councilor Nolan, seconded by Councilor Craddick, to adopt items on the consent agenda. The motion passed by the following vote:

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

- 3.1 Considerations of the Council Meeting Minutes for the October 21, 2021 Meeting.

This item was tabled.

- 3.2 Resolution No. 21-5208, For the Purpose of Approving the PERS Contribution for Marissa Madrigal, Chief Operating Officer

4. Resolutions

- 4.1 Resolution No. 21-5212, For the Purpose of Authorizing an Exemption from Competitive Bidding and Procurement of Construction Manager/General Contractor Services by Competitive Request for Proposals for the Arlene Schnitzer Concert Hall City Sewer Connection Project

A motion was made by Councilor Lewis, seconded by Councilor Craddick, that this Resolution was adopted. The motion carried by the following vote:

Revised 11/2 This Council Meeting will adjourn to a Work Session.

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

4.1.1 Public Hearing for Resolution No. 21-5212

4.2 Resolution No. 21-5205, For the Purpose of Amending the 2021-26 Metropolitan Transportation Improvement Program (MTIP) to Amend or Add Approximately 13 Projects Impacting Metro, Oregon Department of Transportation, Portland, And Tualatin Hills Parks and Recreation District Ensuring Required Federal Approvals and Phase Obligations Can Move Forward (OC22-01-OCT)

A motion was made by Councilor Rosenthal, seconded by Councilor Lewis, that this Resolution was adopted. The motion carried by the following vote:

Aye: 6 - Council President Peterson, Councilor Craddick, Councilor Lewis, Councilor Gonzalez, Councilor Nolan, and Councilor Rosenthal

5. Ordinances (First Reading and Public Hearing)

5.1 Ordinance No. 21-1467, For the Purpose of Amending the 2018 Regional Transportation Plan to Include the Preliminary Engineering Phase of the I-205 Toll Project, and to Clarify the Financial Connection of the I-205 Toll Project to the I-205 Improvement Project

Assigned to Council; with a date for second reading and vote to be

assigned

5.1.1 Public Hearing for Ordinance No. 21-1467

PLEASE NOTE: Official copies of legislation will be available in electronic format via format via Metro Online Records. For assistance, please contact Becky Shoemaker, Metro Record Officer at ext. 1740.

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF NOVEMBER 04, 2021

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT NO.
1.0	PowerPoint	11/04/21	I-205 Toll Project RTP Amendment & Oregon Toll Program update PowerPoint	110421c-01
2.0	PowerPoint	11/04/21	Affordable Housing Bond Program updates and next steps PowerPoint	110421c-02
3.0	Testimony	11/04/21	Chris Schaffer Written Testimony	110421c-03
4.0	Testimony	11/04/21	Chris Smith Written Testimony	110421c-04
5.0	Testimony	11/04/21	Attachment to Chris Smith Written Testimony	110421c-05
6.0	Testimony	11/04/21	Doug Allen Written Testimony	110421c-06
7.0	Testimony	11/04/21	Attachment to Doug Allen Written Testimony	110421c-07
8.0	Testimony	11/04/21	Washington County Board of Commissioners support letter for the RTP amendment	110421c-08
9.0	Testimony	11/04/21	THPRD Letter of Support for Resolution No. 21-5205	110421c-09

Agenda Item No. 5.1

Resolution No. 21-5209, For the Purpose of Providing Concurrence to Oregon Department of Transportation (ODOT) to Seek Direct Allocation of Federal Transportation Funding Under the Revenue Loss Provision of the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA) and Direct to Transportation Uses in the Metro Area
Resolutions

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF PROVIDING) RESOLUTION NO. 21-5209
CONCURRENCE TO ODOT TO SEEK DIRECT)
ALLOCATION OF FEDERAL) Introduced by: Chief Operating Officer
TRANSPORTATION FUNDING UNDER THE) Marissa Madrigal in concurrence with
REVENUE LOSS PROVISION OF THE) Council President Lynn Peterson
CORONAVIRUS RESPONSE AND RELIEF)
SUPPLEMENTAL APPROPRIATION ACT AND)
DIRECT TO TRANSPORTATION USES IN THE)
METRO AREA)

WHEREAS, the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA) was passed by Congress and signed by the President in late December 2020 and included a total of \$10 billion for transportation related activities; and

WHEREAS, Oregon will receive \$123,980,570 in CRRSAA funds and Metro's share will be \$12,160,987; and

WHEREAS, the funding is to mitigate costs associated with economic impacts of the pandemic, including any costs related to preventive maintenance, routine maintenance, operations, personnel, including salaries of employees (including those employees who have been placed on administrative leave) or contractors, debt service payments, availability payments and coverage for other revenue losses in addition to normally eligible projects and programs associated with the federal Surface Transportation Block Grant program; and

WHEREAS, the Oregon Department of Transportation (ODOT) has submitted an application to the Federal Highway Administration (FHWA) to utilize a provision of the Act that allows for a direct distribution of federal funds available to ODOT and the large Metropolitan Planning Organizations (MPOs) within Oregon by demonstrating a loss of transportation revenues; and

WHEREAS, the FHWA requires concurrence by the large MPOs for ODOT to utilize the revenue loss provision and receive a direct fund payment; and

WHEREAS, a direct fund payment, sub-allocated as federally required by ODOT, would simplify administrative procedures normally associated with federal transportation funding and save costs; and

WHEREAS, the FHWA has tentatively approved the ODOT revenue loss application pending concurrence from Oregon's large MPOs, and

WHEREAS, there are immediate needs eligible for CRRSAA funds that will progress the region's delivery of projects and programs as identified in Exhibit A; and

WHEREAS, the Transportation Policy Alternatives Committee (TPAC) considered this resolution on November 5, 2021 and recommended adoption to JPACT and the Metro Council; now therefore

BE IT RESOLVED that the Metro Council hereby adopts the recommendation of JPACT on November 18, 2021 to concur with ODOT to utilize the revenue loss provision of the CRRSAA and

request direct allocation of funds to ODOT and the state's large MPOs for the purposes described in Exhibit A of the staff report to Resolution No. 21-5209.

ADOPTED by the Metro Council this ____ day of _____ 2021.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

DRAFT

EXHIBIT A
STAFF REPORT TO RESOLUTION NO. 21-5209

Uses of Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) Funding

Transportation Activity	Funding Amount
Transit Planning	\$2.00 million
Project Development	\$2.10 million
MPO Compliance	\$.70 million
GIS and Public/Stakeholder Engagement	\$.65 million
Climate Tracking and Monitoring	\$.60 million
Better Bus Program	\$6.01 million
Grand Total	\$12.16 million

Transit planning (\$2 million)

These funds would be used for transit program that serves the region. JPACT and Metro Council members have requested that Metro staff analyze and report on opportunities, issues and barriers to transit service, especially in the suburban and outer areas of the region. Metro laid off a senior transportation planner as part of the budget cuts of 2020. This position originally supported regional transit planning, and was responsible for developing and shaping the Regional Transit Strategy and coordinating closely with TriMet and other transit agencies on their service planning. A portion of these funds would go to restore this position and services for 3 years and lead the Micro-transit Study.

Project Development (\$2.1 million)

Metro has long-standing practice of providing project development support for projects of regional significance. Metro's budget for project development decreased in 2020 due to reduction in Metro general funds. Due to reduced funding in its budget, Metro was unable to fill an Engineer II position that has been vacated. The Engineer II plays a critical leadership role in the Department and the region, leading design and input in corridor planning and project development for major projects as well as some of the smaller RFFA projects. The Investment Areas Team also needs to be able to leverage federal funds for existing or new projects, like the TV Highway, 82nd Avenue, Westside Multimodal Study and other corridors. Lastly, a portion of these funds would go to support a Risk Assessment Analysis, public engagement with our equity partners and project development of the Regional Flex Fund projects.

In summary:

- 82nd Avenue Corridor Plan - \$500,000 to City of Portland for early project development, \$300,000 for Metro staff to partner on transit planning and equitable development
- TV Highway Corridor Plan - \$500,000 for Metro staff to lead project and match federal grant
- Metro staff engagement and technical support for Rose Quarter, I-205 Abernathy Bridge, Regional Mobility Pricing Project, I-205 Tolling projects, and other major ODOT projects - \$600,000

- Risk Assessment, Engagement and Project Development of RFFA Projects - \$200,000

MPO Compliance (\$700,000)

On April 12, 2021, the US DOT issued Metro's certification letter for federal certification. The letter included corrective actions and recommendations to improve Metro's process in how MTIP funds are estimated and organized. Furthermore, the USDOT made recommendations asking Metro to do a more detailed analysis in their Congestion Management Process (CMP) as part of the next RTP update. For the MTIP, Metro staff have spent years identifying and researching Metro's needs for a new database which will improve efficiency of how the MTIP is managed and improve communication with US DOT, ODOT and local agencies. This will require the MPO to purchase proprietary Software as a Service. Metro needs additional funds for Metro's Research Center to be able to support the database and also do the additional modeling, data analysis and reporting work needed in the upcoming RTP for the CMP. In short, these funds will be used to respond to the USDOT corrective actions and recommendations.

GIS, graphics, engagement and storytelling (\$650,000)

Metro eliminated our Storytelling Program during the 2019 budget cuts. Furthermore, the department did not hire 3 intern positions due to decreases in funding. In the past, the MPO part of the Department heavily relied on interns – one geographic information systems (GIS) intern and 2 interns in the planning section – for support in GIS mapping, graphics, engagement, and layout of reports and communication materials. In addition, the Research Center laid off staff and their ability to support GIS needs is limited. The PD&R department has a need for more GIS and graphic support for all of projects and programs, especially to support the MPO in transportation and land use.

Climate Monitoring and Analysis (\$600,000)

The Planning and Research Center staff currently lack the funding to respond to the requests of Metro Council, JPACT and other stakeholders regarding the monitoring of GHG emissions. Furthermore, the practice and science of climate modeling, analysis and monitoring continues to change. While Planning and Research Center staff continue to work with our state and local partners to develop new tools, consult support and extra resources are needed. These resources would allow Metro to hire a consultant and/or acquire tools to best position the region for the next 2023 Regional Transportation Plan. Metro will be engaging an Expert Review Panel on climate change modeling, and also seeking the technical expertise of TPAC and the statewide Oregon Modeling Group.

Better Bus (\$6.01 million)

This would restore funding for an extremely effective Better Bus program, also known as Enhanced Transit Corridor (ETC), administered by Metro in partnership with transit agencies and local governments in 2018 and 2019. \$5.01 million of the CRRSAA funds would be used to invest in Enhanced Transit Corridors around the region, in partnership with TriMet, SMART and local delivery agencies. These funds would be used for:

- 1) technical support for local governments to plan and design Better Bus projects, and

2) directly allocated to local governments to leverage the construction of capital Better Bus projects.

A proposal would be brought to TPAC and JPACT to shape and inform the program.

IN CONSIDERATION OF RESOLUTION NO. 5209, FOR THE PURPOSE OF PROVIDING CONCURRENCE TO ODOT TO SEEK DIRECT ALLOCATION OF FEDERAL TRANSPORTATION FUNDING UNDER THE REVENUE LOSS PROVISION OF THE CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATION ACT AND DIRECT TO TRANSPORTATION USES IN THE METRO AREA

Date: November 9, 2021
Department: Planning, Development & Research
Meeting Date: December 2, 2021

Prepared by: Ted Leybold
Presenter(s): Margi Bradway, Ted Leybold
Length: 20 minutes

ISSUE STATEMENT

The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) has provided approximately \$12.16 million of transportation funding to Metro as the MPO to address transportation related coronavirus 2019 (COVID-19) impacts. The Oregon Department of Transportation (ODOT) has proposed, in cooperation with the large MPOs in Oregon, to utilize a provision of the Act to receive a direct allocation of the funds for demonstrated revenue losses, rather than seeking reimbursement for eligible spending. MPOs must approve ODOT utilizing this provision of the Act and direct revenues to eligible transportation uses.

ACTION REQUESTED

Approve concurrence for ODOT to seek a direct allocation of federal transportation funding under the revenue loss provision of the CRRSAA and direct to transportation uses as described in Exhibit A to this staff report.

IDENTIFIED POLICY OUTCOMES

Concurring that ODOT seek a direct allocation of federal transportation funding under the revenue loss provision of the CRRSAA will reduce the time and administrative costs of utilizing the available funds.

Use of the funds as described in Exhibit A will support delivery of projects and programs that implement the RTP investment priorities of safety, equity, climate emission reduction and congestion relief. It will also support upcoming work with JPACT and the Metro Council to develop updated investment policy priorities and implementation strategies for consideration as a part of the 2023 RTP process.

POLICY QUESTION(S)

This is an administrative action, not a policy action. No policy questions for consideration. Approval of this action would support the development and evaluation of transportation policy questions identified by JPACT and the Metro Council during the 2023 RTP update process.

POLICY OPTIONS FOR COUNCIL TO CONSIDER

None – see above.

STAFF RECOMMENDATIONS

Provide concurrence to ODOT to seek direction allocation of federal transportation funding under the revenue loss provision of the Coronavirus Response and Relief Supplemental Appropriation Act and utilize funding as shown in Exhibit A.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

This element of CRRSAA provides transportation funds to metropolitan areas for transportation related COVID-19 impact relief. Exhibit A summarizes a spending plan on activities and projects that advance implementation of the region's priority transportation investment policies as defined in the Regional Transportation Plan (RTP). The RTP and its associated topical and modal plans applies Metro's Strategic Plan, racial equity goals, climate action goals and other policy direction to the region's transportation system.

In addition to significant capital investments in the transportation system, the proposal also addresses losses to regional planning capacity due to budget cutbacks experienced during the pandemic. This will allow Metro to meet federal planning obligations and support implementation of the region's desired policy outcomes as the region continues to recover, invest and develop the transportation system moving forward. This budget capacity will support these efforts for approximately three years.

BACKGROUND

In 2020, the Planning, Development and Research Department suffered losses due to the economic downturn due to COVID-19. This required MPO funds to be spread thin or reallocated for other uses. These losses resulted in a layoff of a senior planner in the Planning Transportation Team with expertise and the MPO was unable to hire interns. The interns played a critical role supplementing MPO needs in GIS, maps, graphics and layout of materials. In the Investment Areas Team, we lost the ability to pay on an ongoing basis an Engineer II who supported major projects and project development work throughout the department. These losses also impacted the Resources team because there was less staff support for joint efforts around project development. Federal funds in the Resources Team were also stretched thinner, making it difficult to pay for essential work items, such as a new database. Lastly funding for programs like Enhanced Transit, Transit Planning and Project Development have decreased, been eliminated or the funds simply ran out. In

summary, departmental losses or decreases in staff capacity and/or resources in 2020 and 2021 were in the following areas:

- Transit Planning
- Project Development
- MPO Compliance
- Engagement, storytelling, graphics and GIS
- Emerging Technology Program
- Enhanced Transit Program (Better Bus Program)

At the same time, the business needs for the Planning and Development Department planning and programs needs are the same, and in some cases, those needs have grown. For example, Metro Council and JPACT members have asked staff to do a deeper dive into micro-transit to best assess the needs and opportunities to provide transit in the suburban and rural parts of the region. Similarly, Metro Council is considering creating a new transit group to advise JPACT. Also, there is an increased expectation that Metro staff are engaged at the policy and technical level on the growing list of ODOT major projects and large transit projects such as I-205 Bridge, 82nd Avenue and TV Highway. In the past, this type of work would have been supported with project development funds. While Metro staff have worked to obtain federal grants, ask for partner contributions and do Intergovernmental Agreement fund exchanges, those efforts have not been enough to fill the gaps. When comparing the 2019-20 budget to the 2020-21 budget, the Planning and Investment teams individually have over a 10% deficit.

Congress is providing \$12.16 million to Metro as an MPO to make up for COVID losses. The federal funds are like STBG funds sub-allocated to MPOs, although eligible uses also include staff and operations. There is no required match for the funds, and they must be federally obligated by 2024. Metro staff has worked with ODOT to utilize a provision of the Act to obtain a direct allocation of funds for documented transportation revenue losses, subject to approval by JPACT and Metro Council.

ATTACHMENTS

Exhibit A

Agenda Item No. 5.2

**Resolution No. 21-5213, For the Purpose of Approving 2021 Nature in Neighborhoods community
Stewardship and Restoration Community Grants
*Resolutions***

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF APPROVING 2021) RESOLUTION NO. 21-5213
NATURE IN NEIGHBORHOODS)
COMMUNITY STEWARDSHIP AND) Introduced by Chief Operating Officer Marissa
RESTORATION COMMUNITY GRANTS) Madrigal in concurrence with Council
) President Lynn Peterson

WHEREAS, in 2005, the Metro Council established an initiative designed to protect and restore our region’s significant fish and wildlife habitat and connect people with nature as provided in Resolution No. 05-3574A, “Establishing a Regional Habitat Protection, Restoration and Greenspaces Initiative called Nature in Neighborhoods,” adopted May 12, 2005;

WHEREAS, to fulfill the goals of this regional initiative, the Metro Council approved Resolution No. 05-3580A to establish the Nature in Neighborhoods grant program for local communities;

WHEREAS, the Metro Council reaffirmed the grant program’s purpose, eligibility and funding criteria via Resolution No. 12-4398 when the council referred a 5-year local option levy for Metro’s parks and natural areas to the voters, and called for the creation of a committee to review grant applications and make award recommendations to the Metro Council;

WHEREAS, in May 2013, voters in the Metro region approved the 5-year local option levy which included new and expanded funding for this grant program, referred to in the levy as Nature in Neighborhoods community grants;

WHEREAS, Metro awarded the first round of Nature in Neighborhood Restoration and Community Stewardship grants in September 2014 via Resolution 14-4554;

WHEREAS, Metro awarded the second round of Nature in Neighborhood Restoration and Community Stewardship grants in November 2015 via Resolution 15-4644;

WHEREAS, Metro awarded the third round of Nature in Neighborhood Restoration community grants in September 2016 via Resolution 16-4725;

WHEREAS, the Metro Council confirmed the grant program’s purpose and funding via Resolution No. 16-4690, when the council referred the renewal of Metro’s local option levy for Metro’s parks and natural areas to the voters;

WHEREAS, the Metro Council approved Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion via Resolution No. 16-4708, which directs the agency to incorporate racial equity into all aspects of its work;

WHEREAS, Metro awarded the fourth round of Nature in Neighborhood Restoration community grants in June 2019 via Resolution 19-4985;

WHEREAS, Metro has solicited and received applications for 2021 Nature in Neighborhoods Community Stewardship and Restoration grants, and the grant review committee has identified the proposals which best meet the grant criteria and the goals of the Nature in Neighborhoods community grant program; now therefore,

BE IT RESOLVED that the Metro Council hereby approves the award of the 2021 Nature in Neighborhoods Community Stewardship and Restoration community grants to those recipients listed in Exhibit A and for the amounts listed for each individual award.

ADOPTED by the Metro Council this _____ day of November, 2021.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

Exhibit A to Resolution 21-5213

Recommended for funding

The 2021 Nature in Neighborhood community stewardship and restoration grants review committee recommends the following ten (10) proposals for funding to the Metro Council.

The Metro Council makes all final grant decisions and is scheduled to decide final grant awards on November 18, 2021.

East Portland Climate Greening + Health Community Advisory Board (CAB)

Recipient: Asian Pacific American Network of Oregon (APANO)

Grant amount: \$100,000

Project Partners: APANO, Friends of Trees, Portland State University

Program summary: APANO has partnered with Friends of Trees and Portland State University to engage community members living in outer East Portland to both oversee a research study on neighborhood greening and to build connection and community power amongst neighbors.

Educational Invasive Species Removal and Restoration Reimagining Project

Recipient: Beaverton School District Native Education Program

Grant amount: \$54,735

Project Partners: Beaverton School District's Native Education Program, Five Oaks Museum, Friends of Tryon Creek

Program summary: A collaborative DEI endeavor centered on increasing BIPOC educational career opportunities within environmental restoration. Additionally we will shift normative conservation narratives seeking to highlight traditional ecological knowledge as best practice.

Food Sovereignty for Immigrants and Refugees in East Portland

Recipient: Center for Intercultural Organizing- DBA Unite Oregon

Grant amount: \$100,000

Project Partners: Unite Oregon, City Repair, Depave, Portland Parks and Recreation

Program summary: A cohort of over 20 immigrants and refugees will learn about building community gardens, pollinator habitats, and native planting in high urban density areas, and establish a community garden at Knott Park, created by and for immigrant and refugee community members.

Depave NARA TerraNova CNA 2021-3

Recipient: Depave

Grant amount: \$49,940

Project Partners: Depave, City of Gresham, , East Multnomah SWCD, Native American Rehabilitation Association of the Northwest, Portland Clean Energy Fund, Terra Nova School/Beaverton School District, Tualatin SWCD, Tualatin Watershed Council

Program summary: Depave will complete two community re-greening projects, a healing garden at NARA Gresham and a learning rain garden at Terra Nova School in Beaverton. We will also expand past site support and a community needs assessment to communities beyond Portland.

Wayfinders and Tappin Roots Expansion

Recipient: Camp E.L.S.O. Inc.

Grant amount: \$100,000

Project Partners: Camp E.L.S.O. Inc., BEAM Village, Blueprint Foundation, Friends of Tryon Creek, Greater Than, Lower Columbia Estuary Partnership, Metro Parks and Nature Naturalist team, Tualatin Riverkeepers, US Fish and Wildlife

Program summary: Expanding and improving year-round, culturally relevant STEAM education programs for BIPOC youth which are designed by and for BIPOC communities in collaboration with schools and community organizations, with a focus on expanding STEAM career pathways.

Leach Botanical Garden Community Restoration Project

Recipient: Johnson Creek Watershed Council

Grant amount: \$56,619

Project Partners: Johnson Creek Watershed Council, African Youth & Community Organization, The Blueprint Foundation, David Douglas High School, Leach Garden Friends, Wisdom of the Elders

Program summary: Over 3 acres of unmanaged land at Leach Botanical Garden will be restored and monitored over 5+ years. This collaborative effort by 5 partners uses restoration as an opportunity for hands-on STEM youth education and workforce development.

Partnering to Sustainably Restore Centro Cultural's Cornelius Campus & to Foster Deeper Connections to Nature: A community project

Recipient: Portland Audubon

Grant amount: \$88,706

Project Partners: Portland Audubon, Centro Cultural de Washington County, Clean Water Services, Columbia Land Trust, Tualatin Soil and Water Conservation District

Program summary: Centro Cultural, Backyard Habitat, and Tualatin SWCD are partnering on a community-led project to sustainably restore the land at Centro's campus to create habitat and connect Centro participants and the community to the nature around them.

Student Crew Leadership Training Program (SCLTP)

Recipient: Portland Opportunities Industrialization Center Inc.

Grant amount: \$50,000

Project Partners: Portland Opportunities Industrialization Center Inc. and Rosemary Anderson High School, Blueprint Foundation, Columbia Slough Watershed Council, Friends of Columbia Children's Arboretum, Friends of Trees, Gresham Parks and Recreation, Metro, Outgrowing Hunger, Portland Parks & Recreation

Program summary: Through SCLTP, POIC+RAHS and Friends of Trees (FOT) provide low-income youth and youth of color with the opportunity to restore local habitats and receive career-track natural resource mentorship and education.

Verde Rain Garden & Naturescape Project

Recipient: Verde

Grant amount: \$100,000

Project Partners: Verde, Backyard Habitat (Portland Audubon & Columbia Land Trust), Columbia Slough Watershed Council, Habitat for Humanity Portland, Hacienda CDC, Portland Audubon, Reynolds Learning Academy: Multnomah Youth Cooperative Program, PGE Project Zero

Program summary: Expand program capacity to install 36 rain gardens/naturescapes, extend our reach to include homeowners in East Portland, deliver bilingual training to Hacienda CDC and NAYA youth and work with them to design and install 6 rain gardens.

STAFF REPORT

IN CONSIDERATION OF RESOLUTION 21-5213, FOR THE PURPOSE OF APPROVING 2021 NATURE IN NEIGHBORHOODS COMMUNITY STEWARDSHIP AND RESTORATION COMMUNITY GRANTS

Date: November 18, 2021

Prepared by: Karissa Lowe, 360-261-4683
Juan Carlos Ocaña-Chíu, 503-797-1856

BACKGROUND

For nearly two decades, the Metro Council has provided funding for grants to community groups, non-profits, and other organizations, designed to support and create partnerships in local communities that improve water quality, fish and wildlife habitat and connect people with nature.

In May 2013, voters approved Measure 26-152, providing new funding for Metro's parks and natural areas and providing increased funding for Nature in Neighborhoods community grants, which was referred to the voters by Metro Council (Resolution 12-4398). The Metro Council awarded Nature in Neighborhoods restoration and community stewardship grants in 2014 (Resolution 14-4554), in 2015 (Resolution 15-4644), in 2016 (Resolution 16-4725), and in 2019 (Resolution 19-4985).

In November 2016, voters renewed the Metro parks and natural areas levy with the approval of Measure 26-178, referred to the voters by Metro Council (Resolution 16-4690), which continued funding for Nature in Neighborhoods community grants. Furthermore, in June 2016, the Metro Council adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion (Resolution 16-4708), which directs the agency to incorporate racial equity into all aspects of its work.

Grant program staff used the framework provided by Metro Council in Resolutions No. 12-4398, No. 16-4690, and No. 16-4708 to develop an outreach plan, application materials, review committee and evaluation criteria for these community grants, referred to as Nature in Neighborhoods community stewardship and restoration grants. Staff also aligned Metro's grant criteria with state, regional and local conservation plans and community initiatives in order to achieve multiple benefits.

Grant Evaluation Criteria

The following are the purpose and three goal categories for grant funding. Fulfillment of these purpose and goals are the primary evaluation criteria for the proposals submitted to the Nature in Neighborhoods community stewardship and restoration grants program:

Purpose: Community stewardship and restoration grants support and create partnerships in local communities that improve water quality, fish and wildlife habitat and connect people with nature.

Goal 1: Improve water quality, fish and wildlife habitat. These grants will preserve and restore fish and wildlife habitat in local communities and support larger environmental justice and conservation initiatives such as the Oregon State Conservation Strategy, Regional Conservation Strategy, Watershed Action Plans or local community plans.

Goal 2: Community partnerships, collaboration and accountability. These grants create, support and/or deepen partnerships in local communities, by connecting people to nature and centering the needs of these communities; increase people’s awareness of the need for – and benefits of – protecting and stewarding natural areas; center racial equity and support communities (with priority given to BIPOC communities and communities most affected by white supremacy culture) in teaching and learning about, restoring, and experiencing the region’s natural areas.

Goal 3: Economic and environmental equity. The community stewardship and restoration grants help address inequities in the conservation movement. The grants provide outdoor, environmental, and natural resources; economic opportunities; direct access to protected natural areas; and the positive impacts of clean land, air and water to Indigenous communities, Black communities, communities of color and other historically and continually marginalized groups in greater Portland.

Review committee

Parks and Nature Director Jonathan Blasher selected this year’s review committee from a pool of applicants. Participation on the grant review committee is by application, which is open to all and broadly advertised. The review committee included local experts in habitat restoration, natural area land management, conservation planning, mentorship and job skill development, diversity, equity and inclusion, community partnership development, philanthropy, and grant management.

The members of the 2021 Nature in Neighborhoods Community Stewardship and Restoration Grants review committee are: Leah Altman, Native Arts and Culture Foundation; Gwen Amsbury, City of Portland – ARM Division; Shannah Anderson, City of Portland – Bureau of Environmental Services; Kevin Hughes, City of Hillsboro; Jude Perez, Seeding Justice; Mike Phillips, Meyer Memorial Trust; Nathan Reynolds, Opal Creek Ancient Forest Center; Maggie Starr, Friends of Tryon Creek; Valerie Thompson, Oregon Department of Environmental Quality; Charlotte Trowbridge, Tualatin Soil and Water Conservation District; Michelle Welton, Grow Portland; and Karen Wolfgang, CO2 Foundation.

Committee members declared any direct conflict of interest with the proposals and did not score or participate directly in the discussion or ranking of an application where they had a conflict. Perceived conflicts were also noted and recorded in meeting minutes.

2021 Nature in Neighborhoods community stewardship and restoration grant review discussion

Due to the large number of applications, Metro’s Nature in Neighborhoods community stewardship and restoration grant program follows a two-step process including a pre-application phase and a full application phase. The review committee evaluated pre-applications and full applications based on the information submitted by applicants, the stated evaluation criteria, and the review committee’s professional and collective judgment.

In the fifth round of the renewed natural areas levy grants, the review committee valued the range of organizations, project types and project scales represented in the pre-applications submitted. Proposals recommended for funding show strong evidence of involvement from BIPOC groups in

proposal planning and development. The review committee members were happy to see proposals focused on work done by and with BIPOC communities, rather than for them, and noted that even if a project isn't led by a BIPOC organization you can really tell which proposals were influenced by BIPOC leadership.

Committee members also pointed out that many proposals meaningfully engaged youth in hands-on restoration work that gave them opportunities to build skills and explore green careers. Several committee members said they were impressed by how many applications met all three of the program goals. Proposals came from a mix of culturally specific organizations and conservation focused organizations and included both organizations familiar to this program and many first time applicants.

The review committee identified compelling projects which address career pathways in the environmental field, remove barriers for marginalized communities to enter that field, and help BIPOC youth become lifelong environmental advocates. They emphasized the importance of projects that combined boots-on-the-ground restoration with opportunities to build community power. The committee discussed the history and contemporary presence of Indigenous people in the Portland Metro Area, and the importance of applicants partnering with both local Tribes and intertribal urban Native organizations.

The review committee valued projects which aligned with the Nature in Neighborhood grant goals, individual organizations' plans or priorities, and state, regional or local conservation strategies. They found proposals stronger when they demonstrated longstanding and holistic partnerships with communities and community-specific organizations. They also found it compelling when applicants that partnered with Tribes and/or the intertribal urban Native community talked about going beyond the land acknowledgement and deepening engagement with the community. Several returning committee members said that the proposals felt more robust, well thought out, and collaborative this year.

The review committee was mostly pleased with how applicants addressed their diversity, equity and inclusion experience, and this was especially true for organizations that submitted full applications. They noticed that the applicant organizations were all on different parts of their equity journey but most of them were very transparent and authentic about who they were and where they are headed. Returning committee members noted an overall improvement in response to the diversity, equity and inclusion question from previous grant cycles. They found compelling projects that made clear connections between conservation and restoration, where applicable, and Traditional Ecological Knowledge and food sovereignty. They appreciated projects that acknowledge that communities' relationship with and access to nature is complicated, and projects that find new ways for communities to interact with nature at a neighborhood scale.

Finally, the review committee valued authentic and holistic long-established or newer partnerships. They particularly noted partnerships that included clear plans to connect with historically marginalized communities and center BIPOC voices. The committee acknowledged the difficulty of establishing true, long-term partnerships between larger, complex organizations and historically and systemically marginalized communities. The committee appreciated applicants' efforts to

embrace the challenge and create such partnerships regardless of the difficulties faced along the way.

Recommendation

Staff recommends the approval of the slate of grants indicated in Exhibit A of this Resolution. Metro received 32 pre-applications, totaling \$2.2 million in funding requests and 14 full applications, totaling \$1.06 million in funding requests. The review committee reviewed the pre-applications and full applications according to the grant criteria and recommends **nine (9)** grants for funding a total of **seven hundred thousand dollars (\$700,000)** to the Metro Council (see Exhibit A).

Pending Metro Council approval, grant-funded projects will begin December 1, 2021. Grant applicants may have up to three years to complete their projects.

ANALYSIS/INFORMATION

1. Known Opposition

None.

2. Legal Antecedents

Resolution No. 19-4985 For the Purpose of Approving 2019 Nature in Neighborhoods Restoration and Community Stewardship Community Grants

Resolution No. 16-4690, For the Purpose of Referring to the Voters of the Metro Area Renewal of the Metro's Local Option Levy for Protecting Water Quality, Restoring Fish and Wildlife Habitat and Connecting People to Nature.

Resolution 16-4708, For the Purpose of Approving the Strategic Plan to Advance Racial Equity, Diversity and Inclusion.

Resolution 16-4725, For the Purpose of Approving the 2016 Nature in Neighborhoods Restoration and Community Stewardship Community Grants.

Resolution No. 15-4644, For the Purpose of Approving 2015 Nature in Neighborhood Restoration and Community Stewardship Grants.

Resolution No. 14-4554, For the Purpose of Approving 2014 Nature in Neighborhood Restoration and Community Stewardship Grants.

Resolution No. 12-4398, For the Purpose of Referring to the Voters of the Metro Area a Local Option Levy for the Purpose of Preserving Water Quality, Fish and Wildlife Habitat and Maintaining Metro's Parks and Natural Areas for the Public.

Resolution No. 05-3574A, Establishing a Regional Habitat Protection, Restoration and Greenspaces Initiative called Nature in Neighborhoods.

Resolution 05-3580A, Transferring \$1,250,000 from the Balance of the FY 2004-05 Recovery Rate Stabilization Reserve to a General Fund Reserve for Nature in Neighborhoods Restoration Projects.

Ordinance No. 07-1160B, Transferring \$250,000 from the Recovery Rate Stabilization Reserve Fund for Nature in Neighborhoods Restoration Projects.

Ordinance No. 09-1215B, Approving \$92,500 in the FY 2009-10 Budget and Appropriation Schedule for an additional round of Nature in Neighborhoods Restoration and Enhancement Grants.

Ordinance No. 10-1235B, Approving \$150,000 in the FY 2010-11 Budget and Appropriation Schedule for an additional round of Nature in Neighborhoods Restoration and Enhancement Grants.

Ordinance No. 12-1274A, Approving \$200,000 in the FY 2012-13 Budget and Appropriation Schedule for an additional round of Nature in Neighborhoods Restoration and Enhancement Grants.

3. Anticipated Effects

This Resolution approves the award of 2021 Nature in Neighborhood community stewardship and restoration community grants and begins the individual contract award process for the selected grant applicants with an anticipated project start date on or after December 1, 2021. Projects may be up to three years in length.

4. Budget Impacts

This Resolution authorizes award of contracts in an amount previously identified by the Metro Council in the budget for this purpose. The adopted FY 2021-22 budget includes the necessary appropriation authority for reimbursement of these grants.

RECOMMENDED ACTION

The Chief Operating Officer recommends approval of Resolution No. 21-5213.

Agenda Item No. 5.3

Resolution No. 21-5203, For the Purpose of Amending the Fiscal Year 202-21 Budget and Appropriations Schedule and Fiscal Year 2020-21 Through Fiscal Year 2024-25 Capital Improvement Plan to Provide for Changes in Operations
Resolutions

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AMENDING THE FY 2021-22 BUDGET AND APPROPRIATIONS SCHEDULE, AND FY 2021-22 THROUGH FY 2025-26 CAPITAL IMPROVEMENT PLAN TO PROVIDE FOR CHANGES IN OPERATIONS)

RESOLUTION NO 21-5203

Introduced by Marissa Madrigal, Chief Operating Officer, with the concurrence of Council President Lynn Peterson

WHEREAS, the Metro Council has reviewed and considered the need to change appropriations within the FY 2021-22 Budget; and

WHEREAS, Metro Code chapter 2.02.040 requires Metro Council approval to add any new position to the budget; and

WHEREAS, the need for the change of appropriations has been justified; and

WHEREAS, adequate funds exist for other identified needs; and

WHEREAS, ORS 294.463(1) provides for transfers of appropriations within a fund, including transfers from contingency that do not exceed 15 percent of a fund’s appropriations, if such transfers are authorized by official resolution or ordinance of the governing body, and

WHEREAS, ORS 294.463(3) provides for transfers of appropriations or of appropriations and a like amount of budget resources between funds of the municipal corporation when authorized by an official resolution or ordinance of the governing body stating the need for the transfer, and

WHEREAS, ORS 294.338(2) allows an increase in appropriations due to specific purpose grants or gifts when authorized by an official resolution or ordinance of the governing body stating the need for the recognition, and

WHEREAS, ORS 294.338(3) allows an increase in appropriations when a request for services, the cost of which is supplied by another entity, necessitates a greater expenditure of public money for any specific purpose in order to provide the services when authorized by an official resolution or ordinance of the governing body stating the need for the recognition, and

BE IT RESOLVED,

- 1. That the FY 2021-22 Budget and Schedule of Appropriations are hereby amended as shown in the column entitled “Revision” of Exhibits A and B to this Resolution for the purpose of modifying expenditures, approving new FTE, and transferring funds to and from contingency.
2. That the FY 2021-22 through FY 2025-26 Capital Improvement Plan is hereby amended accordingly.

ADOPTED by the Metro Council this 18th day of November, 2021.

Lynn Peterson, Council President

APPROVED AS TO FORM:

Carrie MacLaren, Metro Attorney

Exhibit A
Resolution 21-5203
Schedule of Appropriations

	Current Appropriations	Revisions	Adopted Budget
GENERAL FUND			
Council	8,817,678	288,600	9,106,278
Office of the Auditor	856,976	95,600	952,576
Office of Metro Attorney	3,139,062	190,900	3,329,962
Information Services	6,266,283	254,050	6,520,333
Communications	4,409,016	341,800	4,750,816
Finance and Regulatory Services	8,453,848	553,300	9,007,148
Human Resources	4,255,445	402,000	4,657,445
Capital Asset Management	3,333,313	84,400	3,417,713
Planning and Development Department	33,537,470	533,129	34,070,599
Parks and Nature	3,262,559	-	3,262,559
Special Appropriations	2,113,803	-	2,113,803
Non-Departmental			
Debt Service	14,388,655	-	14,388,655
Interfund Transfers	25,159,184	1,691,526	26,850,710
Contingency	18,986,628	(2,393,869)	16,592,759
<i>Total Appropriations</i>	136,979,920	2,041,436	139,021,356
Unappropriated Balance	27,665,482	-	27,665,482
Total Fund Requirements	164,645,402	2,041,436	166,686,838
AFFORDABLE HOUSING FUND			
Planning and Development Department	285,801,997	34,046	285,836,043
Non-Departmental			
Interfund Transfers	2,719,708	-	2,719,708
Contingency	35,000,000	(34,046)	34,965,954
<i>Total Appropriations</i>	323,521,705	-	323,521,705
Unappropriated Balance	249,978,295	-	249,978,295
Total Fund Requirements	573,500,000	-	573,500,000
GENERAL ASSET MANAGEMENT FUND			
Asset Management Program	20,077,247	441,526	20,518,773
Non-Departmental			
Interfund Transfers		1,000,000	1,000,000
Contingency	4,327,062	250,000	4,577,062
<i>Total Appropriations</i>	24,404,309	1,691,526	26,095,835
Unappropriated Balance	8,131,775	-	8,131,775
Total Fund Requirements	32,536,084	1,691,526	34,227,610
MERC FUND			
MERC	41,331,049	1,560,000	42,891,049
Non-Departmental			
Interfund Transfers	9,701,091	-	9,701,091
Contingency	7,044,212	-	7,044,212
<i>Total Appropriations</i>	58,076,352	1,560,000	59,636,352
Total Fund Requirements	58,076,352	1,560,000	59,636,352

NATURAL AREAS FUND

Parks and Nature	4,209,566	(1,624,000)	2,585,566
Non-Departmental			
Interfund Transfers	910,627	-	910,627
Contingency	1,189,807	1,649,000	2,838,807
<i>Total Appropriations</i>	6,310,000	25,000	6,335,000
Total Fund Requirements	6,310,000	25,000	6,335,000

PARKS AND NATURE OPERATING FUND

Parks and Nature	19,887,388	584,346	20,471,734
Non-Departmental			
Interfund Transfers	4,009,074	-	4,009,074
Contingency	8,018,671	(584,346)	7,434,325
<i>Total Appropriations</i>	31,915,133	-	31,915,133
Total Fund Requirements	31,915,133	-	31,915,133

RISK MANAGEMENT

Finance and Regulatory Services	3,775,691	60,000	3,835,691
Non-Departmental			
Interfund Transfers	318,572	-	318,572
Contingency	235,000	(60,000)	175,000
<i>Total Appropriations</i>	4,329,263	-	4,329,263
Unappropriated Balance	200,844	-	200,844
Total Fund Requirements	4,530,107	-	4,530,107

SUPPORTIVE HOUSING SERVICES

Planning and Development Department	173,864,603	392,843	174,257,446
Non-Departmental			
Interfund Transfers	13,873,816	95,235	13,969,051
Contingency	16,120,061	(488,078)	15,631,983
<i>Total Appropriations</i>	203,858,480	-	203,858,480
Total Fund Requirements	203,858,480	-	203,858,480

Total Appropriations	1,118,692,387	5,317,962	1,124,010,349
Total Unappropriated Balance	439,747,017	-	439,747,017
TOTAL BUDGET	1,558,439,404	5,317,962	1,563,757,366

Exhibit B
Resolution 21-5203
Schedule of FTE

	Current FTE	Revisions	Adopted Budget
GENERAL FUND			
Total Fund FTE	288.40	18.00	306.40
MERC FUND			
Total Fund FTE	189.85	8.00	197.85
PARKS AND NATURE BOND FUND			
Total Fund FTE	36.55	0.50	37.05
PARKS AND NATURE OPERATING FUND			
Total Fund FTE	81.25	1.50	82.75
RISK MANAGEMENT			
Total Fund FTE	2.00	1.00	3.00
SOLID WASTE FUND			
Total Fund FTE	189.96	2.84	192.80
SUPPORTIVE HOUSING SERVICES			
Total Fund FTE	4.50	0.30	4.80
TOTAL FTE	988.66	32.15	1020.80

All other FTE remain as previously adopted

STAFF REPORT

IN CONSIDERATION OF RESOLUTION 21-5190 FOR THE PURPOSE OF AMENDING FY 2021-22 BUDGET AND APPROPRIATIONS SCHEDULE AND FY 2021-22 THROUGH FY 2025-26 CAPITAL IMPROVEMENT PLAN TO PROVIDE FOR CHANGES IN OPERATIONS

Date: October 25, 2021

Prepared by:
Jessica Eden, Budget Coordinator

Department: Finance and Regulatory Services

Presented by:
Marissa Madrigal, Chief Operating Officer
Cinnamon Williams, Financial Planning Director

Meeting date: November 18, 2021

Length: 30 minutes

ISSUE STATEMENT

This resolution will authorize changes in appropriations and FTE for FY 2021-22 and approve changes to the FY 2021-22 through FY 2025-26 Capital Improvement Plan.

ACTION REQUESTED

Council adoption of Resolution 21-5203.

IDENTIFIED POLICY OUTCOMES

Council approval will authorize changes in appropriations and FTE requested by departments for FY 2021-22 and approve requested changes to the FY 2021-22 through FY 2025-26 Capital Improvement Plan.

POLICY QUESTION

Council should consider whether the changes in appropriations and FTE have been justified, that adequate funds exist for identified needs and that proposed changes to the Capital Improvement Plan appear appropriate.

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Adoption of the Resolution will provide sufficient appropriations and FTE to accommodate the changes in operations outlined by departments. Adoption will also allow for changes to capital projects, again due to operational factors.

Disapproval of the Resolution will require departments to reevaluate their proposed changes to operational and capital plans due to the denied requests for additional resources and changes in capital projects.

STAFF RECOMMENDATIONS

The Chief Operating Officer recommends adoption of Resolution 21-5203.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Relationship to Metro's Strategic Plan, racial equity, and climate action goals

By funding basic staff support and additional materials and services expenditures for operations, the Agency will more efficiently be able to focus on programming related to our guiding principles of racial justice, climate justice and resiliency and shared prosperity.

Known Opposition: None known.

Legal Antecedents: ORS 294.463(1) provides for transfers of appropriations within a fund, including transfers from contingency that do not exceed 15 percent of a fund's appropriation, if such transfers are authorized by official resolution or ordinance of the governing body. ORS 294.463(3) provides for transfers of appropriations or of appropriations and a like amount of budget resources between funds of the municipal corporation when authorized by an official resolution or ordinance of the governing body stating the need for the transfer. ORS 294.338(2) allows an increase in appropriations due to specific purpose grants or gifts when authorized by an official resolution or ordinance of the governing body stating the need for the recognition. ORS 294.338(3) allows an increase in appropriations when a request for services, the cost of which is supplied by another entity, necessitates a greater expenditure of public money for any specific purpose in order to provide the services when authorized by an official resolution or ordinance of the governing body stating the need for the recognition. ORS 294.463 (4) provides that public testimony be allowed if any funds are changing by more than 10 percent of a fund's expenditures. Metro code chapter 2.02.040 requires the Metro Council to approve the addition of any position to the budget. Metro's adopted financial policies require any project exceeding \$100,000 or an existing CIP project increasing greater than 20 percent to receive Council approval.

Anticipated Effects: This action provides for changes in operations and capital improvement plans as described below, and adds FTE.

Budget Impacts: This action has a \$5.3 million change in total appropriations, adds 32.14 FTE, and has the following impacts on the FY 2021-22 budget:

- **General Fund: \$2 million dollar change in appropriation, adds 18.0 FTE.**
 - \$2.74 million increase in departmental expenditures. Adds 18.0 FTE in central services and Planning and Development, and funds increases in personnel costs associated with non-represented employee PERS pickup change, AFSCME changes, as well as additional materials and services. Funding sources include:
 - \$254,675 in new revenues;
 - \$95,235 transfer from Supportive Housing Services;
 - \$2.4 million draw on General Fund contingency.
 - Recognizes \$691,526 in additional beginning fund balance and transfers the resource to the General Asset Management Fund/Glendoveer Subfund;
 - Recognizes a \$1 million transfer from the General Asset Management Fund and returns the resource back to the General Asset Management Fund to comply with budget law requirements for changes made between the approved and adopted budgets of more than 10% in a single fund's expenditures without additional public noticing.
- **General Asset Management Fund: \$1.7 million dollar net change in appropriation.**
 - Recognizes \$691,526 transfer from the General Fund and appropriates this resource to capital expenditures;

- Transfers \$1 million to the General Fund and recognizes a \$1 million return transfer from the General Fund;
- Realigns \$300,000 from capital to materials and services (\$50,000) and contingency (\$250,000).
- **Affordable Housing Fund: Net zero impact on total fund appropriations.**
 - Realigns \$34,046 from contingency to personnel to fund increases in personnel costs associated with AFSCME negotiation changes and non-represented employee PERS pickup changes.
- **MERC Fund: \$1.6 million net change to appropriation. Adds 8.0 FTE.**
 - Recognizes additional \$1.6 beginning fund balance from the CARES act received in FY 2020-21 and appropriates this to materials and services;
 - Realigns \$360,920 within personnel resources from reimbursable labor to regular labor to fund 8.0 FTE
- **Natural Areas Fund: \$25,000 net change to appropriation.**
 - Recognizes \$25,000 in new revenue;
 - Realigns \$1.6 million from materials and services (\$1 million) and capital outlay (\$624,000) to contingency.
- **Parks and Nature Bond Funds: Net zero impact on total fund appropriations. Adds 0.5 FTE**
 - Realigns \$390,986 from materials and services to capital outlay (\$357,820) and personnel services (\$33,166).
- **Parks and Nature Operating Fund: Net zero impact on total fund appropriations. Adds 1.5 FTE**
 - Realigns \$584,346 from contingency to capital outlay (\$35,000), materials and services (\$479,500), and personnel (\$69,846). Please see the Background section of this document for additional details.
- **Risk Management Fund: Net zero impact on total fund appropriations. Adds 1.0 FTE.**
 - Realigns \$60,000 from contingency to personnel services.
- **Solid Waste Fund: Net zero impact on total fund appropriations. Adds 2.84 FTE.**
 - Realigns \$1.1 million from capital outlay for land to materials and services (\$910,000) and personnel services (\$201,599).
- **Supportive Housing Services Fund: Net zero impact on total fund appropriations. Adds .3 FTE**
 - Realigns \$488,078 from contingency to materials and services (\$350,000), personnel services (\$42,843), and interfund transfers to the Research Center (General Fund) (\$95,235).

BACKGROUND

This section is organized by Department versus by fund. Each of the departments may have elements that are technical in nature, or substantive in nature, and changes to appropriation as necessary to fund Council's commitment to changes for the AFSCME negotiations and/or the non-represented employee PERS pickup. The following have been proposed for Council review and action:

CENTRAL SERVICES

Capital Asset Management:

Total requests require a transfer from General Fund contingency of \$84,400. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Capital Asset Management is making adjustments to the 5-year CIP, by correcting FY 2021-22 current year project budgets. No additional appropriation is being requested. Available budget that was not assigned to projects is being allocated to identified projects, per CIP detail (Attachment 1).

AFSCME & PERS

The costs associated with the AFSCME negotiation (\$63,700) and the non-represented employee PERS pickup (\$20,700) requires a transfer from General Fund contingency for \$84,400 to increase appropriations.

Communications:

Total requests require a transfer from General Fund contingency of \$341,800. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Communications requests staffing and operating budget adjustments to better serve the agency needs. The proposed budget adjustments will help ensure the Communications Department can most fully support Metro's overall commitment to keep our promises and build back better. These changes total 2.2 FTE. Communications is absorbing the cost of 1.0 FTE in the current year associated with Supportive Housing Services. The request requires a transfer from General Fund contingency of \$227,900.

The following positions (including with computers, software and training), strengthen equity within the organization and best position ourselves to deliver the necessary agency-wide support.

- Increase Assistant Communications Specialist from .5 FTE to .7 FTE (add .2 FTE). Partial year costs of \$15,800
- Add 1.0 FTE Associate Public Affairs Specialist) to serve as team coordinator for WPES. Partial year costs of \$106,000
- Additional staffing changes to ensure proper classifications of staff, obtain variable hour support for department administrative functions \$22,400
- With centralization of communications staff, additional operational support is necessary for materials and services for a total requested increase is \$83,700 in on-going support
- 1.0 FTE Senior Public Affairs Specialist to develop a communications and public relations plan for Supportive Housing Services: Partial year costs of \$63,800 **No appropriation requested**

AFSCME & PERS

The costs associated with the AFSCME negotiation (\$86,800) and the non-represented employee PERS pickup (\$27,100) requires a transfer from General Fund contingency for \$113,900 to increase appropriations.

Council:

Total requests require a transfer from General Fund contingency of \$288,600. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Prior to budget reductions in response to the financial crisis caused by COVID-19, each Councilor had their own Policy Advisor. Council office eliminated one Policy Advisor position and duties were distributed among the remaining staff. Adding back a 1.0 FTE Policy Advisor II will allow each Councilor to once again have a designated Policy Advisor to assist with policy and strategy development. Partial year costs of \$62,000 (annualized cost of \$124,000).

This request requires a transfer from General Fund contingency for \$62,000 to increase appropriations.

AFSCME & PERS

The costs associated with the AFSCME negotiation (\$12,300) and the non-represented employee PERS pickup (\$214,300) requires a transfer from General Fund contingency for \$226,600 to increase appropriations.

Finance and Regulatory Services:

Total requests require a transfer from General Fund contingency of \$551,300 as well as \$60,000 from the Risk Fund. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Finance and Regulatory Services requests the following to restore capacity lost from fiscal year 2020-21 budget cuts and to build back better:

- Procurement:
 - \$30,000 to restore partial-year materials and services budget supporting Equity in Contracting program (sponsorships, trainings, outreach events)
 - \$6,000 for new software restoring functionality lost due to the new State of Oregon procurement system project.
 - Add back 1.0 Procurement Analyst II (was cut during budget reductions). Partial year costs of \$102,000
- Accounting:
 - Increase existing .7 FTE to .8 FTE to accommodate workload in the accounting function stemming from new accounting standards and programs at Metro. Total partial year costs of increase is \$10,300
- Payroll:
 - Add 1.0 FTE Timekeepers (Program Assistant II classification) to support agency-wide managers in recording and reporting staff time, improving payroll data accuracy and timeliness. Partial year costs of \$55,800
- Financial Planning:
 - 1.0 Assistant Management Analyst to support Venue financial activity and reporting. Partial year costs of \$63,000
- Risk:
 - 1.0 Risk Technician (Program Technician classification) to handle administrative duties for Risk Management and Safety Program. Partial year costs of \$60,000
- \$10,000 for computer equipment for new FTE

These requests require a transfer from General Fund contingency for \$332,900 to increase appropriation in the General Fund and \$60,000 transfer from Risk Fund contingency to increase appropriation in the Risk Fund.

AFSCME & PERS

The costs associated with the AFSCME negotiation (\$155,300) and the non-represented employee PERS pickup (\$120,900) requires a transfer from General Fund contingency for \$276,200 to increase appropriations.

Human Resources:

Total requests require a transfer from General Fund contingency of \$402,000. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Human Resources department is engaged in the work to: advance diversity-focused recruitment and selection strategies, reimagine classification structures to incorporate an equity lens, develop a revamped system and model for performance planning, and create brand new programs for mentorship and succession planning. This work requires a strong, capable, and stable HR department.

HR requests 2.0 FTE (one to support employee relations and the other to support recruitment), variable hour staffing support, and operational support (computer equipment needs for new FTE):

- 1.0 FTE as a HR Department Coordinator (Program Technician). Partial year costs of \$90,000
- 1.0 FTE HR Business Partner (Program Analyst). Partial year costs \$118,600
- \$15,000 in Variable Hour staffing support for recruitment
- \$4,000 for computer equipment for new FTE

These requests require a transfer from General Fund contingency for \$227,600 to increase appropriations.

AFSCME & PERS

The costs associated the non-represented employee PERS pickup (\$174,400) requires a transfer from General Fund contingency for \$174,400 to increase appropriations.

Information Services:

Total requests require a transfer from General Fund contingency of \$254,050. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Information Services requests adjustments to the 5-year CIP, by correcting FY 2021-22 current year project budgets. No additional appropriation is being requested. (Attachment 2).

Information Services requests the following:

- Add back 1.0 FTE Administrative Assistant III. Information Services reduced its assistant during the budget cuts in 2020. This position is key in helping the IS department deliver core functionality, such as purchasing, administration of software contracts and cell phones, coordinating disbursement of hardware and software orders and aiding in projects and other administrative functions in the department. Partial year costs of approximately \$77,500
- Add back 1.0 FTE Systems Analyst III. Information Services lost its project management team during the downsizing in 2020 in response to the pandemic. Project management is vital to implementing software and new technologies to meet the needs of various departments throughout the agency. Partial year costs of \$100,000
- Additionally, Information Services requests \$4,000 for computer technology and equipment for the new FTE

These requests require a transfer from General Fund contingency for \$181,450 to increase appropriations.

AFSCME & PERS

The costs associated with the AFSCME negotiation (\$53,800) and the non-represented employee PERS pickup (\$18,800) requires a transfer from General Fund contingency for \$72,600 to increase appropriations.

Office of the Metro Attorney:

Total requests require a transfer from General Fund contingency of \$190,900. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

The Office of Metro Attorney is requesting an additional 1.0 FTE for an attorney (Legal Counsel I or II). This position will primarily advise WPES, including complex contract review and negotiation, regulatory issues, and program matters. This attorney will also provide advice and counsel on a variety of legal issues related to public contracting and general government law.

While this position will primarily advise WPES, the need for the position is driven by growth in multiple program areas, including the Affordable Housing Bond Program (2018); new and expanded programs in the Parks and Nature Bond (2019); Supportive Housing Services (2020); and new and expanded programs and services in WPES; as well as continued increase in activity for DEI. These program areas relate to Metro's commitments to both keep our promises and build back better.

OMA is requesting partial year costs of \$108,000 plus \$7,000 for on-going licensure, professional development, and computer technology equipment.

These requests require a transfer from General Fund contingency for \$115,000 to increase appropriation.

AFSCME & PERS

The costs associated with the non-represented employee PERS pickup (\$75,900) requires a transfer from General Fund contingency for \$75,900 to increase appropriations.

Office of the Metro Auditor:

Total requests require a transfer from General Fund contingency of \$95,600. This funds departmental requests as well as costs associated with the AFSCME negotiation and/or the non-represented employee PERS pickup.

Departmental Request(s)

Please see Attachment 6

AFSCME & PERS

The costs associated with the non-represented employee PERS pickup (\$25,600) requires a transfer from General Fund contingency for \$25,600 to increase appropriations.

PARKS AND NATURE

Parks and Nature requests include recognizing \$25,000 in new revenue, realignment in the existing budget to true up spending related to capital projects and fund partial year costs for 2.0 FTE. There are additional changes to the Parks and Nature CIP due to a change in methodology. Changes are outlined by fund below. Please see Attachment 4 for additional CIP details.

Parks Operating Fund

There are four capital restoration projects that are being amended to more appropriately reflect the project timelines and budget needs. LR036, LR038 and LR230 are adding unspent FY 2020-21 money into FY 2021-22 and FY 2022-23 while LR903 is being delayed 1 year based on internal staff capacity. Funding is being pulled from the Science/Conservation operating budget.

The Parks and Nature department worked with Capital Asset Management and Finance and Regulatory Services to determine a better way to track non-capital habitat restoration projects outside of the CIP process (as they are not capital in nature). As such, the projects currently budgeted on the CIP that are non-capital habitat restoration are being removed from the CIP during this amendment cycle and being added back to the Science/Conservation operating budget.

There are three capital restoration projects that are not currently on the CIP that are planned to begin in FY 2021-22. They are being added during this amendment cycle. They are LR414, LR066, and LR067. They meet the criteria for capital restoration discussed above. Funding is being pulled from the Science/Conservation operating budget.

The North Tualatin Mountains project is in the land use/planning phase. Dollars committed in FY 2020-21 for the design work were left unspent. This amendment adds those back into the FY 2021-22 budget.

Blue Lake Park is under-going a substantial renovation. As a result, temporary office trailers are being brought on-site to house staff during demo/construction. The trailers were supposed to be delivered during FY 2020-21 but did not end up getting delivered until August 2021. As a result, the cost of trailer installation is being added to the FY 2021-22 budget (\$175,000). Additionally, the monthly rental cost is slightly higher than originally anticipated, so additional money is being added to pay for that (\$15,000) for a total increase to FY 2021-22 of \$190,000.

As a part of the department's implementation of the Parks and Nature Racial Equity, Diversity and Inclusion (REDI) Action Plan, there is a request for additional funds to implement one of five strategic racial equity initiatives, Wellness Series for Staff of Color. The series will be conducted by a 3rd party consultant and result in tangible tools that will be used by Staff of Color in perpetuity.

The P&N Community Investments & Partnerships team did not complete the fairly expensive training they intended to during FY 2020-21. Those un-spent dollars are being added back to the FY 2021-22 budget.

The road into the Howell farming area that's currently being leased by Black Food Sovereignty Coalition is not paved nor graveled. The road in and parking lot near the farming area needs to be graveled and fenced in order to properly provide access to the site for Metro's tenant. The estimated cost is \$90,000.

Park Operations requires \$100,000 for trunked radios. After multiple emergencies at Park sites over the past two years, it's clear that staff need a more reliable communication method. This solution allows for communications between staff across Metro properties and across all work teams. It also provides direct contact with Oregon State Police Dispatch in the event of major emergencies.

Additionally, Parks and Nature requests 1.5 FTE in the Parks Operating Fund.

- 0.5 FTE #1 – Program Assistant I. In order to successfully deliver on our commitments to voters and to meet the expectations of the Metro Council, the community investments and partnerships team needs increased administrative support. The department is requesting a 1.0 FTE position that is split between the operating and bond funds. The critical tasks for this position are being met by a variety of admin staff in an interim capacity but that is no longer possible within the current team structure and significantly increased workload due to the activation of the 2019 bond-funded local share, participatory grantmaking pilot and capital grants programs. There is also a need for increased support for community stewardship and restoration grants, and the community partnerships program. Partial year cost \$33,160
- 1.0 FTE #2 – Service Supervisor II. The Parks and Nature administrative manager currently supervises 4 guest services coordinators and 1 park operations assistant as part of their responsibilities and it has proven challenging to fully embed in park operations while also managing several other high-priority projects for Parks and Nature. Having a dedicated supervisor who regularly reports on-site at park offices and is an experienced customer service professional will provide the resources and support that the parks division currently needs as well as set up a reporting structure that will support the continued growth of our parks portfolio with the possibility of new park offices and park operations administrative staff. Partial year cost \$36,686

Natural Areas Fund

The Marine Drive Trail project budget is being amended to reflect the updated project schedule. Most of the construction will take place in FY 2022-23. As such, \$650,000 from the FY 2021-22 capital budget is being moved into FY 2022-23.

The department is working with ODOT and City of Portland regarding a decision on whether or not to build the Columbia Blvd Bridge. Regardless of the outcome of the decision making process, the bridge will not be built in FY 2021-22. As such, the project budget is being pushed out 1 year.

Stabilization at Cazadero North experienced delays in FY 2020-21 related to the Riverside Fire. The unspent FY 2020-21 money is being added back to the FY 2021-22 budget as well as the remaining due from the grantor for the related grant.

Parks and Nature Bond Fund(s)

The department requests .5 FTE in addition to multiple Capital Improvement Plan changes within the Parks and Nature Bond Fund(s).

- 0.5 FTE #1 – Program Assistant I. In order to successfully deliver on our commitments to voters and to meet the expectations of the Metro Council, the community investments and partnerships team needs increased administrative support. The department is requesting a 1.0 FTE position that is split between the operating and bond funds. The critical tasks for this position are being met by a variety of admin staff in an interim capacity but that is no longer possible within the current team structure and significantly increased workload due to the activation of the 2019 bond-funded local share, participatory grantmaking pilot and capital grants programs. There is also a need for increased support for community stewardship and restoration grants, and the community partnerships program. Partial year cost \$33,160

In scoping the Blue Lake Park demolition project, it was determined that the fishing pier was no longer structurally sound. As a result, demo of the fishing pier is being added to the project budget. This was not included in the original scope, so the increase is substantial (total \$1 million, but just \$295,000 this year).

The Blue Lake water system requires nearly a full rebuild. The project has been broken into 3 individual projects. The FY 2021-22 budget is being amended to include the 2 new arms of the project (water ph2 and sanitary) as well as to update each project's annual budget appropriation.

Blue Lake Park was a site identified in the 2019 Parks and Nature Bond Measure that is set to receive significant bond funding for renovation. A steering committee for the project has been formed and the planning work for the renovation project is beginning in FY 2021-22. As such, the project budget is being added to the CIP with planning dollars set aside for FY 2021-22.

Oxbow Regional Park needs major repair work on it's roadway and water system. Before those projects can begin, scoping work is required that is going to be contracted out. This budget amendment decreases the roadway and water system projects as they're being placed on pause until the scoping work can take place. Additionally, money is being added to conduct the scoping effort.

The Oxbow Welcome Center Phase 2 project includes adding a generator to the building. This is being broken out as a separate project and tracked as an individual asset.

The work from the Oxbow Civil Survey project was absorbed into another capital project and will no longer be tracked separately. The allocation is being removed during this amendment cycle. There are four capital projects that are being amended to more appropriately reflect the project timeline and budget needs.

Some of the build-out of Parks and Nature's TerraTrak software was budgeted to be completed in FY 2020-21 but did not get done before 06/30/21. Those un-spent dollars are being added back to the FY 2021-22 budget.

Parks and Nature Renewal and Replacement Fund

There were 3 Oxbow R&R projects that were not completed during FY 2020-21 that were also not carried forward. These are the Oxbow Wayfinding/Signage project, the Oxbow Bridge Repair project, and the Oxbow Boat Ramp ADA Parking project. Appropriation is being added to complete

these 3 projects. The funding is being pulled from the general R&R placeholder budget that was budgeted in lump sum for amendments such as these.

Glendoveer Golf Course and Regional Parks Capital Fund

The St John's Prairie Trail design work is currently budgeted entirely in FY 2021-22. The project schedule indicates that part of the work will happen in FY 2021-22 and the rest will happen in FY 2022-23. The budget is being updated in this amendment to reflect the estimated FY 2021-22 expenditures.

The Glendoveer Golf Course has a well that's failing. A project is being added to the CIP to replace the failing well at the golf course.

Annually, if there is any positive ending fund balance in the Glendoveer Golf Course Fund (a subfund of the General Fund) the amount should be transferred and retained in a capital fund for deferred maintenance and infrastructure projects at the site. This amendment recognizes the FY 2021-22 beginning fund balance resulting from the FY 2020-21 ending fund balance in fund 162 and then transfers that money to the Regional Parks Capital Fund (a subfund of the General Asset Management Fund).

PLANNING AND DEVELOPMENT

Planning and Development is recognizing \$254,675 in new revenue, and requests 6.0 FTE to support increased project needs in Supportive Housing Services, Transportation and department coordination. Additionally, Planning and Development requests an intrafund transfer from the General Fund, and realignment from contingency in Affordable Housing and Supportive Housing Services Funds to offset costs associated with AFSCME negotiation changes and non-represented employee PERS pickup.

Departmental Request(s)

The Planning & Development & Research department is experiencing a significant increase in projects in transportation and housing, and still feeling the impacts of staff reductions caused by the COVID-19 pandemic. These FTE increases will allow the department to meet the project needs this fiscal year, and are funded as noted below. The Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds must be recommended by JPACT to Council and adopted by Council before the FTE funded by CRRSAA will be filled.

- 1.0 FTE #1: Principal Transportation Planner to support the Interstate Bridge Replacement (IBR) program, funded by an IBR agreement with Washington Department of Transportation. Partial year costs of \$72,500
- 1.0 FTE #2: Assistant Transportation Planner to support multiple projects in Investment Areas (IBR, TV Highway, Westside Multimodal Corridor Study and Columbia Connects), funded by CRRSAA. Partial year costs of \$56,300
- 1.0 FTE #3: Senior Transportation Planner to support the 2023 Regional Transportation Plan update, funded by CRRSAA. Partial year costs of \$69,500
- 1.0 FTE #4: Assistant GIS Specialist to develop maps and visuals to communicate transportation plans, policies and programs, funded by CRRSAA. Partial year costs of \$56,300
- 1.0 FTE #5: Assistant GIS Specialist to develop a Supportive Housing Services (SHS) database structure and reporting tools, funded by a transfer from SHS to cover the fully loaded cost. Partial year costs of \$56,300

- 1.0 FTE #6: Program Coordinator II to provide support and coordination to Planning Directors on transportation, housing and economic development, funded partially by SHS and partially through the indirect rate. Partial year costs of \$63,900

The Supportive Housing Services program also requests an increase of \$350,000 in materials and services for development of a regional data framework and to support programmatic investments as directed by the Tri-County Advisory Board.

AFSCME & PERS

Additionally, the costs associated with the AFSCME negotiation changes and non-represented employee PERS pickup (\$229,337) requires an intrafund transfer from General Fund contingency (\$171,605), a draw on Affordable Housing Fund contingency (\$34,046), and a draw on Supportive Housing Services contingency (\$23,686) to increase appropriations.

VISITOR VENUES

Portland'5 is the only visitor venue requesting changes to their budget at this time. The changes recognizes additional beginning fund balance, increasing appropriation by \$1.6 million, and add 8.0 FTE.

Portland'5

Portland'5 Capital Changes:

Spending on several existing P'5 capital projects will continue into FY 2021-22, requiring additional appropriation from P'5 capital reserves relative to what was originally budgeted in FY 2021-22. These projects include the Keller Cafe, Broadway and Park Marquees, and the Schnitzer Acoustical Enhancements. Overall project costs are not increasing substantially, but the spending has crossed fiscal years. In addition, work is moving forward on a sewer line replacement at the Arlene Schnitzer Concert Hall. All or a portion of the sewer line work may eventually be funded by the City of Portland, but contracting and initial spending needs to take place in the near term. Metro staff are in active conversations with the City of Portland to identify funding via amendment to the City's current year budget.

This amendment increases budgeted capital fund balance in Portland'5 by \$1.56 million, to \$1.86 million, with approximately \$300,000 remaining in unappropriated capital reserves.

Please see Attachment 3 for details.

Portland'5 FTE Changes

As P'5 is beginning its re-opening process, the approach to budgeting event custodians was reexamined. These are lower-wage employees that were previously budgeted as variable hour employees (guaranteed a 32 hour work week under the CBA with IUOE-701-1). As part of reopening, a determination was made that these employees should be provided the stability and assurances of full time positioned employment with Metro. Upon rehiring, P'5 plans to establish them in full time budgeted positions.

This amendment will establish 8.0 FTE event custodians, replacing staff time previously accounted for as variable hour staffing. No additional appropriation is needed, as event custodian hours are currently budgeted as variable hour staffing. The cost for 8.0 FTE event custodians is about 14% higher than the budget in FY 2019-20 for equivalent variable hour staffing (full year).

WASTE PREVENTION AND ENVIRONMENTAL SERVICES

Waste Prevention and Environmental Services requests realignment in the existing budget to true up spending related to capital projects and fund partial year costs for 2.84 FTE.

Waste Prevention and Environmental Services made several budget reductions in response to the COVID-19 global pandemic. As the situation improves, the WPES seeks to add frontline and support positions (2.84 FTE) to respond to increased customer counts at the stations and ongoing program needs across the department. Additionally, this amendment will designate additional funding for unexpected concrete repair and maintenance each transfer station as well as a project that experienced delays in FY 2021-22. No additional appropriation is needed for this amendment request. The land purchase included on the FY 2021-22 CIP did not proceed, so the department will use part of that funding to cover the changes in this amendment. In FY 2021-22, reductions to capital projects covers expense associated with increased FTE. Please see Attachment 5 for CIP change details.

The requests are summarized as follows:

- The Deputy Director position was reduced by .1 FTE in December 2020 as part of the budget reduction package in response to the COVID-19 pandemic. This request will restore the position to 1.0. Partial year cost \$12,708 (annualized cost of \$21,785).
- Increase a Senior Solid Waste Planner position by .5 FTE within Policy and Programs to meet current and ongoing business needs. Partial year cost \$48,201 (annualized cost of \$82,631).
- Increase 4 partial Scalehouse Technician positions so that each position is 1.0 FTE. These positions will support the increased customer traffic, vacation planning and sick leave coverage across the program. This results in a total increase of 1.25 FTE across the 4 positions. Partial year cost \$55,800 (annualized cost of \$95,656).
- Add 1.0 FTE for a Traffic Control Operations Supervisor. The additional position will co-supervise the team, help with supervisor coverage (vacation/sick time), resolve any span of control issues, and provide an increased level of supervisor support. Partial year cost \$84,890 (annualized cost of \$145,526).
- Add \$600k to Metro South for concrete repair and maintenance. This is to cover expenses for unexpected repairs above the annual concrete repair and maintenance budget.
- Add \$310k to the Metro South restroom/ shower renovation project. This adds funding to complete this project which was a carryover from the prior fiscal year. The project experienced delays but is currently on track to be completed in FY21-22.
- The land acquisition budget of \$8.4M will be reduced by \$1.4M to cover the changes in this amendment. The land purchase has been delayed as the department searches for a property to purchase.

ATTACHMENTS

- Resolution 21-5203
- Exhibit A – Schedule of Appropriations
- Exhibit B – Schedule of FTE
- Attachments 1-5 - Capital Improvement Plan changes
- Attachment 6 – Memo from the Metro Auditor

Mid Year Amendment FY 2021-22 Budget
 Capital Improvement Plan (CIP) Detail Changes
 Capital Asset Management

Financial Planning Use

Attachment 1

Resolution 21-5203

New? Y/N	Project ID	Project Title	GL Acct	Fund ID	Dept ID	FY 2021-22			CIP Amended	CIP Amended	FY 2024-25 CIP Amended	FY 2025-26 CIP Amended	Notes (i.e delay/cancel other projects, contingency)
						CIP	Change Request*	CIP Amended					
N	MRC017	MRC Office Suites Remodel	579000	618	434	700,000	(100,000)	600,000	-	-	-	-	
N	MRC020	MRC Wayfinding & Interpretive	579000	618	434	100,000	100,000	200,000	-	-	-	-	
N	MRC015	MRC Interior & Exterior Coatings	579000	618	434	550,000	15,944	565,944	-	-	-	-	
N	MRC014	MRC Lighting Upgrades	579000	618	434	600,000	549,422	1,149,422	-	-	-	-	
N	MRC016	MRC Metro Together Workplace	579000	618	434	460,000	(158,183)	301,817	-	-	-	-	
N	MRC003	MRC Daycare Improvements	579000	618	434	-	41,090	41,090	-	-	-	-	
N	MRC013	MRC Underground Garage Entrance	579000	618	434	-	108,240	108,240	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	
								-	-	-	-	-	

* Change Request Column for current FY should agree to changes to projects on Operating changes on Tab

Mid Year Amendment FY 2021-22 Budget
 Capital Improvement Plan (CIP) Detail Changes
 Parks and Nature

Financial Planning Use

Attachment 4
 Resolution 21-5203

New? Y/N	Project ID	Project Title	GL Acct	Fund ID	Dept ID	FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26		Notes (i.e delay/cancel other projects, contingency)	
						Change Request*	CIP Amended	CIP	Change Request	CIP Amended	CIP	Change Request	CIP Amended	CIP	Change Request	CIP Amended	CIP	Change Request	CIP Amended		
N	LR036	Barton Natural Area Stream & Turtle Restoration	525000	165	03210	65,000	70,000	135,000	20,000	280,000	300,000	-	15,000	15,000	-	-	-	-	-	-	Add unspent FY21 money
N	LR038	North Newell Stream Restoration	525000	165	03210	25,000	118,300	143,300	-	195,490	195,490	-	5,000	5,000	-	-	-	-	-	-	Add unspent FY21 money
N	LR230	Beaver Creek Stream Restoration	525000	165	03210	20,000	30,000	50,000	-	145,000	145,000	-	90,000	90,000	-	-	-	-	-	-	Add unspent FY21 money
N	LR903	Ennis Creek Road Repair	571000	165	03220	55,000	(55,000)	-	-	345,000	(300,000)	-	45,000	400,000	400,000	-	-	-	-	-	Project delayed 1 year
N	LR409	Smith & Bybee Wetlands - St. Johns Prairie	525000	165	03210	50,000	(50,000)	-	-	350,000	(350,000)	-	35,000	(35,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR671	Killin Wetland Hydrologic Assessment	525000	165	03210	50,000	(50,000)	-	-	200,000	(200,000)	-	40,000	(40,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR672	Killin Wetland Floodplain Enhancement	525000	165	03210	50,000	(50,000)	-	-	200,000	(200,000)	-	38,000	(38,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR412	Smith & Bybee Forested Wetlands Phase 3	525000	165	03210	50,000	(50,000)	-	-	180,000	(180,000)	-	30,000	(30,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR147	Fern Hill Forest Stream & Savana Restoration	525000	165	03210	50,000	(50,000)	-	-	150,000	(150,000)	-	9,000	(9,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR081	Cooper Mtn Oak Woodland Praire	525000	165	03210	50,000	(50,000)	-	-	100,000	(100,000)	-	200,000	(200,000)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR820	Heritage Pine	525000	165	03210	50,000	(50,000)	-	-	100,000	(100,000)	-	22,850	(22,850)	-	-	-	-	-	-	Remove from CIP - not capital
N	LR808	Weber Farms Natural Area Forest Restoration	525000	165	03210	50,000	(50,000)	-	-	50,000	(50,000)	-	200,000	(200,000)	-	17,000	(17,000)	-	-	-	Remove from CIP - not capital
N	LR664	N. Multnomah Channel Marsh Ecotone Enhancement	525000	165	03210	26,000	(26,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	Remove from CIP - not capital
N	LR146	Gales Forest Grove Stream Restoration in partnership w	525000	165	03210	12,000	(12,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	Remove from CIP - not capital
Y	LR14	S&B Bank Integrity	525000	165	03210	-	150,000	150,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	Add to CIP, construction element exists
Y	LR066	Jonsson Center Stream & Wetland Restoration	525000	165	03210	-	40,000	40,000	-	40,000	40,000	-	150,000	150,000	-	5,000	5,000	-	-	-	Add to CIP, construction element exists
Y	LR067	Lower Clear Green Restoration Ph2	525000	165	03210	-	10,000	10,000	-	10,000	10,000	-	75,000	75,000	-	250,000	250,000	-	5,000	5,000	Add to CIP, construction element exists
N	BA020	Marine Drive Trail	571000	351	03430	1,000,000	(650,000)	350,000	1,000,000	1,650,000	2,650,000	650,000	-	-	-	-	-	-	-	-	delayed and increase \$
N	BA010	Columbia Blvd Bridge	531800	351	03430	1,000,000	(1,000,000)	-	-	1,000,000	1,000,000	-	-	-	-	-	-	-	-	-	delayed
N	G46015	Cazadero North Stream & Wetland Restoration	570000	351	02740	5,000	26,000	31,000	-	-	-	-	-	-	-	-	-	-	-	-	increase \$ for grant funding
N	PBL012	Blue Lake Park Building Demolition Plan	571000	352	03450	596,700	294,300	891,000	-	899,534	899,534	-	-	-	-	-	-	-	-	-	increase for demo of fishing pier
N	PBL010	Blue Lake Water System Ph1	571000	352	03450	200,000	700,000	900,000	1,000,000	1,000,000	(1,000,000)	-	-	-	-	-	-	-	-	-	update annual allocations
Y	PBL014	Blue Lake Water System Ph2	579000	352	03450	-	350,000	350,000	-	1,600,000	1,600,000	-	92,000	92,000	-	-	-	-	-	-	new project
Y	PBL015	Blue Lake Sanitary System	579000	352	03450	-	450,000	450,000	-	1,850,000	1,850,000	-	1,000,000	1,000,000	-	-	-	-	-	-	new project
Y	PBL011	Blue Lake Park Renovation	579000	352	03450	-	50,000	50,000	-	200,000	200,000	-	750,000	750,000	-	2,000,000	2,000,000	-	5,000,000	5,000,000	new project
N	POX012	Oxbow Potable Water System	571000	352	03450	500,000	(500,000)	-	2,000,000	2,000,000	3,500,000	-	3,500,000	850,000	-	850,000	-	-	-	-	project delayed, need scoping proj 1st
N	POX014	Oxbow Roadway Improvements	571000	352	03450	900,000	(900,000)	-	1,000,000	1,000,000	2,450,000	-	2,450,000	1,000,000	-	1,000,000	-	-	-	-	project delayed, need scoping proj 1st
Y	POX020	Oxbow Water & Road Analysis	579000	352	03450	-	75,000	75,000	-	75,000	75,000	-	-	-	-	-	-	-	-	-	new project
N	POX013	Oxbow Welcome Center Ph. 2	571000	352	03450	350,000	(110,000)	240,000	-	-	-	-	-	-	-	-	-	-	-	-	add money to POX017
Y	POX017	Oxbow Generator	579000	352	03450	-	110,000	110,000	-	-	-	-	-	-	-	-	-	-	-	-	add money from POX013
N	POX009	Oxbow Civil Survey	524000	352	03450	25,000	(25,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	project cancelled
N	PBL009	Blue Lake Curry Bldg Replcmnt	572000	352	03450	600,000	(358,000)	442,000	1,000,000	2,000,000	3,000,000	5,000,000	(1,100,000)	3,900,000	500,000	(342,451)	157,549	-	-	-	update annual allocations
N	CEM010	Lone Fir - Cultural Heritage Garden	571000	352	03450	100,000	(50,000)	50,000	250,000	(100,000)	150,000	250,000	-	250,000	3,000,000	3,000,000	650,000	(100,000)	550,000	-	update annual allocations
N	PG00BD	Graham Oaks ADA T-Plan Improvements	571000	352	03430	100,000	(100,000)	-	80,000	(80,000)	-	-	-	-	-	-	-	-	-	-	update project code
Y	PG0001	Graham Oaks ADA T-Plan Improvements	579000	352	03450	-	80,000	80,000	-	100,000	100,000	-	-	-	-	-	-	-	-	-	update project code and annual alloc
N	LT900	CRNP 1% for Art	578800	352	03430	57,000	(57,000)	-	-	-	-	-	-	-	-	-	-	-	-	-	update project code
Y	PCR001	CRNP 1% for Art	579000	352	03430	-	60,000	60,000	-	-	-	-	-	-	-	-	-	-	-	-	update project code and annual alloc
N	PTR001	St Johns Prairie Trail Design	571000	360	03430	750,000	(250,000)	500,000	-	320,000	320,000	-	-	-	-	-	-	-	-	-	delay and add unspent FY21 into FY23
Y	GF117	Glendoveer Well Replacement	579000	360	03371	-	300,000	300,000	-	-	-	-	-	-	-	-	-	-	-	-	new project

* Change Request Column for current FY should agree to changes to projects on Operating changes on Tab



Brian Evans
Metro Auditor

600 NE Grand Ave
Portland, OR 97232-2736
TEL 503 797 1892, FAX 503 797 1831

November 1, 2021

To: Marissa Madrigal, COO

From: Brian Evans, Metro Auditor *BE*

Re: FY 2021-21 Budget Amendment Request

I am requesting an additional 1.0 FTE for an auditor (Senior or Principal Management Auditor). This position will conduct performance audits to increase the office's capacity to conduct multiple audits at the same time. I seek funding for a hire date of January 1, 2022.

The need for the position is driven by growth in Metro's program and services including the Affordable Housing Bond Program (2018) and Supportive Housing Services (2020); as well as continued activity for DEI and changes to internal controls resulting from the remote work environment. Performance audits provide independent and objective information to ensure effective and efficient operations, and accountability for the promises made to voters.

More specifically, the Supportive Housing Services ballot measure promised annual performance audits which will require increased staffing once the program is fully operational in spring 2022. The Auditor's Office has already conducted early implementation audits of the Affordable Housing Bond and Supportive Housing Services ballot measure. Those audits provided insight about the need to increase capacity to ensure effective and efficient audit coverage of those programs. Continuing to apply a DEI lens to our work and responding to changes to internal controls as the agency shifts to a more flexible remote work environment are two other factors driving the need for additional capacity. Over the last two years, the Auditor's Office has dedicated significant resources to both of those areas, but those efforts cannot be sustained without increased staffing.

While both the size and scope of Metro programs and services have expanded, the Office of the Metro Auditor has not added any staff to the office since 2008. Benchmark data from the Association of Local Government Auditors and a recent survey of audit offices in Oregon and Washington, shows funding for Metro's audit function has not kept pace. The Metro Auditor's budget compared to the overall agency budget is about half of the national average for audit offices of similar size, and about 20 percent lower than the average of audit offices in Oregon and Clark County, Washington. The data also shows the average cost per auditor at Metro is lower than the national and Oregon averages, which indicates higher cost-effectiveness compared to peer organizations.

cc: Brian Kennedy, CFO
Robin Briggs, Central Services Finance Manager, Finance & Regulatory Services
Jessica Eden, Budget Coordinator, Finance & Regulatory Services

Agenda Item No. 6.1

Ordinance No. 21-1468, For the Purpose of Annexing to the Metro District Boundary
Approximately 8.46 Acres Located West of NE Starr Blvd and South of NE Huffman Street in
Hillsboro
Ordinances (First Reading and Public Hearing)

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ANNEXING TO THE) ORDINANCE NO. 21-1468
METRO DISTRICT BOUNDARY)
APPROXIMATELY 8.46 ACRES LOCATED) Introduced by Chief Operating Officer
WEST OF NE STARR BLVD AND SOUTH OF) Marissa Madrigal with the Concurrence of
NE HUFFMAN STREET IN HILLSBORO) Council President Lynn Peterson

WHEREAS, T5 Data Centers has submitted a complete application for annexation of 8.46 acres in the North Hillsboro Industrial Area of Hillsboro (“the territory”) to the Metro District; and

WHEREAS, the Metro Council added this portion of the North Hillsboro Industrial Area to the UGB, including the territory, by Ordinance No. 05-1070A on November 17, 2005; and

WHEREAS, Title 11 (Planning for New Urban Areas) of the Urban Growth Management Functional Plan requires annexation to the district prior to application of land use regulations intended to allow urbanization of the territory; and

WHEREAS, Metro has received consent to the annexation from the owners of the land in the territory; and

WHEREAS, the proposed annexation complies with Metro Code 3.09.070; and

WHEREAS, the Council held a public hearing on the proposed amendment on November 18, 2021; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The Metro District Boundary Map is hereby amended, as indicated in Exhibit A, attached and incorporated into this ordinance.
2. The proposed annexation meets the criteria in section 3.09.070 of the Metro Code, as demonstrated in the Staff Report dated October 28, 2021, attached and incorporated into this ordinance.

ADOPTED by the Metro Council this ___ day of December 2021.

Lynn Peterson, Council President

Attest:

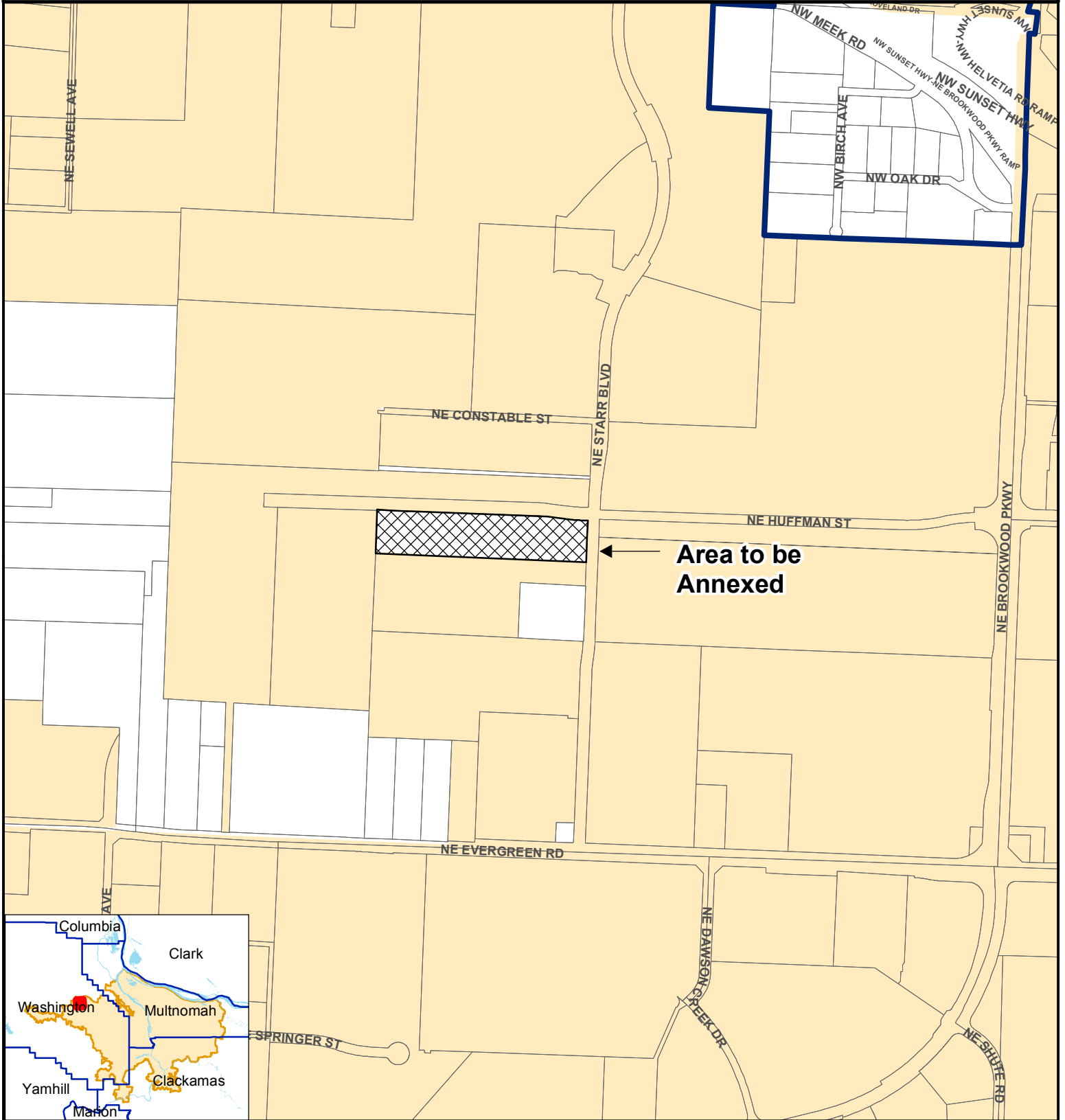
Approved as to form:

Jaye Cromwell, Recording Secretary

Carrie MacLaren, Metro Attorney

Proposal No. AN0421

1N2W21 Annexation to the Metro Service District Washington County

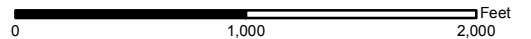


Research Center
 600 NE Grand Ave
 Portland, OR 97232-2736
 (503) 797-1742
<http://www.oregonmetro.gov/drc>

- Urban growth boundary
- Taxlots
- Metro District Boundary

Proposal No. AN0421

1:10,000



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.



STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 21-1468, FOR THE PURPOSE OF ANNEXING TO THE METRO BOUNDARY APPROXIMATELY 8.46 ACRES LOCATED WEST OF NE STARR BLVD AND SOUTH OF NE HUFFMAN STREET IN HILLSBORO

Date: October 28, 2021
Department: Planning & Development

Prepared by: Tim O'Brien
Principal Regional Planner

BACKGROUND

CASE: AN-0421, Annexation to Metro District Boundary

PETITIONER: T5 Data Centers LLC
3344 Peachtree Road, NE, Suite 2550
Atlanta, GA 30326

PROPOSAL: The petitioner requests annexation of land in Hillsboro to the Metro District Boundary.

LOCATION: The parcel is located west of NE Starr Blvd. and south of NE Huffman Street, totals approximately 8.46 acres in size and can be seen in Attachment 1.

ZONING: The land is zoned Future Development (FD-20) by Washington County.

The parcel was added to the urban growth boundary (UGB) in 2005 and is part of the North Hillsboro Industrial Area Plan District. The land must be annexed into the Metro District for urbanization to occur.

APPLICABLE REVIEW CRITERIA

The criteria for an expedited annexation to the Metro District Boundary are contained in Metro Code Section 3.09.070.

3.09.070 Changes to Metro's Boundary

(E) The following criteria shall apply in lieu of the criteria set forth in subsection (d) of section 3.09.050. The Metro Council's final decision on a boundary change shall include findings and conclusions to demonstrate that:

- 1. The affected territory lies within the UGB;*

Staff Response:

The parcel was brought into the UGB in 2005 through the Metro Council's adoption of Ordinance No. 05-1070A. Thus, the affected territory is within the UGB.

- 2. The territory is subject to measures that prevent urbanization until the territory is annexed to a city or to service districts that will provide necessary urban services; and*

Staff Response:

The conditions of approval for Ordinance No. 05-1070A include a requirement that Washington County apply interim protection measures for areas added to the UGB as outlined in Urban Growth Management Functional Plan Title 11: Planning for New Urban Areas. Title 11 also requires that new urban areas be annexed into the Metro District Boundary prior to urbanization of the area. Washington County applied the Future Development-20 Acres (FD-20) designation to all the land included in Ordinance No. 05-1070A to prevent premature urbanization of the expansion area prior to the completion of the comprehensive planning of the area and annexation to the City of Hillsboro. The subject property is in the process of being annexed to the City of Hillsboro and Clean Water Services. Thus, the affected territory is subject to measures that prevent urbanization until the territory is annexed to the City.

- 3. The proposed change is consistent with any applicable cooperative or urban service agreements adopted pursuant to ORS Chapter 195 and any concept plan.*

Staff Response:

The subject parcel proposed for annexation is part of Hillsboro's Evergreen Area Industrial Plan adopted by the City of Hillsboro in 2008. The Evergreen Area Industrial Plan area was incorporated into the North Hillsboro Industrial Area Plan District. The proposed annexation is consistent with these two plans and the Urban Planning Area Agreement between Washington County and the City of Hillsboro adopted in 2017. Thus, the inclusion of the affected territory within the Metro District is consistent with all applicable plans and agreements.

ANALYSIS/INFORMATION

Known Opposition: There is no known opposition to this application.

Legal Antecedents: Metro Code 3.09.070 allows for annexation to the Metro District boundary.

Anticipated Effects: This amendment will add one parcel totaling approximately 8.46 acres to the Metro District. The land is currently within the UGB and approval of this request will allow for the urbanization of the land to occur consistent with the North Hillsboro Industrial Area Plan.

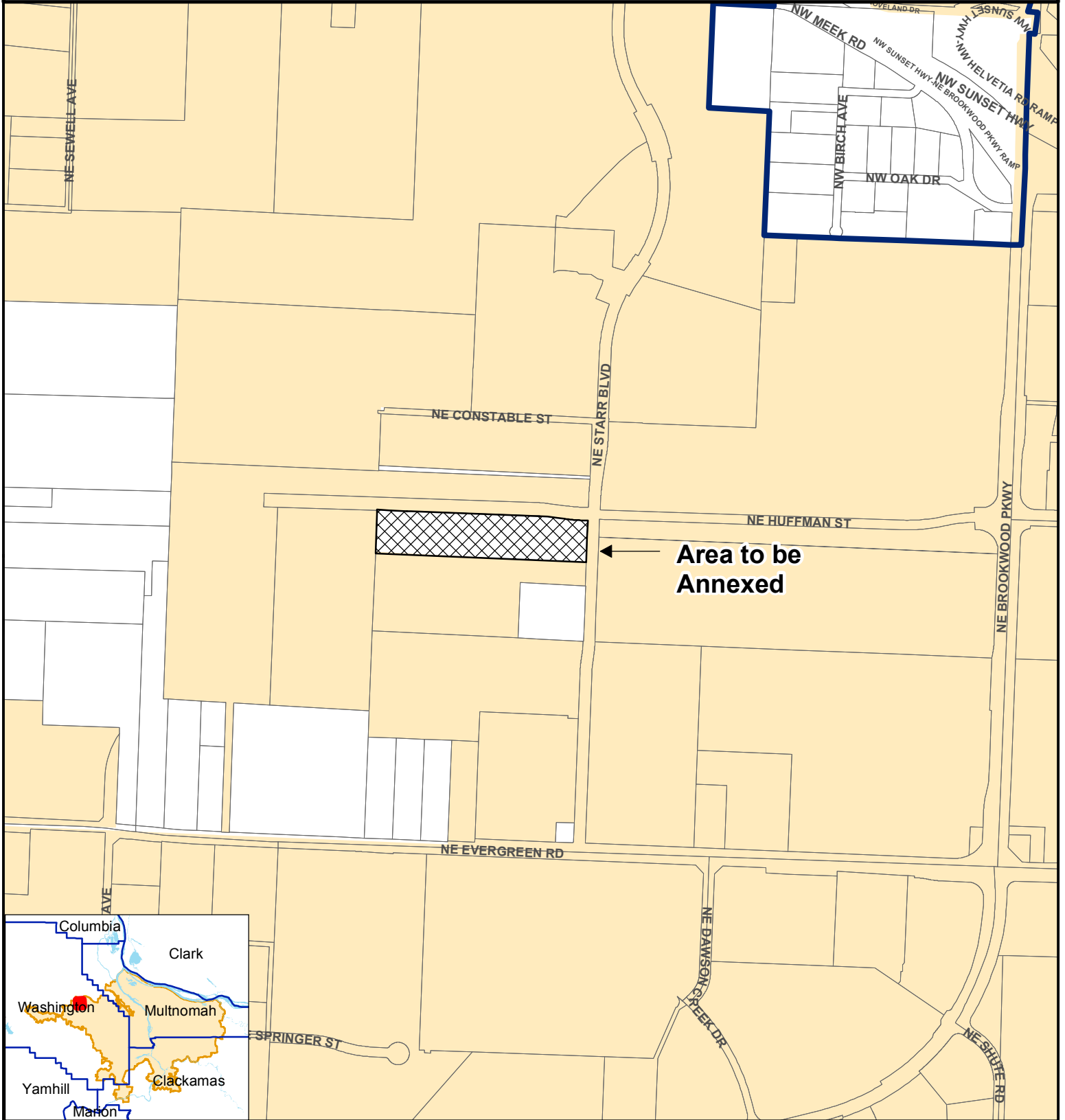
Budget Impacts: The applicant was required to file an application fee to cover all costs of processing this annexation request, thus there is no budget impact.

RECOMMENDED ACTION

Staff recommends adoption of Ordinance No. 21-1468.

Proposal No. AN0421

1N2W21 Annexation to the Metro Service District Washington County



Area to be Annexed

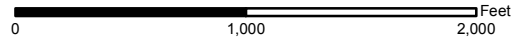


Research Center
600 NE Grand Ave
Portland, OR 97232-2736
(503) 797-1742
<http://www.oregonmetro.gov/drc>

- Urban growth boundary
- Taxlots
- Metro District Boundary

Proposal No. AN0421

1:10,000



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.

Agenda Item No. 6.2

Ordinance No. 21-1470, For the Purpose of Annexing to the Metro District Boundary
Approximately 8.78 acres Located in the Vicinity of SE McInnis Street and SE Cornelius Pass
Road in Hillsboro
Ordinances (First Reading and Public Hearing)

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ANNEXING TO THE) ORDINANCE NO. 21-1470
METRO DISTRICT BOUNDARY)
APPROXIMATELY 8.78 ACRES LOCATED IN) Introduced by Chief Operating Officer
THE VICINITY OF SE MCINNIS STREET AND) Marissa Madrigal with the Concurrence of
SE CORNELIUS PASS ROAD IN HILLSBORO) Council President Lynn Peterson

WHEREAS, Pahlisch Homes, Inc. has submitted a complete application for annexation of 8.78 acres in South Hillsboro (“the territory”) to the Metro District; and

WHEREAS, the Metro Council added this portion of South Hillsboro to the UGB, including the territory, by Ordinance No. 02-969B on December 5, 2002; and

WHEREAS, Title 11 (Planning for New Urban Areas) of the Urban Growth Management Functional Plan requires annexation to the district prior to application of land use regulations intended to allow urbanization of the territory; and

WHEREAS, Metro has received consent to the annexation from the owners of the land in the territory; and

WHEREAS, the proposed annexation complies with Metro Code 3.09.070; and

WHEREAS, the Council held a public hearing on the proposed amendment on November 18, 2021; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The Metro District Boundary Map is hereby amended, as indicated in Exhibit A, attached and incorporated into this ordinance.
2. The proposed annexation meets the criteria in section 3.09.070 of the Metro Code, as demonstrated in the Staff Report dated October 28, 2021, attached and incorporated into this ordinance.

ADOPTED by the Metro Council this ___ day of December 2021.

Lynn Peterson, Council President

Attest:

Approved as to form:

Jaye Cromwell, Recording Secretary

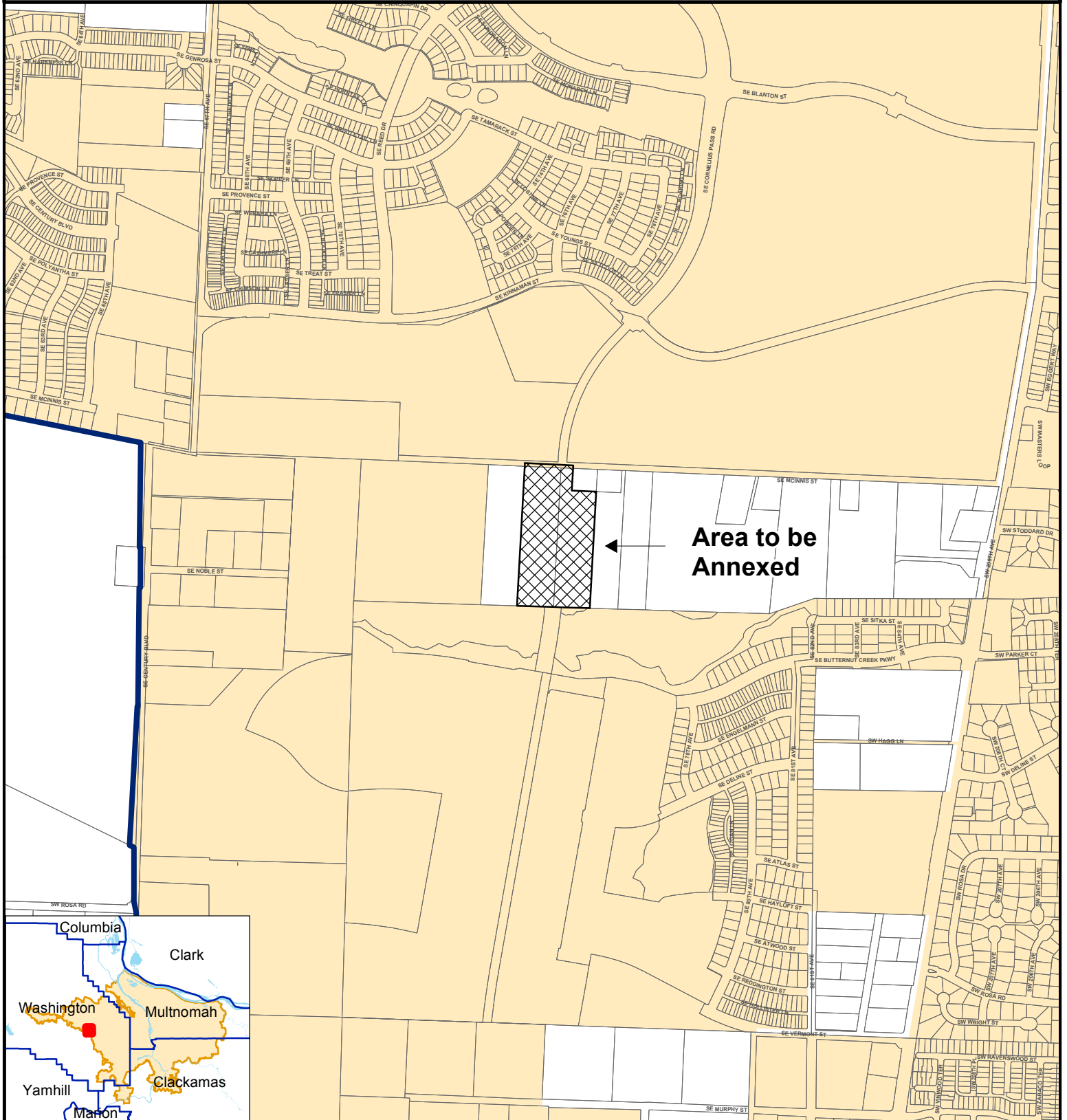
Carrie MacLaren, Metro Attorney

Proposal No. AN0521




1S2W14

Annexation to the Metro Service District

Washington County

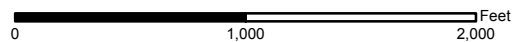


Research Center
 600 NE Grand Ave
 Portland, OR 97232-2736
 (503) 797-1742
<http://www.oregonmetro.gov/drc>

-  Urban growth boundary
-  Taxlots
-  Metro District Boundary

Proposal No. AN0521

1:10,000



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.

STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 21-1470, FOR THE PURPOSE OF ANNEXING TO THE METRO BOUNDARY APPROXIMATELY 8.78 ACRES LOCATED IN THE VICINITY OF SE MCINNIS STREET AND SE CORNELIUS PASS ROAD IN HILLSBORO

Date: October 28, 2021
Department: Planning & Development

Prepared by: Tim O'Brien
Principal Regional Planner

BACKGROUND

CASE: AN-0521, Annexation to Metro District Boundary

PETITIONER: Pahlisch Homes, Inc.
210 SW Wilson Avenue, Suite 100
Bend, OR 97702

PROPOSAL: The petitioner requests annexation of land in Hillsboro to the Metro District Boundary.

LOCATION: The two parcels are located in the vicinity of SE McInnis Street and SE Cornelius Pass Road, totals approximately 8.78 acres in size and can be seen in Attachment 1.

ZONING: The land is zoned Future Development (FD-20) by Washington County.

The two parcels were added to the urban growth boundary (UGB) in 2002 and is part of South Hillsboro Community Plan. The land must be annexed into the Metro District for urbanization to occur.

APPLICABLE REVIEW CRITERIA

The criteria for an expedited annexation to the Metro District Boundary are contained in Metro Code Section 3.09.070.

3.09.070 Changes to Metro's Boundary

(E) The following criteria shall apply in lieu of the criteria set forth in subsection (d) of section 3.09.050. The Metro Council's final decision on a boundary change shall include findings and conclusions to demonstrate that:

- 1. The affected territory lies within the UGB;*

Staff Response:

The parcel was brought into the UGB in 2002 through the Metro Council's adoption of Ordinance No. 02-969B. Thus the affected territory is within the UGB.

- 2. The territory is subject to measures that prevent urbanization until the territory is annexed to a city or to service districts that will provide necessary urban services; and*

Staff Response:

The conditions of approval for Ordinance No. 02-969B include a requirement that Washington County apply interim protection measures for areas added to the UGB as outlined in Urban Growth Management Functional Plan Title 11: Planning for New Urban Areas. Title 11 also requires that new urban areas be annexed into the Metro District Boundary prior to urbanization of the area. Washington County applied the Future Development-20 Acres (FD-20) designation to all the land included in Ordinance No. 02-969B to prevent premature urbanization of the expansion area prior to the completion of the comprehensive planning of the area and annexation to the City of Hillsboro. The subject property will be annexed to the City of Hillsboro and Clean Water Services in the future. Thus, the affected territory is subject to measures that prevent urbanization until the territory is annexed to the city.

- 3. The proposed change is consistent with any applicable cooperative or urban service agreements adopted pursuant to ORS Chapter 195 and any concept plan.*

Staff Response:

The subject parcels proposed for annexation are part of the South Hillsboro Community Plan adopted by the City of Hillsboro in 2014. The proposed annexation is consistent with the Urban Planning Area Agreement between Washington County and the City of Hillsboro adopted in 2017. Thus, the inclusion of the affected territory within the Metro District is consistent with all applicable plans and agreements.

ANALYSIS/INFORMATION

Known Opposition: There is no known opposition to this application.

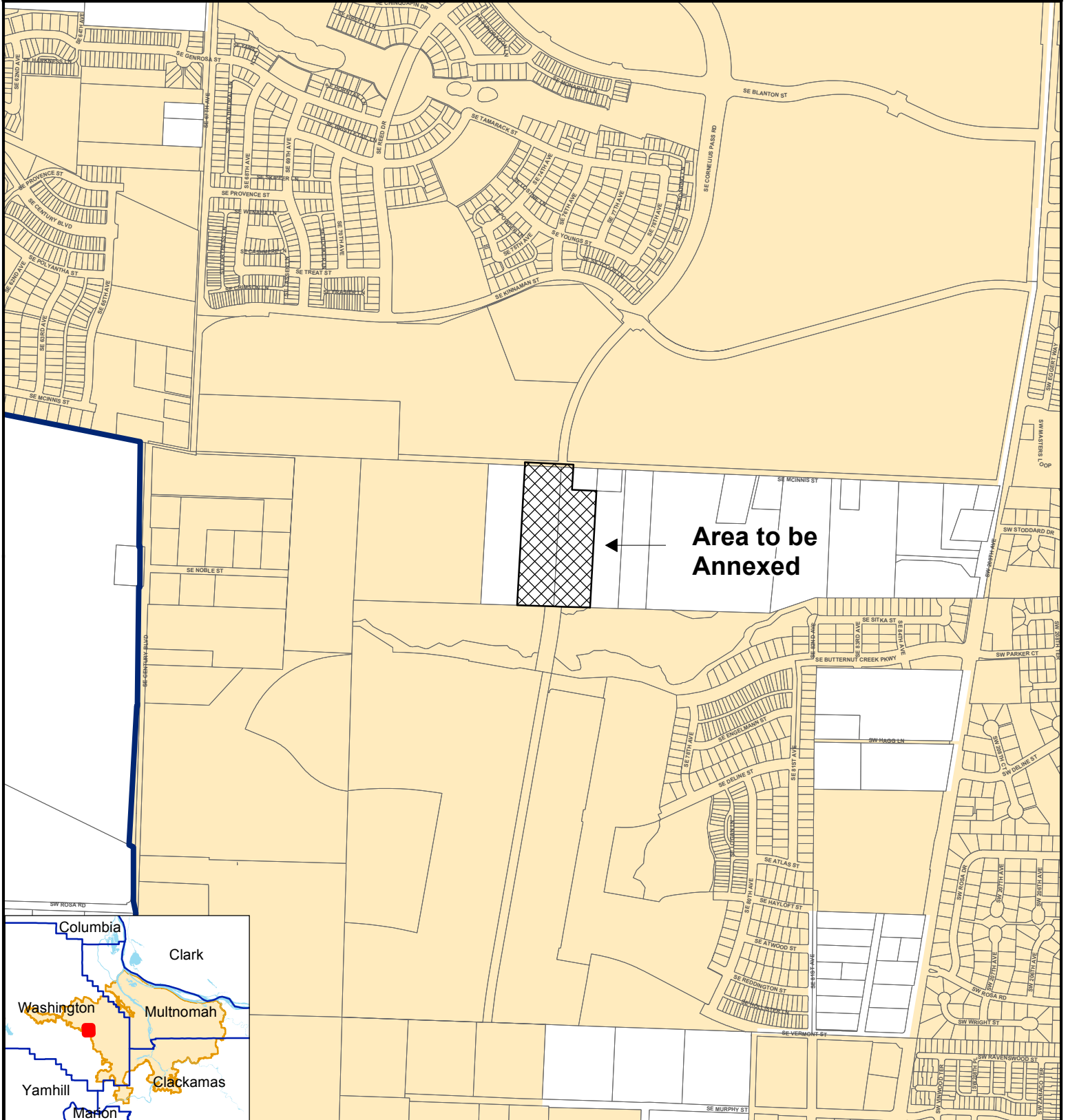
Legal Antecedents: Metro Code 3.09.070 allows for annexation to the Metro District boundary.

Anticipated Effects: This amendment will add two parcels totaling approximately 8.78 acres to the Metro District. The land is currently within the UGB and approval of this request will allow for the urbanization of the land to occur consistent with the South Hillsboro Community Plan.




Budget Impacts: The applicant was required to file an application fee to cover all costs of processing this annexation request, thus there is no budget impact.

RECOMMENDED ACTION

Staff recommends adoption of Ordinance No. 21-1470.

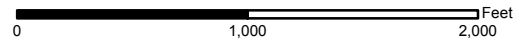


Research Center
600 NE Grand Ave
Portland, OR 97232-2736
(503) 797-1742
<http://www.oregonmetro.gov/drc>

-  Urban growth boundary
-  Taxlots
-  Metro District Boundary

Proposal No. AN0521

1:10,000



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.

Agenda Item No. 6.3

Ordinance No. 21-1471, For the purpose of annexing to the Metro District Boundary approximately 7.67 acres located in the vicinity of NW Brugger Road and NW 160th Avenue in the North Bethany area of Washington County
Ordinances (First Reading and Public Hearing)

Metro Council Meeting
Thursday, November 18, 2021

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ANNEXING TO THE) ORDINANCE NO. 21-1471
METRO DISTRICT BOUNDARY)
APPROXIMATELY 7.67 ACRES LOCATED IN) Introduced by Chief Operating Officer
THE VICINITY OF NW BRUGGER ROAD AND) Marissa Madrigal with the Concurrence of
NW 160TH AVENUE IN THE NORTH) Council President Lynn Peterson
BETHANY AREA OF WASHINGTON COUNTY

WHEREAS, Noyes Development Co. has submitted a complete application for annexation of 7.67 acres located in the vicinity of NW Brugger Road and NW 160th Avenue (“the territory”) to the Metro District; and

WHEREAS, the Metro Council added the North Bethany area to the UGB, including the territory, by Ordinance No. 02-987A on December 5, 2002; and

WHEREAS, Title 11 (Planning for New Urban Areas) of the Urban Growth Management Functional Plan requires annexation to the district prior to application of land use regulations intended to allow urbanization of the territory; and

WHEREAS, Metro has received consent to the annexation from the owners of the land in the territory; and

WHEREAS, the proposed annexation complies with Metro Code 3.09.070; and

WHEREAS, the Council held a public hearing on the proposed amendment on November 18, 2021; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The Metro District Boundary Map is hereby amended, as indicated in Exhibit A, attached and incorporated into this ordinance.
2. The proposed annexation meets the criteria in section 3.09.070 of the Metro Code, as demonstrated in the Staff Report dated October 28, 2021, attached and incorporated into this ordinance.

ADOPTED by the Metro Council this ___ day of December 2021.

Lynn Peterson, Council President

Attest:

Approved as to form:

Jaye Cromwell, Recording Secretary

Carrie MacLaren, Metro Attorney

STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 21-1471, FOR THE PURPOSE OF ANNEXING TO THE METRO BOUNDARY APPROXIMATELY 7.67 ACRES LOCATED IN THE VICINITY OF NW BRUGGER ROAD AND NW 160TH AVENUE IN THE NORTH BETHANY AREA OF WASHINGTON COUNTY

Date: October 28, 2021
Department: Planning & Development

Prepared by: Tim O'Brien
Principal Regional Planner

BACKGROUND

CASE: AN-0621, Annexation to Metro District Boundary

PETITIONER: Noyes Development Co.
16305 NW Bethany Court, Suite 101
Beaverton, OR 97006

PROPOSAL: The petitioner requests annexation of land in the North Bethany area of Washington County to the Metro District Boundary.

LOCATION: The land in North Bethany is approximately 7.67 acres in size, is located in the vicinity of NW Brugger Road and NW 160th Avenue, includes one parcel and some adjacent street right-of-way, and can be seen in Attachment 1.

ZONING: The land is zoned for residential use (R6-NB).

The land was added to the UGB in 2002 and is part of the North Bethany Subarea Plan that was adopted by Washington County. The land must be annexed into the Metro District for urbanization to occur.

APPLICABLE REVIEW CRITERIA

The criteria for an expedited annexation to the Metro District Boundary are contained in Metro Code Section 3.09.070.

3.09.070 Changes to Metro's Boundary

(E) The following criteria shall apply in lieu of the criteria set forth in subsection (d) of section 3.09.050. The Metro Council's final decision on a boundary change shall include findings and conclusions to demonstrate that:

- 1. The affected territory lies within the UGB;*

Staff Response:

The land in the North Bethany area of Washington County was brought into the UGB in 2002 through the Metro Council's adoption of Ordinance No. 02-987A, thus the affected territory lies within the UGB.

2. *The territory is subject to measures that prevent urbanization until the territory is annexed to a city or to service districts that will provide necessary urban services; and*

Staff Response:

The conditions of approval for Ordinance No. 02-987A include a requirement that Washington County apply interim protection measures for areas added to the UGB as outlined in Urban Growth Management Functional Plan Title 11: Planning for New Urban Areas. Title 11 requires that new urban areas be annexed into the Metro District Boundary prior to urbanization of the area. Washington County applied the Future Development 20 (FD-20) zone to the expansion area. Washington County requires the land to be annexed into the appropriate sanitary sewer, water, park and road service districts prior to urbanization occurring, which the applicant recently completed. Thus, the territory was subject to measures that prevented urbanization until the territory is annexed to the necessary service districts.

3. *The proposed change is consistent with any applicable cooperative or urban service agreements adopted pursuant to ORS Chapter 195 and any concept plan.*

Staff Response:

The land is part of Washington County's North Bethany Subarea Plan and was included in the North Bethany County Service District, established by the County Board of Commissioners on June 7, 2011. The proposed annexation is consistent with the Subarea Plan, the Bethany Community Plan and the Service District agreement and is required by Washington County as part of a land use application. Thus, the inclusion of the land within the Metro District is consistent with all applicable plans.

ANALYSIS/INFORMATION

Known Opposition: There is no known opposition to this application.

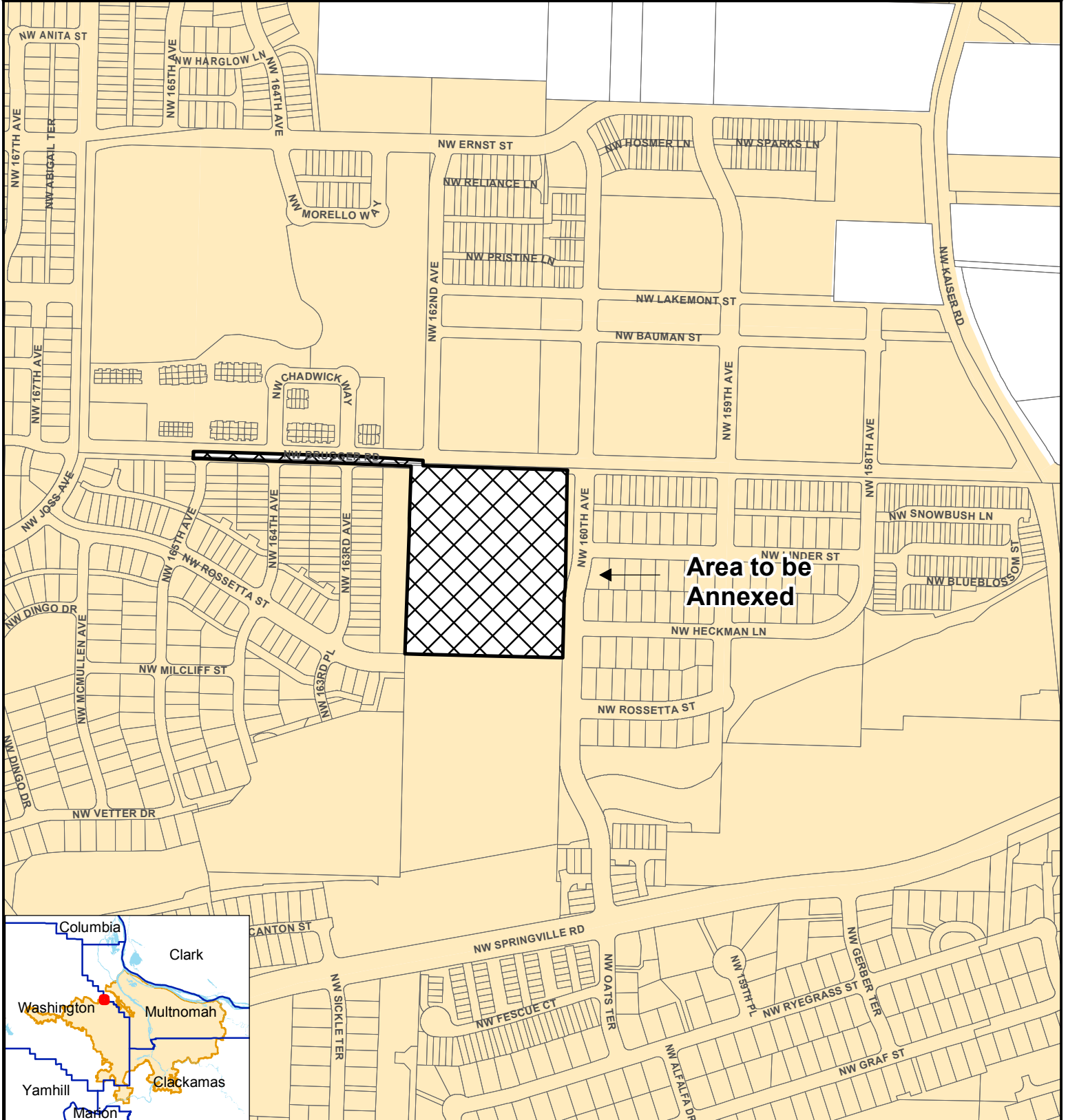
Legal Antecedents: Metro Code 3.09.070 allows for annexation to the Metro District boundary.

Anticipated Effects: This amendment will add approximately 7.67 acres in the North Bethany area of Washington County to the Metro District. All of the land is currently within the UGB and approval of this request will allow for the urbanization of the land to occur consistent with the North Bethany Subarea Plan.

Budget Impacts: The applicant was required to file an application fee to cover all costs of processing this annexation request, thus there is no budget impact.

RECOMMENDED ACTION

Staff recommends adoption of Ordinance No. 21-1471.



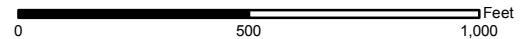
Research Center
 600 NE Grand Ave
 Portland, OR 97232-2736
 (503) 797-1742
<http://www.oregonmetro.gov/drc>

- Taxlots
- Metro District Boundary

Proposal No. AN0621



1:5,000



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors will be appreciated.

Materials following this page were distributed at the meeting.

Dear Councilors,

I live in District 6, and as it is currently vacant, I'm contacting the full Council.

I've read several of you talk about how important it is to lead on climate change, to prioritize long-term environmental justice in our communities and a livable world. With international leaders gathering in Glasgow right now, this is your chance to take action here in Oregon that will make a difference.

As you know, ODOT's current proposals for the Interstate Bridge Replacement all include massive lane expansions for several miles leading up to the bridge, and ODOT has done nothing to present an option that would *not* increase carbon pollution. Apart from the bait-and-switch tactic of including freeway widening under the name "Interstate Bridge Replacement," ODOT threw out community-supported alternatives that would have prioritized public transit (and biking and walking), rather than plow even more money into vehicle travel lanes. We know that induced demand means those lanes will fill up as soon as they are built, leading ODOT into a circular justification to propose another freeway widening project down the line.

A few of you have spoken directly about this issue in public letters and statements. Now is the time to back up your words with action.

Put your approval for the IBR on hold. Do not amend the MTIP to allocate more funds to ODOT on this project until they present options that prioritize the climate. Follow the lead of COP26 and commit, today, to stop the endless cycle of climate-blind vehicle-oriented development.

The Interstate Bridge needs to be retrofitted or replaced. But ODOT simply hasn't done the appropriate work to move forward. Make it clear that you won't go along with their proposed climate disasters.

Thank you for your consideration.

Ivan Boothe
2027 SE Madison St. #10
Portland, OR 97214-3878

Name *

Lenny Anderson

Email *

lenny@hevanet.com

Address



2934 NE 27th Avenue

Portland, OR 97212

United States

Your testimony

Save the planet! Stop ODOT in its tracks and vote NO on more funding for CRC 2.0

...see attached for a little history from the Governors' I-5 Task Force, 1999-2002

A little history: betrayal on the Governors' I-5 Task Force Lenny Anderson

It feels like beating a dead horse to tell this tale again, but sadly this horse ain't dead, but keeps rising again to scare hell out of folks who fear for our planet. And as was recently pointed out to me, twenty years ago, half the folks who need to weigh in on the subject of a replacement bridge across the Columbia River were not here, and some were not even born!

I served on the Governors' I-5 Task Force, 1999 to 2002, and in the end cast the lone NO vote on the final report that called for a new 10 lane bridge, miles of wider freeway to the north, a substandard bike/ped facility. But at least it had light rail and was to be paid for in part with tolls. Conservative Republicans in Clark county killed it...for which I guess we should be grateful.

In the first days, weeks, months of the TF's work, consultants plied us with data on traffic... how much, going how far, at what times of day. I remember a Saturday session at the Red Lion on Hayden Island, casting my eye on the actual bridge as traffic flew smoothly by, bored by the slides showing congestion, congestion and more congestion. Is this the same bridge they are talking about?

But some key data points emerged: 1/3 of the traffic across the bridge was "local," meaning trips of 3 miles or less. Most of the trips were to jobs in north Portland (Rivergate, Swan Island, Columbia Corridor, Albina) or the Portland inner core (Downtown, Lloyd and Central Eastside); relatively few were to Washington county. I had worked for a dozen years in R&D, and we loved data.

At an early evening session of the Task Force with that "local traffic=1/3" on my mind, I raised my hand and suggested that what we needed was a "Broadway Bridge" across the Columbia! Local traffic needn't be on an Interstate freeway if a local option were available! TF managers rolled their eyes, but some of my colleagues from both sides of the River shared a bit of a "Ah-Ha moment."

After some months passed, and we succeeded in narrowing the project from 12 lanes to 10...six "though lanes" and two auxiliary lanes, opting for light rail instead of some kind of BRT, etc., we entered the final phase...recommending to the DOTs what options should be included in the DEIS (Draft Environmental Impact Statement).

The consultants (who made out like bandits!) came in with an interesting surprise...an eight lane bridge with a two lane arterial bridge worked about as well as the 10 lane monster. Well, I thought, if a "8-2" option can work, why not a "6-2-2" option...keep the existing spans (do a seismic upgrade), add an arterial bridge in the I-5 corridor and a second as part of a sorely needed RR bridge expansion/rebuild.

And I so moved. In an act that has put her memory high on my "favorites chart," then Mayor Vera Katz seconded my motion, and we were in business! Following some debate, the vote was taken on whether to include the "6-2-2" option in the DEIS. It failed by one vote (Thank you Andy C./Metro!); the count was 10 NO and 9 YES. But we were assured that having virtually split the Task Force down the middle, the DOTs have no choice but to include the 6-2-2 option in the DEIS.

Never happened. So I voted NO on the final recommendation, and to this day, I cannot recall this betrayal with anything but contempt for the DOTs of both OR and WA, and remind all who follow in my footsteps to beware. Thankfully, I was not invited back for the next phase of community involvement that came to be known at the "CRC." An occasion for more betrayal, but that's another story.

PS Always in the back of my mind was the 1997 “experiment” that the OR & WA DOT's had done with the possible three week closure of one span looming for a major maintenance project on the bridge lift. HOV lanes were stripped on both the I-5 and I-205 bridges (northbound I-5 in OR is the only survivor), C-Tran offered free buses or vanpools to affected commuters, and even Amtrak ran some extra trains between Vancouver and Portland. I was the go-to guy at my place of work on Swan Island, and we signed up enough for a big vanpool, several car pools, and even got TriMet to extend the newly established Swan Island 85 bus to Union Station to meet a train or two from Vancouver. When the big day came, there was not a hint of congestion on the single open span, and my fellow employees from Clark county mostly came to work...partying the whole way in their big 20 passenger van! This is what is called in wonktalk: TDM or Transportation Demand Mangement. It actually works!

Name * Richard Dolgonas

Email * dolgonas@msn.com

Address 

1338 Southeast Overlook Avenue
Roseburg, OR 97470
United States

No doubt this is one of the stranger communications you will receive about the interstate bridge project.

You see, I live way down I-5 in Roseburg. Home of good wines and the highway up to the North Umpqua and Crater Lake.

But to get to the point, yes, the project does matter to those of us not in the Portland area. We drive that way to visit relatives or travel, and it is a very important freight route.

I once remarked to my wife as we were sitting in traffic up there that most of the cars jamming the freeway had only the driver in them. That seemed nuts to me and still does. When we head north, we have little choice but to drive, and there is also a certain amount of freight that has to move via the freeways. But please, focus your attention on getting much of the single occupants of motor vehicles out of those out of those vehicles!

This is particularly relevant now as we've been hearing about COP26 and the need to seriously address climate change. Nowhere has widening roads led to reduced driving in the long run. Perhaps in the short run it will smooth traffic and thereby reduce emissions, but that will be temporary fix at best. And it is a certainty that traffic will increase, and with it the need to do something about the traffic. Sound familiar?

I know the bridge over the Columbia is old and needs to be replaced. But please insist it is done in a way that reduces vehicle miles traveled in the long run.

Thank you.

Dick Dolgonas

Roseburg, Oregon



Date: November 15, 2021

To: Metro Council
JPACT

From: Chris Smith, No More Freeways

Subject: IBR, Climate Change and Electric and Autonomous Vehicles

As you consider the \$36M MTIP amendment for preliminary engineering (PE) on the five-mile freeway project known as the Interstate Bridge Replacement, I would ask you to examine the impacts on climate change.

The “national commitments” from the recently concluded COP26 in Glasgow still put us on a projected path for 2.5 degrees Celsius global heating, even as leaders express the need to limit such warming to 1.5 degrees to avoid devastating impacts.

All of the alternatives proposed for the IBR include 10 lanes. Whether or not we call these “auxiliary lanes” (they are longer than the entire I-405 freeway) is immaterial. The project refers to these lanes creating “a more efficient bridge”. That very efficiency is what will induce more single occupancy vehicle trips, increasing greenhouse gas emissions. We must prevent that.

Policy makers are tempted to rely on vehicle electrification to address climate change. But I urge you to look at the adoption curves to understand that this is unlikely to occur fast enough to meet the near term reductions needed to limit warming to 1.5 degrees

The chart below is provided by the Victoria Transport Policy Institute (see attached report). The key point to note is that fleet turnover lags sales by almost two decades. Even with commitments to end sales of internal combustion vehicles by 2035 (part of the COP26 commitments), we still don’t see full fleet turnover until at least 2050, leaving us largely dependent on greenhouse gas emitting vehicles during the next two critical decades. Electric vehicle sales are increasing much more slowly than these objectives. Global automotive industry consultants EY (formerly Ernst and Young) predict that EVs will not be a majority of new US car sales until 2036¹.

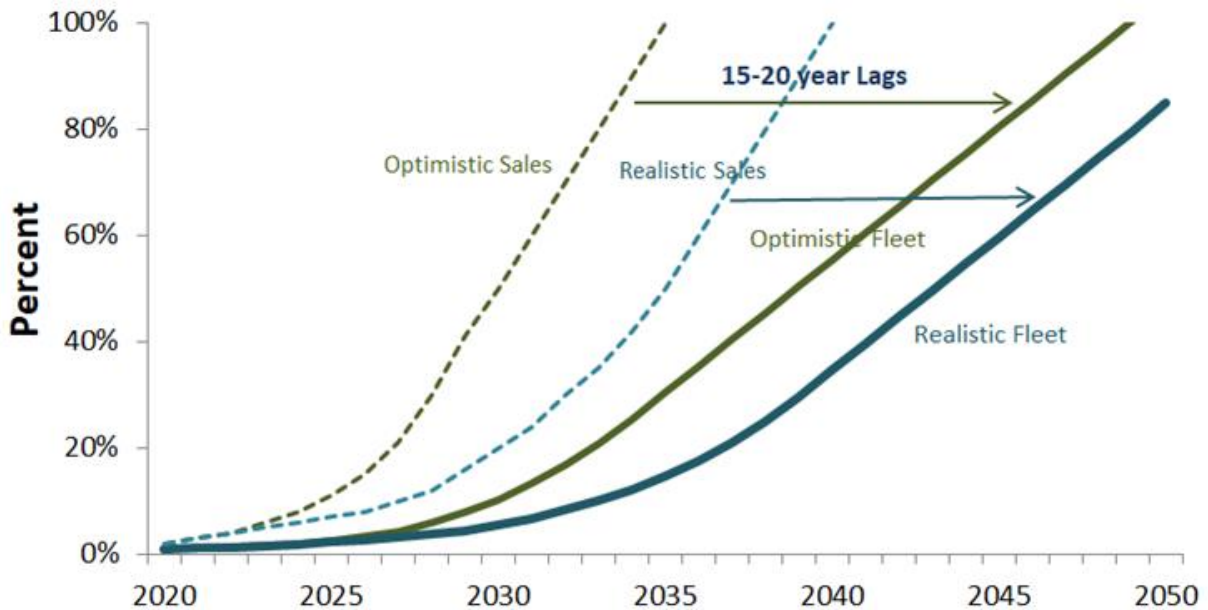
1

https://www.ey.com/en_gl/news/2021/06/electric-vehicles-to-dominate-sales-five-years-sooner-than-expected-ey-analysis



The COP26 declaration on accelerating the transition to 100% zero emission cars² ends with this dose of cold water (emphasis mine):

“We recognise that alongside the shift to zero emission vehicles, a sustainable future for road transport **will require wider system transformation, including support for active travel, public and shared transport**, as well as addressing the full value chain impacts from vehicle production, use and disposal.”



Optimistically, half of new vehicle sales could be electric by 2030, but realistically it will probably take longer, and since only about 5% of vehicles are replaced each year, it takes 15-20 years between a percentage of sales becoming a percentage of the fleet. With current policies it is unlikely that the fleet will be full electric by 2050.

We also need to consider lifecycle impacts. The production and operation of electric vehicles isn't zero carbon, best estimates are that life-cycle emissions from building EVs and their batteries and charging them will produce about 30 to 50 percent of the emissions of greenhouse gases as gasoline-powered cars.

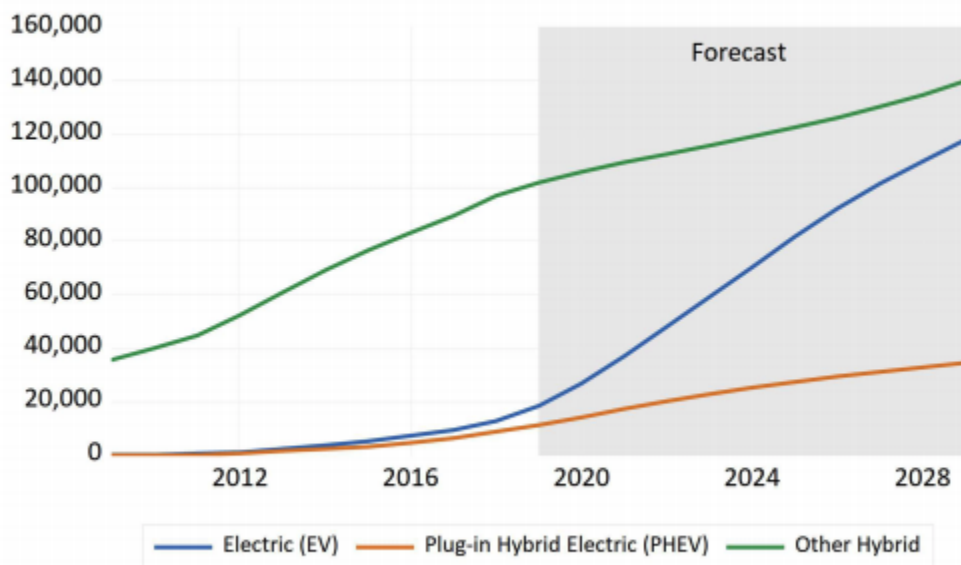


ODOT is forecasting fossil fuel vehicles for the foreseeable future

By ODOT's own forecast, only 3 percent of Oregon vehicles will be electric by 2030.

The agency's [October 2019 revenue forecast](#) predicts the size and composition of Oregon's light duty vehicle fleet through 2029. They forecast that in 2029 Oregon will have about 3.9 million light duty vehicles, but only about 120,000 of them (total) will be electric vehicles. That's just 3 percent of the fleet; 97 percent will still be internal combustion engines. The slow adoption of electric vehicles, as depicted in ODOT's official revenue forecasts, means the agency believes that its efforts to promote EVs won't have a significant effect on the state's greenhouse gas emissions any time in the next decade, at least.

Figure 12. Electric and Hybrid Vehicle Stock Forecast



Source: October 2019 ODOT Forecast

Electric vehicle adoption is happening more slowly than called for in Metro's and ODOT's climate plans. Vehicles are lasting longer, the fuel efficiency (and carbon emissions) of new vehicles are not improving as called for in those plans, and the vehicle mix has shifted decisively to heavier, more polluting SUVs. Portland is failing utterly to reduce its transportation GHG's. The independent, national DARTE inventory³ estimates that Portland area

³ Gately, C., L.R. Hutyra, and I.S. Wing. 2019. DARTE Annual On-road CO2 Emissions on a 1-km Grid, Conterminous USA, V2, 1980-2017. ORNL DAAC, Oak Ridge, Tennessee, USA.
<https://doi.org/10.3334/ORNLDAAC/1735>



transportation greenhouse gases increased by 1,000 pounds per person per year over the past five years.

It's worth remembering that electric vehicles don't have zero emissions: Much of our electric system still generates greenhouse gases, and the life-cycle costs associated with EV and battery manufacturing produce substantial amounts of greenhouse gases. On a life-cycle basis, large electric cars and SUVs produce only about 40 percent fewer greenhouse gas emissions than conventional internal combustion vehicles—about 300 grams per mile vs about 500 grams (Ambrose, et al, 2020⁴). Even rapid electrification of the fleet won't be sufficient to come close to meeting our greenhouse gas reduction goals. The State Smart Transportation Institute (SSTI) reports⁵ that increasing VMT could wipe out most of the gains from the likely level of vehicle electrification.

Transit, walking and biking can reduce greenhouse gases in the near term

C40 Cities (of which Portland is a member) issued the attached report, MAKING COP26 COUNT, arguing for a doubling of mode share for transit and active transportation, and making the case that doing so would be a powerful jobs program!

In considering IBR funding, I urge you to push for alternatives that contribute to RTP goals to reduce VMT and build a climate-resilient future for our region.

The role of Autonomous Vehicles

Of course, electric vehicles do nothing to reduce highway congestion.

There are hopes that in the future autonomous vehicles will be able to better use highway infrastructure by “platooning”, traveling at high speeds with minimal spacing between vehicles. The predictions of when autonomous vehicles will be able to safely operate at highway speeds are still highly speculative. And while platooning may increase throughput on limited access highways, it then threatens to overwhelm arterial and local streets with higher volumes of traffic, producing more congestion and safety problems. In addition, platooning will likely increase VMT and total emissions.

I would suggest you consider the limiting factors. Platooning will only be possible when a high percentage of vehicles are AVs, possibly requiring dedicated AV lanes. Given that AVs will suffer

⁴ Hanjiro Ambrose, Alissa Kendall, Mark Lozano, Sadanand Wachche, Lew Fulton, Trends in life cycle greenhouse gas emissions of future light duty electric vehicles, Transportation Research Part D: Transport and Environment, Volume 81, 2020, 102287, ISSN 1361-9209, <https://doi.org/10.1016/j.trd.2020.102287>.

⁵ <https://ssti.us/2021/09/13/the-amount-we-drive-could-make-or-break-clean-energy-plans/>



from the same fleet turnover lags as EVs, automation will not mitigate highway congestion in the next few decades. Our best defense against congestion remains road pricing.

Please decline this MTIP amendment until the project includes IBR scenarios that focus on transit, active transportation and pricing as requested by President Peterson and Commissioner Hardesty in their October 21 letter.

Attachment sources:

- <https://www.planetizen.com/blogs/114511-clean-vehicles-versus-vehicle-travel-reduction-s-better-transportation-emission>
- <https://www.c40.org/wp-content/uploads/2021/11/ITF-C40-joint-report-Making-COP26-count-Now-2021-2.pdf>
- Letter from City of Portland and Metro to IBR ESG, October 21, 2021

Clean Vehicles Versus Vehicle Travel Reductions: Better Transportation Emission Reduction Planning

There are many possible ways to reduce transportation emissions, some of which provide large co-benefits. Unfortunately, current evaluation practices tend to overlook some of the best. Lets examine why.

August 30, 2021, 12:00 PM PDT

By [Todd Litman](#)



Aram Vartian / [Flickr](#)

The Intergovernmental Panel on Climate Change's recent ["Code Red" report](#) highlights the urgency of reducing greenhouse gas emissions. "The internationally agreed threshold of 1.5°C is perilously close. We are at imminent risk of hitting 1.5°C in the near term. The only way to prevent exceeding this threshold is by urgently stepping up our efforts and pursuing the most ambitious path."

Since transportation activities generate [the largest share of greenhouse gas \(GHG\) emissions](#), transportation professionals have a critical role in identifying the most effective and overall beneficial emission reduction strategies; our role is similar to an emergency medicine team. The good news is that many jurisdictions are now establishing ambitious emission reduction targets. For example, President Biden recently established a [target](#) to reduce U.S. GHG emissions 50-52% by 2030. The even better news is that there are [many cost effective transportation emission reduction strategies](#). The bad news is that current evaluation practices tend to overlook and undervalue some of the best. My new report, [Comprehensive Transport Emission Reduction Planning – Guidelines for Evaluating Transportation Emission Reduction Strategies](#) examines why this occurs and how to correct it. Let me summarize this research.

Clean Vehicles versus Vehicle Travel Reductions

Most transportation emission reduction strategies can be categorized as either *clean vehicle* strategies that reduce per-mile emission rates, or *vehicle travel reduction* strategies that reduce total vehicle travel, as summarized below.

[Examples of Emission Reduction Strategies](#)

Clean Vehicles	Vehicle Travel Reductions
<i>Technologies and policies that reduce emission rates per vehicle-mile</i>	<i>TDM and Smart Growth policies that reduce total vehicle travel</i>

- Shifts to more efficient and alternative fuel vehicles (e.g., hybrid, electric and hydrogen).
- High emitting vehicle scrapage programs.
- Efficient driving and anti-idling campaigns.
- Switching to lower carbon and cleaner fuels.
- Inspection and maintenance programs.
- Resurface highways.
- Roadside “high emitter” identification
- Increase fuel prices

- Multimodal planning (improve walking, bicycling, public transit, ridesharing, etc.)
- Smart Growth policies that create more compact and multimodal communities.
- transportation demand management programs (commute trip reduction, freight transport management, etc.)
- More efficient road, parking and vehicle pricing.
- Vehicle parking policy reforms.
- Increase fuel prices

Clean vehicles reduce per-mile emission rates. Vehicle travel reductions reduce total motor vehicle travel. Fuel price increases help achieve both.

Better Analysis

Which emission reduction strategies are most effective and beneficial overall? That depends on how they are analyzed. My report reviewed the assumptions and evaluation methods used in more than a dozen emission reduction plans. I found many are biased in ways that tend to exaggerate the benefits of clean vehicle strategies, and undervalue vehicle travel reduction strategies. Let me describe these.

Unrealistic Fleet Turnover Predictions

Many emission reduction plans assume that electric vehicles can quickly replace fossil fuel vehicles using overly optimistic fleet turnover predictions.

Since only about 5% of vehicles are replaced each year, it takes decades for new technologies to fully penetrate a fleet unless many operable vehicles are scrapped prematurely. Electric vehicles currently represent less than 2% of new vehicle sales.

Optimistically, half of new vehicles could be electric by 2030, but realistically it will probably take longer, and because the development of electric SUVs and light trucks is particularly slow, the remaining fossil fuel vehicles will skew to low fuel economy. With current policies, the fleet is unlikely to be fully electric by 2050, as illustrated below.

Optimistic and Realistic Electric Vehicle Sales and Fleet Penetration



Optimistically, half of new vehicle sales could be electric by 2030, but realistically it will probably take longer, and since only about 5% of vehicles are replaced each year, it takes 15-20 years between a percentage of sales becoming a percentage of the fleet. With current policies it is unlikely that the fleet will be full electric by 2050.

Rebound Effects

Because cleaner vehicles generally have lower operating costs they tend to increase total vehicle travel and associated costs. For example, electric cars cost are about half as much to operate as a comparable fossil fuel car, which typically increases vehicle-miles 10-30%. This is called a [rebound](#)

[effect](#), and the additional vehicle-miles are called *induced vehicle travel*. Although there are still net emission reductions—a 10-30% rebound effect leaves 70-90% net savings—the induced travel increases congestion, infrastructure costs, crashes, and sprawl-related costs. The additional travel provides user benefits, otherwise motorists would not drive more miles, but these tend to be modest since the additional travel consists of marginal-value vehicle-miles that users are most willing to forego if their costs increase.

High Costs of Cleaner Vehicles

Electric vehicles currently receive various subsidies, as summarized in Table 2. Since a typical gasoline car produces about seven annual tonnes of carbon, compared with five for a hybrid and two for an electric car, vehicle electrification emission reductions cost \$100-400 per tonne, which is higher than many other emission reduction strategies. These may decline somewhat as electric vehicle technology improves, but until a vehicle-miles tax is applied to electric vehicles they will continue to receive approximately \$300 annual subsidy in avoided road user taxes, representing approximately \$60 cost per ton of emissions reduced.

Typical Electric Vehicle Subsidies

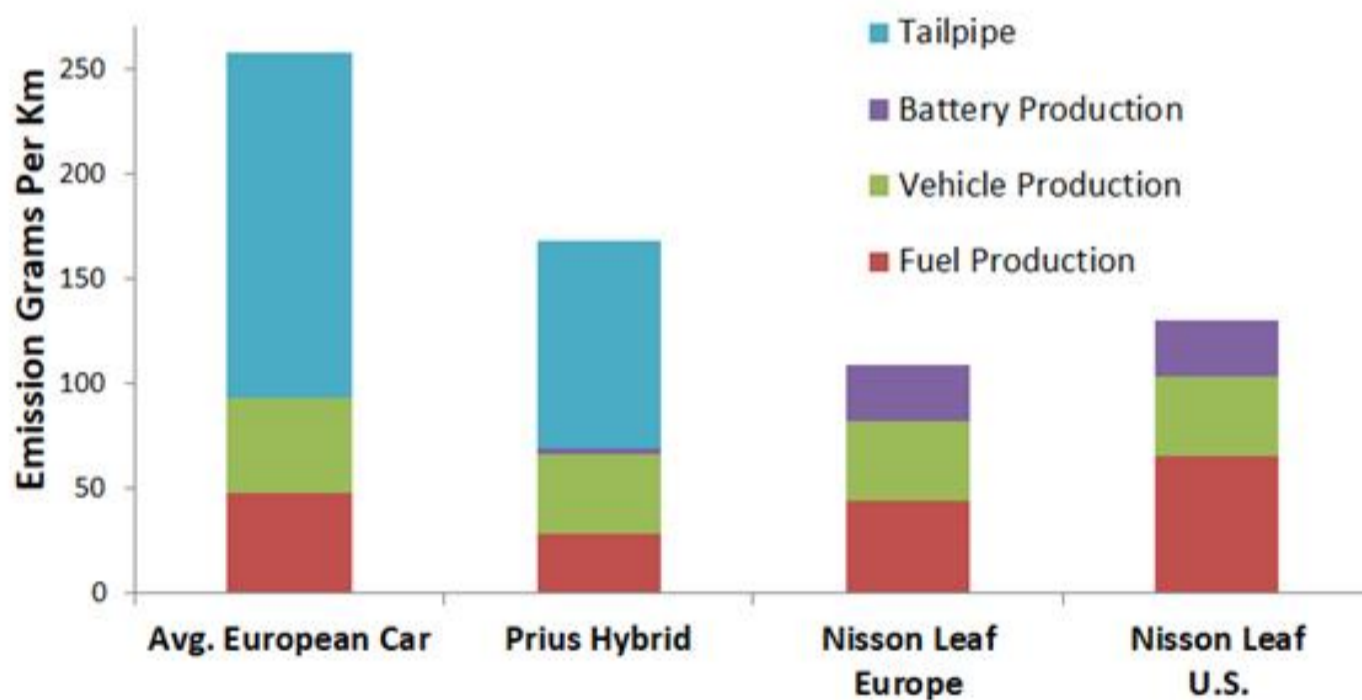
Subsidy	Annual Value
Corporate Average Fuel Economy (CAFE) credits (\$4,700 over 15 years)	\$313
Purchase subsidy (\$5,000 over a 15-year vehicle life)	\$333
Electric vehicle recharging stations (50 free annual recharges costing \$2.50)	\$125
Road user fee exemption (12,500 annual miles, 20 mpg, 50¢ tax per gallon)	\$310
<i>Total Annual Subsidy</i>	<i>\$1,081</i>

Electric vehicles receive various subsidies that currently total more than \$1,000 per year.

Lifecycle Emissions

Many plans exaggerate clean vehicle benefits by ignoring emissions embodied in vehicle and electricity production. Hybrids typically reduce emissions by a third, and electric cars by two-thirds, compared with typical fossil fuel cars, as illustrated below. This is good, but it is an exaggeration to call them "zero emission" vehicles.

Life-cycle GHG Emissions



Electric vehicles typically reduce emissions 50-80% compared with a comparable fossil-fuel vehicle. It is an exaggeration to call them "zero emission vehicles."

In addition, automobile transportation and the sprawl they increase emissions by increasing road and parking infrastructure requirements, along with their embedded emissions, and by displacing emission-sequestering forests.

Outdated Transportation Models

Emission reduction plans use transportation models to predict how a policy will affect vehicle travel and emissions. Many of these models are outdated and inaccurate. For example, a major study, [Impacts of Land Use and Pricing in Reducing Vehicle Miles Traveled](#), predicted that a 25¢ per mile VMT fee, equivalent to a \$5 per gallon fuel tax, would only reduce affected vehicle travel 15%. It explains,

"This is due to the low price-elasticity of vehicle travel demand – a known feature of travel behavior that can be attributed partially to the lack of competitive alternative modes of travel in much of the region."

Such low elasticity values are based on studies performed in the United States during the last quarter of the 20th Century, when employment rates and wages were increasing and fuel prices were relatively low. More [recent studies](#) indicate that vehicle travel is two or three times more price sensitive than older models assume. Older models also [underestimate](#) the vehicle travel reductions provided by transportation demand management (TDM) and Smart Growth policies. For example, if an older model predicts that a price change will reduce vehicle travel 5%, the actual long-term impact is likely to be 10-15%. Similarly, if it predicts that electric vehicles will be driven only 10% more annual miles than comparable fossil fuel vehicles, the true rebound effect is probably 20-30%.

Scope of Vehicle Travel Reduction Strategies Considered

Most emission reduction plans consider a limited set of vehicle travel reduction strategies, and omit [some of the most effective](#). They often include active and public transport improvements, vehicle sharing, telework, and sometimes road pricing and transit-oriented development, but few include comprehensive multimodal planning, efficient transportation pricing ([including parking, insurance and registration fees](#)), comprehensive [Smart Growth policies](#), and targeted travel reduction programs.

Additional Impacts and Co-Benefits

Cleaner vehicles conserve fossil fuel and reduce emissions but provide few other benefits, and by inducing additional vehicle travel they can increase external costs such as congestion, infrastructure cost, crashes and sprawl-related costs. Because they and their infrastructure are costly and require large subsidies that could instead, be invested in non-auto modes, they reduce overall affordability and contradict social equity goals. In contrast, vehicle travel reductions and Smart Growth provide a far greater range of economic, social and environmental benefits. By improving walking, bicycling, public transit, vehicle sharing and affordable infill housing options, vehicle travel reduction programs tend to provide large affordability and social equity benefits. Few emission reduction plans consider all of these impacts; as a result, they undervalue vehicle travel reduction strategies.

Latent Demand for Multimodal Lifestyles

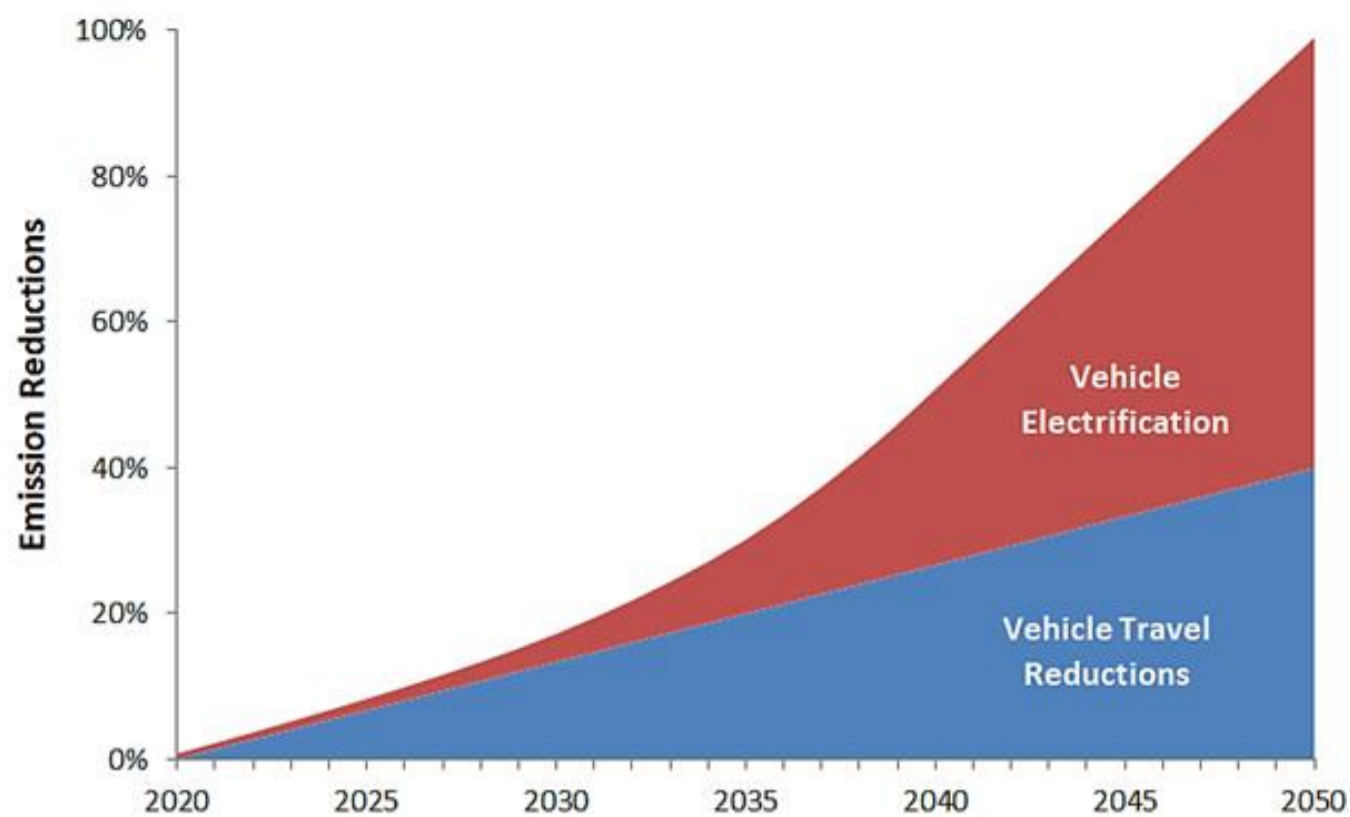
Some emission reduction plans assume that most people want to live automobile-dependent lifestyles, so vehicle travel reductions harm consumers and are difficult to implement. There are good reasons to be skeptical of such claims. [Surveys](#) indicate that many North Americans would like to drive less, rely more on non-auto modes, and live in more multi-modal communities, provided that these alternatives are convenient, comfortable and affordable. TDM and Smart Growth respond to those demands. There are [many examples](#) of integrated TDM and Smart Growth programs that provide large travel reductions and benefits, including user cost savings, public health, community livability, and fun.

Comparing Impacts

The figure below compares potential emission reductions provided by vehicle electrification and vehicle travel reductions. Fleet electrification will take decades, and considering emissions embodied in vehicle and fuel production, plus rebound effects, only reduces a vehicle's emission about 70%.

A set of cost-effective TDM and Smart Growth policies can reduce North American per capita vehicle-miles by 40% or more, comparable to peer countries such as Germany, Norway, and Sweden. Many of these strategies can be implemented quickly, and reducing total vehicle ownership and sprawl provides indirect as well as direct emission reductions.

Comparing Emission Reductions



Fleet electrification will take decades and only reduces emission about 70% due to embodied energy and rebound effects. Many vehicle travel reduction strategies can be implemented quickly. As a result, cost-effective vehicle travel reduction strategies are likely to provide greater emission reductions and more total benefits than vehicle electrification during the next three decades.

This analysis indicates that both vehicle electrification and vehicle travel reductions are needed to achieve ambitious emission reduction targets. Because of the 15-20 year lag between new vehicle market penetration and total vehicle fleet penetration, vehicle electrification cannot provide significant emission reductions before 2040. In contrast, many TDM and Smart Growth policies can be implemented quickly, providing earlier and more total emission reductions during the three-decade period.

Summary and Recommendations

The table below summarizes various planning biases, their impacts, and ways to correct them.

[Comparing Impacts](#)

Planning Bias	Impacts	Corrections
Exaggerates the speed of clean vehicle market penetration.	Overestimates clean vehicle impacts and benefits.	Use realistic predictions of clean vehicle fleet penetration.
Use of outdated travel models that underestimate travel impacts.	Underestimates clean vehicle rebound effects, and undervalues vehicle travel reductions.	Use newer and better modes for predicting travel impacts.
Overlooks embodied and upstream emissions	Overestimates clean vehicle emission reductions and benefits.	Apply lifecycle analysis that accounts for all emissions.
Ignores rebound effects (increased travel by clean vehicles), and the increased external costs that result.	Overestimates clean vehicle benefits and underestimates their community costs.	Account for rebound effects and the additional external costs that result.
Failure to account for all clean vehicle subsidies, and compare them with other emission reduction strategies.	Underestimates clean vehicle costs and regressivity.	Estimate and compare unit emission reduction costs (dollars per tonne of emission reductions).
Only considers a limited and ineffective set of vehicle travel reduction strategies.	Undervalues TDM and Smart Growth impacts and benefits.	Consider a broad range of potential vehicle travel reduction strategies.
Overlooks TDM and Smart Growth co-benefits, besides emission reductions.	Undervalues TDM and Smart Growth benefits.	Account for all significant co-benefits.

Assumes that TDM and Smart Growth harm consumers and are unpopular.	Undervalues vehicle travel reduction impacts and benefits.	Consider consumer preferences for more multimodal lifestyles.
---	--	---

Current emission reduction planning practices are biased in ways that tend to exaggerate clean vehicle benefits and undervalue TDM and Smart Growth strategies. These can be corrected.

Other recent [publications](#) also conclude that vehicle travel reduction strategies provide greater benefits than commonly recognized. For example, a *New York Times* article "[There's One Big Problem with Electric Cars. They're Still Cars](#)," highlights problems caused by automobile traffic. A *New Scientist* article, "[Electric Cars Won't Shrink Emissions Enough - We Must Cut Travel Too](#)," argues that vehicle travel reductions are needed to achieve emission reduction targets. A Rocky Mountain Institute study, "[Our Driving Habits Must Be Part of the Climate Conversation](#)," concludes that the United States must reduce vehicle travel by 20% to limit global warming to 1.5°.

Conclusions

Many jurisdictions and organizations have ambitious emission reduction targets and are developing plans to achieve them. [My research](#) indicates that the analysis methods used to develop those plans are often biased in ways that exaggerate the benefits of clean vehicles (hybrid, electric and hydrogen), and undervalue TDM and Smart Growth strategies. Many plans assume that clean vehicle policies are more effective, cost effective, fast, reliable, and popular than vehicle travel reductions. There are good reasons to question those assumptions.

Because of the 15-20 year lag between changes in new vehicle purchases and changes in the overall vehicle fleet, clean vehicles can provide little emission reductions before 2040, and considering vehicle and electricity production emissions, plus rebound effects, clean vehicles only reduce emissions by 60% to 80%; it is inaccurate to describe them as having "zero emissions."

Integrated TDM and Smart Growth strategies could reduce emissions by 20% within a decade and 40% by 2050, are very cost-effective overall, and provide numerous co-benefits. Although few motorists want to give up driving altogether, surveys indicate that many would like to drive less, rely more on alternative modes, and live in more walkable communities, provided that they are convenient, safe and affordable; TDM and Smart Growth respond to those demands, making consumers better off overall.

This study suggests that to be efficient and equitable, transportation emission reduction plans should rely at least as much on vehicle travel reductions as on clean vehicle strategies, with particular emphasis on "quick win" strategies that can be implemented in a few years.

There is a positive message here. With better analysis we can identify emission reduction strategies that also help achieve other economic, social and environmental goals. Everybody wins!

For More Information

Jon Axsen, Patrick Plötz and Michael Wolinetz (2020), "[Crafting Strong, Integrated Policy Mixes for Deep CO₂ Mitigation in Road Transport](#)," *Nature Climate Change*.

Austin L. Brown, et al. (2021), [Driving California's Transportation Emissions to Zero](#), Institute of Transportation Studies.

Kevin Fang and Jamey Volker (2017), [Cutting Greenhouse Gas Emissions is Only the Beginning: A Literature Review of the Co-Benefits of Reducing Vehicle Miles Traveled](#), National Center for Sustainable Transportation.

Allen Greenberg and Jay Evans (2017), [Comparing Greenhouse Gas Reductions and Legal Implementation Possibilities for Pay-to-Save Transportation Price-shifting Strategies and EPA's Clean Power Plan](#), Victoria Transport Policy Institute.

He Pou a Rangī (2021), [Draft Advice for Consultation](#), New Zealand Climate Change Commission.

ICAT (2020), [ICAT Toolbox: Policy Assessment Guidelines](#), Initiative for Climate Action Transparency.

ITF (2021), [Transport Climate Action Directory](#), International Transport Forum (www.itf-oecd.org).

Todd Litman (2020), [Are Vehicle Travel Reduction Targets Justified?](#), Victoria Transport Policy Institute.

Farhad Manjoo (2021), "[There's One Big Problem with Electric Cars. They're Still Cars](#)," *New York Times*.

Carlton Reid (2021), "[Don't Despair Over Climate Report's Horrors, There Are Fixes — But Electric Cars Not One of Them](#)," *Forbes*.

Street Smart is a clearinghouse that provides information for integrating climate change, public health, and equity concerns into transport planning.

SUM4All (2019), [Catalogue of Policy Measures Toward Sustainable Mobility](#), Sustainable Mobility for All.

TfA and SGA (2020), [Driving Down Emissions: Transportation, Land Use and Climate Change](#), Transportation for America.

Vancouver (2020), [Climate Emergency Action Plan](#), City of Vancouver.

Adam Vaughan (2019), Electric Cars Won't Shrink Emissions Enough - We Must Cut Travel Too," *New Scientist* (www.newscientist.com); at <https://bit.ly/3b3Kyh5>.

Kea Wilson (2021), [Biden's Climate Vision is Too Focused on EVs — Again](#), StreetsBlog USA.

Brian Yudkin, et al. (2021), [Our Driving Habits Must Be Part of the Climate Conversation](#), Rocky Mountain Institute.

[ENERGY](#) [ENVIRONMENT](#) [TRANSPORTATION](#) [TRANSPORTATION EMISSION REDUCTIONS](#) [CLIMATE ACTION](#) [View More](#)

[Todd Litman](#)

Todd Litman is founder and executive director of the Victoria Transport Policy Institute, an independent research organization dedicated to developing innovative solutions to transport problems.

NOVEMBER 2021

MAKING COP26 COUNT

How investing in public transport
this decade can protect **our jobs,**
our climate, our future



The Future Is
**PUBLIC
TRANSPORT**

C40

The C40 Cities Climate Leadership Group (C40) connects 97 of the world's greatest cities, representing over 700 million people and one quarter of the global economy. Created and led by cities, C40 is focused on tackling climate change and driving urban action that reduces greenhouse gas emissions and climate risks, whilst increasing the health, wellbeing and economic opportunities of urban citizens.

ITF

The International Transport Workers' Federation (ITF) is a democratic, affiliate-led federation which improves working lives, connecting nearly 700 affiliated trade unions from 150 countries and helping to secure rights, equality and justice for their members. ITF works as a voice for nearly 20 million working men and women across the world.

CONTENTS

Section 1	1
EXECUTIVE SUMMARY	
Section 2	4
INTRODUCTION	
Section 3	5
JOBS AND ACCESS TO MORE JOBS: WHAT PUBLIC TRANSPORT INVESTMENT COULD DELIVER	
Section 4	8
STORIES FROM THE GROUND: HOW THE CLIMATE CRISIS, COVID-19 AND CASH FLOW HAVE IMPACTED PUBLIC TRANSPORT SYSTEMS	
Section 5	13
A TRANSFORMATIVE APPROACH TO PUBLIC TRANSPORT	
Section 6	15
CONCLUSIONS	
Recommendations	16
Methodology	17
Acknowledgements	17

Section 1

EXECUTIVE SUMMARY

With the right action and public investment, including from national governments, public transport can be an engine that powers the world out of the economic, social and climate crises we face today. World leaders are meeting to agree next steps on climate action at the UN climate conference in Glasgow. The need for action has never been more urgent. The United Nations has warned that we are at ‘code red for humanity’, with human-induced climate change already affecting weather and climate extremes in every region of our planet¹.

Transport is currently responsible for a quarter of CO₂ emissions. To combat this, a global shift to public transport, walking and cycling is needed, reducing car use alongside a transition to zero-emission vehicles. **The proportion of public transport journeys in the world’s cities must double in this decade to bring global emissions down, in line with keeping the temperature rise to 1.5°C.** Without this action, it will simply not be possible for countries to deliver on the global goal to at least halve emissions within this decade.

“ **Climate protection cannot work without a modal shift. Local transport must become a good alternative to cars ... above all, people must be taken along.**”
Robert Seifert, young vehicle maintenance worker, Berlin

Doubling public transport usage as part of a green recovery would, by 2030, create tens of millions of jobs in cities around the world (4.6 million new jobs in the nearly 100 C40 cities alone), cut urban transport emissions by more than half, and reduce air pollution from transport by up to 45%². It would protect lower-income and service-sector workers and connect city residents to work, education and community.

This briefing brings together **key insights from interviews on the ground in cities around the world** – from transport workers, city officials and commuters - about the needs of and potential for our cities’ transport systems. It features **new research highlighting the local jobs potential in five global cities** that are leading the way, or have the political will, in making this shift on public transport. It also puts forward **new polling** demonstrating the level of public support for this investment.

Interviewees highlighted the good progress that has already been made to strengthen access to public transport in cities, but also described **the obstacles we need to overcome to move forward**. Under-funding; short-termism; disjointed planning; ageing, damaged infrastructure unfit for a changing climate; poor working conditions and low morale; cuts to services and privatisation: these are just some of the issues which can undermine our public transport systems, discouraging potential passengers, hurting the workers that keep our societies moving and the communities who depend on them, and making it more difficult for cities to deliver services - as well as negatively impacting climate targets.

¹ United Nations, ‘Secretary-General Calls Latest IPCC Climate Report ‘Code Red for Humanity’, Stressing ‘Irrefutable’ Evidence of Human Influence’, 9 August 2021; <https://www.un.org/press/en/2021/sgsm20847.doc.htm>

² <https://thefutureispublictransport.org/>

“ What most workers and commuters want is public transport that is reliable, that is sustainable, that is affordable [and which provides] more and better jobs for employees.”

Eric Phumlani, South African Transport and Allied Workers’ Union (SATAWU), Johannesburg

The COVID-19 pandemic has further impacted both the funding available for and the use of public transport, at the very point we need both to increase. It has also reinforced just how important the system is for workers that we all depend on. While office workers were typically able to work from home, around the world we saw the likes of health workers, energy workers, cleaners and care workers - as well as transport workers themselves – relying on buses, trains and metros throughout the crisis. This underlines the lack of protections and safety nets for informal transport workers, with accounts of some left struggling to survive through lockdowns.

By contrast, **transport workers, city officials and union leaders described how transformational it can be when we achieve a major modal shift to public transport.** This means investing in, planning and running affordable systems which people can rely on to get them where they need and want to go safely, comfortably and quickly. When public transport provides a real alternative, and is coupled with mechanisms to incentivise shifts away from private cars, it can yield huge benefits in terms of tackling climate change, quality of life, creating jobs and making them more accessible, and promoting social and gender justice and public health.

“ It’s making passengers feel it’s safe and convenient ... that transit is useful, it’s affordable, connections are easy and the system is easy to navigate.”

Jesus Sapien, Public Transit Director, Phoenix

These views are supported by the data. **New modelling in five global cities shows that investing in public transport at the level needed to limit global warming to 1.5°C would create over 650,000 new, good-quality transit jobs in those cities alone and another 650,000 more jobs globally.**

Polling in different cities indicates that members of the public expect their usage of public transport to rebound, but they want to see public transport systems become more accessible, affordable and widespread to help workers connect to their jobs and make society run better. Importantly, there is strong public support across different regions for investing in and expanding public transport for the benefit of people and the planet. And such investment would have wider societal benefits, with positive impacts for social equality, safety, public health, social welfare, quality of life, access to work, education and economic development.

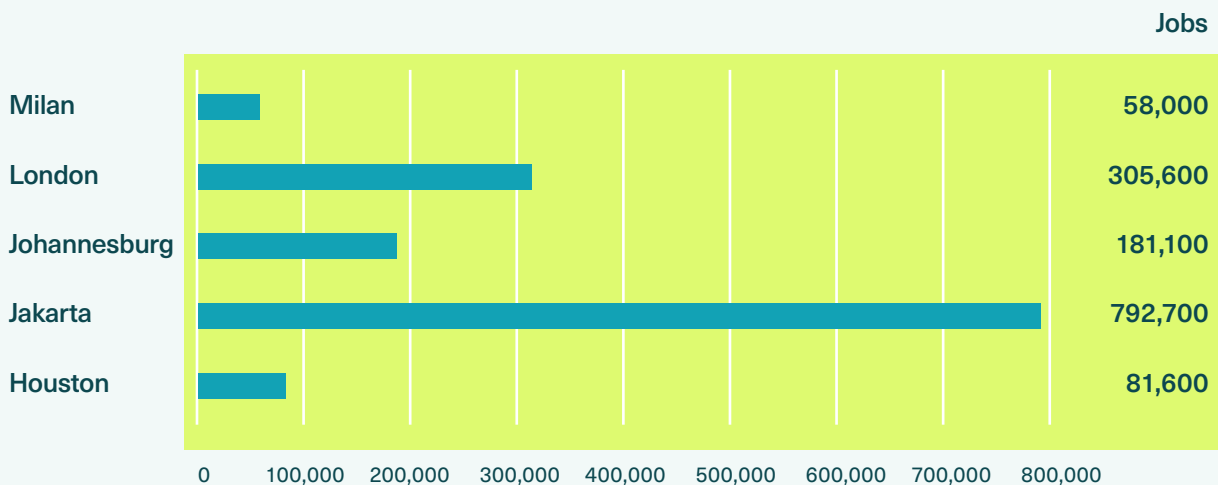


Chart 1: Public transport investment is a jobs engine. Climate-friendly public transit investment creates hundreds of thousands of jobs for cities and countries, 2021 – 2030.

Given the urgent need for action, transport unions, mayors of some of the world's leading cities, workers, civil society groups and city residents have joined together to **call on the world's governments to be more ambitious in their climate plans**, and direct the scale of investment required so that everyone has access to clean public transport. This must start by cities doubling the share of journeys by public transport and advancing a just transition to zero emission transport by 2030. Cities are already taking action, but much more can be done with the right support from national governments and the right partnerships locally, bringing cities together with workers and the communities they serve to deliver a just transition.

“ **Cities designed, managed and operated to be consistent with a zero-carbon economy will be fantastic places. They'll be green, less polluted, safer and more accessible.**”

Ben Plowden, Transport for London



PHOTO: Queen Street Station, North Hanover Street, Glasgow, UK by Ross Sneddon | **SOURCE:** Unsplash

Glasgow Trades Union Council's Stuart Graham explained that the strain hosting COP26 will itself place on Glasgow's public transport will illustrate how desperately investment, planning and coordination is needed to achieve a system which works for people and planet. He called for the conference to be a starting point for a new commitment to support public transport over the next decade.

Section 2

INTRODUCTION

While progress has been made by national governments on setting targets to phase out diesel and petrol cars, firm targets to increase the share of journeys being taken by public transport are **largely missing from the revised nationally determined contributions (NDCs)** submitted under the Paris Agreement³. This is in contrast to the many cities that have not only pledged to create zero-emission areas for traffic by 2030, but have also identified the need to increase the share of trips made on public transport or by walking and cycling.⁴

Significant investment is required to expand, improve and move towards zero-emissions public transport. US\$205 billion a year is needed this decade for the nearly 100 C40 cities that together account for 25% of global GDP. **With trillions currently being spent on COVID-19 economic stimuli, this is a key opportunity to bring emissions down rapidly while creating much needed jobs and boosting local economies.** Following the drop in travel resulting from COVID-19, which led to a loss of revenues for public transport just at the point both ridership and funding needed to increase, we are now seeing that urban residents expect to return to public transport ridership post-pandemic⁵.

As this briefing shows, major investment is now required to achieve modal shift. This is necessary if we are to bring global emissions down in line with keeping temperature rises to 1.5°C.

Such investment generates important economic and societal benefits too. C40 and ITF have conducted new modelling, focusing on five global cities, to show how many jobs new public investment could create in both the cities themselves and country-wide. Alongside that, city officials, transport workers and unions across 19 cities globally have been interviewed to gather insights into how public transport investment should be planned and coordinated, and how operations should be run, to maximise benefits for passengers, workers, residents and wider society.

The findings provide important insights, which highlight the actions that need to be taken by decision-makers at COP26 and beyond.



PHOTO: Boda boda riders in Kampala, Uganda | **SOURCE:** ITF

³ <https://changing-transport.org/summary-analysis>

⁴ <https://www.c40.org/other/green-and-healthy-streets>

⁵ Polling data conducted on behalf of C40 by Clear Path Strategies

Section 3

JOBS AND ACCESS TO MORE JOBS: WHAT PUBLIC TRANSPORT INVESTMENT COULD DELIVER

Public transport is not only key to averting catastrophic climate change, **it is a powerful motor of job creation**. The investment needed for modal shift to keep us on a pathway of a maximum global temperature rise of 1.5°C could create millions of good-quality jobs in cities around the world. This would also stimulate urban economies, leading to further job creation.

To show just what investment could mean in practice, modelling carried out in five cities (London, Jakarta, Milan, Johannesburg and Houston) shows that **each city would gain tens of thousands of jobs between 2021 and 2030 via public transport investment** and put them on a pathway to meet climate goals aligned with the Paris Agreement. **Additional jobs would be created throughout the country where each city is located**, in manufacturing and services that support and result from public transport investment. Still further jobs would likely be created by the stimulation of urban economies through increased access to employment, services and leisure activities.

London, for example, would gain 143,700 public transport jobs while **the UK** as a whole would gain 161,900 additional jobs, for a total of over 300,000 jobs between 2021 and 2030. Aligning **Johannesburg’s** public transit system with policy to limit temperature increases to 1.5°C would create 127,100 public transport jobs throughout **South Africa**, with 54,000 of those in Johannesburg itself. Extrapolating this to cities throughout the world means that climate-friendly public transit investment would create **millions of jobs globally**.

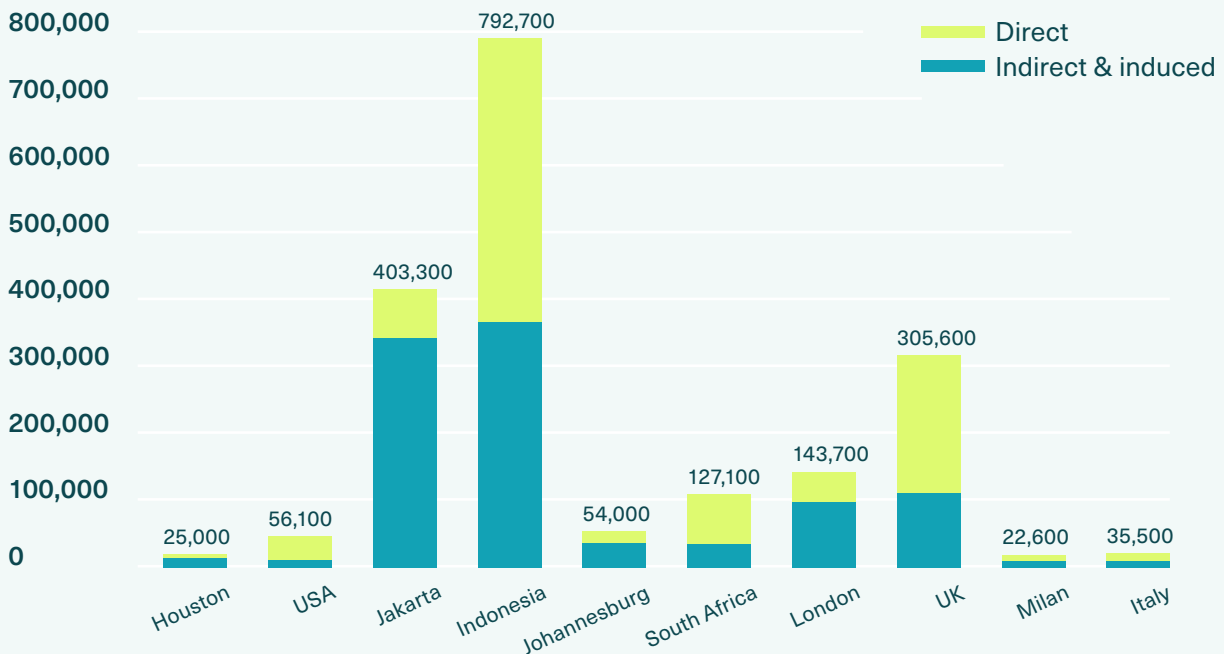


Chart 2. Jobs created by Paris Agreement-aligned public transit investment in five sample cities (note: jobs created in a country include those in the city).

“ **It is essential that the government has a vision for public transportation, building a public transportation network as the best way to tackle the climate crisis in terms of the transportation system. At this moment, many governments are only talking about a shift from gasoline cars to electric cars ... but to tackle the climate crisis, the government should point out that it is very important to have a public transportation system to reduce personal vehicle use.**”

SungHee Oh, Korean Public Services and Transportation Workers' Union (KPTU), Seoul

Public transport investment would generate a mix of direct, indirect and induced jobs in both construction and operations:

- **Direct jobs** are created directly by the new investment, either through construction or operations. This would include, for example, new jobs building rail lines or operating additional transport routes.
- **Indirect jobs** are created as a result of spending on goods and services for construction or operations. This would include, for example, jobs manufacturing rail components for new rail lines.
- **Induced jobs** are created by new workers spending on services like food or retail, allowing those industries to grow due to the increased economic activity. This would include, for example, spending on food or clothes by construction workers employed on building new rail lines, or by new transport workers.

Across the five cities, the modelling showed that direct jobs would account for four out of ten (42%) total jobs created. The remaining jobs are indirect and induced, which demonstrates how public transport investment can be a dynamic engine for broader economic activity.

“ **The huge advantage of investing in a system that is carbon zero, or going towards carbon zero, is that it has a whole set of other benefits ... It stimulates the supply chain in the UK economy where quite a lot of vehicles are made. It has huge benefits in terms of air pollution and health.**”

Ben Plowden, Transport for London

As well as generating jobs in urban centres, modelling showed a substantial number of jobs generated nationwide. **Job creation would be split roughly half and half between the cities themselves (49%) and the rest of the countries where they are situated (51%).** There are some variations depending on where in each country key industries are located. In the more industrial Milan, for example, more jobs (64%) would be created in the urban area.

The modelling also considered transport job creation through a gender lens. Women's participation in public transport employment remains stubbornly low. Given today's distribution of jobs between men and women, only one in three jobs created would go to a woman (33%). This underlines **the importance of proactive policy to end gender-based segregation and discrimination in public transport work and advance a just transition.**

The motor of jobs and economic growth that is public transport will need adequate public funding to run properly. Putting in the investment to fund the public transport improvements and expansion we need over the next decade and beyond will be a vital part of keeping the world from tipping into a climate catastrophe. And every dollar, rupiah, pound, euro, or rand invested in public transport is a vehicle for job creation, generating work for people all over the world.

“ We must develop the infrastructure as a whole ... We need appropriate vehicles and then we must facilitate and make the modal shift more attractive, in particular for commuters. This way, they are given the opportunity to shift from their private cars to local public transport ... We need a financial ramp-up for the local public transport and for railways ... it really depends on funding.”
Martin Burkert, Railway and Transport Union (EVG), Berlin



PHOTO: Passengers on MRT, Jakarta, Indonesia by Pradamas Gifarry | **SOURCE:** Unsplash

Section 4

STORIES FROM THE GROUND: HOW THE CLIMATE CRISIS, COVID-19 AND CASH FLOW HAVE IMPACTED PUBLIC TRANSPORT SYSTEMS

Violent cyclones and typhoons, smoke from rampant forest fires: in every city, interviewees described the climate change impacts they are already experiencing. The damage and harm spread across our economies, communities and societies, including to public transport.

Johannesburg workers, for example, explained how **heavy rains** and **major storms** can damage rail tracks and vehicles, and cause buses to get stuck, leaving users unable to get to work. In Stockholm, major rainfall has led to flooding in tunnels leading to and from stations and impacted the bus network, while **extreme snowfall events** can knock out the entire transport system. Such incidents impact the reliability and speed of public transport, which can push users away from the very services we need to help tackle climate change.

“ **One of the big issues ... is planning ... for how our system will cope with more extremes of weather. None of our drainage or sewage systems ... is designed to cope with the ... amount of water we’re likely to have in the future. What are the impacts of that going to be on the public transport system?**”

Sam Gurney, Trades Union Congress (TUC), London

Climate change also has implications for **public health**. A city official described how people with respiratory conditions would move to Phoenix in the 1970s and 80s because of its clean air. The city is now seeing issues with poor air quality and rising asthma rates. Among those affected are, of course, the men and women who keep public transport moving. In Cairo, a union official working at a hospital explained how, as temperatures have risen, she has seen patients arriving with conditions like hypertension and heart disease struggling as temperatures have ramped up.

Where working conditions are already poor, without decent protections or standards, climate impacts can cause further harm. Interviewees in Manila and Cebu explained how transport workers on informal buses (‘jeepneys’), who already drive 12 to 16 hours a day, are being affected by increasingly high summer temperatures. As union official Angelica Mata put it,

“ **[The] traditional jeepney ... engine is [around] 15 to 20 years old already... It’s hot on their feet. [And in the heat], the sweat is just drying up on their backs. So that’s very hazardous for them. And they cannot stop because ... they have to keep up with the payments, the gas, the take-home [pay].**”



PHOTO: Inside a jeepney in Davao, Philippines | SOURCE: Piqsels

The consequence is exhaustion and very low morale among drivers, which is bad for them, bad for passenger safety, and bad for the public transport system which relies on them.

“ Workers in the informal sector, they don’t have job security. They don’t have anything, any protection ... So we need the government ... to decide whether informal transport workers should have social security and protection. That will be beneficial today and in future, too.”

Dennis Kamadi, Transport and Allied Workers Union (TAWU), Nairobi

Old or damaged **infrastructure** is another issue. Some of Berlin’s rail infrastructure has been in service for over 175 years, while Johannesburg and Durban have seen services disrupted by vandalism and cable theft. Workers and unions in Delhi, Mumbai and Lucknow raised concerns over the dismantling of their public transport systems and the dangers to workers posed by privatisation, outsourcing and informalisation.

More broadly, interviewees raised concerns that in some cities the planning and coordination of public transport is not meeting people’s needs. They described the “rampant splintering” of services following some forms of privatisation of public transport. Coordination becomes a problem among multiple competing operators, and when a passenger cannot, for instance, easily use a ticket across different routes run by competitors, this puts them off using public transport.

“ In South Africa, most people used to use public transport, but because of the unreliability ... most people decided on getting their own mode of transport, which means more cars on the road ... There are people that are aware [and] concerned about the climate changes. But ... if the public transport is not reliable, then what are you going to do?”

Zenathi Mtshabe, bus worker, Johannesburg

“ It’s about money and political will... Common sense is being labelled as radical.”

Stuart Graham, Glasgow Trades Union Council

Interviewees described a **mix of underlying issues: short-term funding linked to political cycles** and who controls expenditure; lobbying by other interest groups at the expense of public transport; **policies of privatisation and informalisation**, and in some cases corruption; and **narrow approaches which put transport in a bubble**, missing how it links to policy areas like the environment, health and development.



PHOTO: Mandela Bridge with trains underneath in Johannesburg, South Africa, by Tembinkosi Sikupela | **SOURCE:** Unsplash

And, of course, the pandemic...

“ Unfortunately, due to the impacts of COVID-19, 84 staff members lost their lives. Despite the losses, the staff never stopped working ... and, by virtue of that, the railway kept on running ... Mumbai’s lifeline, the railway, continued to provide services to the people.”

Pradeep Ahire, metro worker, Mumbai

COVID-19 has hit public transport hard, at the very time the climate emergency is making the sector more important than ever. The pandemic has also underlined just how important the system is for the livelihoods of local communities.

As passenger numbers reduced significantly, either due to official restrictions or passenger concerns over health, interviewees described how people turned to private vehicles.

In cities where restrictions are easing, continued reluctance to use public transport has implications for traffic congestion. And that has a huge economic cost: in 2017, congestion was estimated to have cost the US alone US\$305 billion (a 10% increase from the previous year)⁶.

Polling in different cities indicates that members of the public expect their usage of public transport to rebound, but they want to see public transport systems become more accessible, affordable, safer and widespread to help workers connect to their jobs and for society to run. Importantly, there is strong public support (an average of 87% of the population in the five surveyed cities) for prioritising investing in and expanding public transport for the benefit of people and the planet.⁷

It is important to understand who continued to use public transport, even at the height of the pandemic: typically lower-income workers, often those on the frontline of the COVID-19 emergency. This highlights that, **for many of the people on whom our communities rely - those who run our hospitals and health clinics, who look after the most vulnerable and keep our cities clean - public transport is not a choice.** It is the only option they have. And it is important that we have a system which serves them as they serve us.

“ With COVID, because less people are taking public transport, it’s really obvious that there’s way more traffic on the roads. You can definitely see a correlation there.” James Glimco, Teamsters Local 777, Chicago

“ The folks that are riding our services are the folks that need it the most. We definitely saw that through the pandemic. We saw medical workers, hotel workers, construction workers ... They were not ‘choices riders’. They didn’t have the option of telework. Public transport was absolutely the only way for them to get around, especially to their jobs and schools, and secondarily to things like shopping, groceries and medical appointments.”

Jesus Sapien, Public Transit Director, Phoenix

The pandemic both impacted funding and exposed weaknesses in current systems. London, for example, relies heavily on farebox revenues because it does not receive the level of government funding for public transport operations from which other cities benefit. Farebox revenues collapsed at the start of the pandemic, as Londoners followed government guidance to stay at home and avoid all but essential travel. **Despite the fall in demand, Transport for London (TfL) kept services going so that they were available for those making essential journeys, and to avoid passengers turning their backs on a service they could not rely on.**

⁶ <https://www.bloomberg.com/news/articles/2018-02-07/new-study-of-global-traffic-reveals-that-traffic-is-bad>

⁷ C40 commissioned polling on public perceptions of public transport in Jakarta, Johannesburg, London, Milan and Phoenix in the period to September 2021.

“ **What people want when they turn up ... is a safe, reliable and orderly [public transport] system. If you start cutting services [due to COVID-19] ... you potentially get into this spiral where people trust the system less, don't use it, therefore don't pay your fare, and therefore you get into a downward spiral where you're cutting services progressively.**”

Ben Plowden, Transport for London

However, TfL was left with a huge shortfall, with serious implications in terms of both paying its immediate bills and keeping up long-term investment. While the UK government subsequently offered extra funding, unions have objected to some of the strings attached which they fear could lead to fare hikes, job cuts and attacks on conditions of employment. Given the pandemic recovery and the climate crisis, governments should be providing funding and support to improve public transport while making it more affordable, so as to achieve the modal shift we need to limit global heating to 1.5°C.

Interviewees in cities like Johannesburg described public transport operators - including those owned and managed privately - going out of business through lockdowns, leaving only informal transport to fill the gaps. And **informal workers especially were too often left without an income or sufficient assistance through lockdowns**, forced to find other means to survive and, in the worst cases, finding themselves criminalised for begging. This reinforces the need for a system with sustained public funding, and formalised work with adequate protections for workers.



PHOTO: Bus driver in London, UK by Just Jack | SOURCE: Unsplash

“ Especially during the start of the pandemic last year, because of the loss of work opportunities for drivers, they were practically begging on the streets. Asking for help from the general public in order for them to survive. The government’s response to their seeking help and assistance was, especially in response to their begging, to put them in jail.”

Ernesto Cruz, National Confederation of Transport Workers Unions (NCTU), Manila

WHY A JUST TRANSITION TO ZERO EMISSION BUSES IS ESSENTIAL

Many of the workers and union officials interviewed raised the link between climate change initiatives and electrification, and the risk of some jobs being made obsolete. They highlighted their support for more energy-efficient public transport as they themselves are exposed to high levels of risk from air pollution. But there must be a just transition that is inclusive, creates jobs and reduces inequalities.

“ There are a lot of highly skilled jobs ... and all of those workers will have to be retrained ... What happens to them with electrification? We want [these workers] to remain employed, but they need to have training, so that they can take a similar job at the same level. You can’t ask mechanics doing a highly skilled job today to do a low-skilled job in the future.”

Angelo Piccirillo, Italian Federation of Transport Workers (FILT CGIL), Milan



PHOTO: Metro station in Milan, Italy by Josè Maria Sava | SOURCE: Unsplash

Section 5

A TRANSFORMATIVE APPROACH TO PUBLIC TRANSPORT

“ **Every government should acknowledge the critical role of public transportation in society. They should talk more about how the government can strengthen the public transportation system for ordinary people, not for the rich.**”
SungHee Oh, KPTU, Seoul

“ **The way to get greenhouse gas reductions is to make [reduced driving] possible - to make that fair and reasonable there need to be good alternatives in place.**”
Daniel Firth, C40 and former city official

Global leaders need to recognise how important the way we travel is to the struggle against climate change, and to all our daily lives. Interviewees emphasised the need for **public transport systems which people can always rely on to get them where they need to go**. Systems must be built to serve communities who already depend on them, while becoming a viable option for many more people. Passengers and our communities need public transport workers with good working conditions and job security.

Transport must not be traded off against support for areas like health, education or social welfare. Public services need to be seen as interdependent, and planned as such. As we invest in public transport we must take a broad and long-term view, taking account of the impacts of both societal shifts and climate change. By investing in infrastructure and operations resilient to changing weather conditions, we reduce the risks of unexpected costs and disruption from retrofitting and damage in future. And with the pandemic accelerating remote working for many office workers, we need to plan for where and when people are likely to travel.

“ **A system that is carbon zero or going towards carbon zero is a ... win, win, win. You get environmental benefits but also very significant social and economic benefits... Compact, connected and clean cities ... are going [to be] sustainable both from an environmental point of view, but also socially and economically.**”
Ben Plowden, Transport for London

Positively, there are strong examples to draw from in public transport systems around the world. TfL, for example, has achieved a major modal shift, with walking, cycling and public transport trips at around two-thirds, up from half when the public authority was formed in 1999. TfL also sits across the planning, management and operation of London's whole transport system, including creating disincentives for car use, and can share learnings with other cities, looking at what they can best do given their specific circumstances. Public transport is not a competition. By sharing approaches and ideas with each other, cities can, with proper investment and support, move quickly to strengthen their systems.

At the same time, **interviewees emphasised the need for safeguards and effective scrutiny**, to increase public confidence in new support and ensure that funding leads to the real change our planet and society need.

BUILDING FROM POSITIVE EXAMPLES: PHOENIX

In Phoenix, a city covering a large area and where the majority of trips are made using private vehicles, voters backed major investment in public transport in 2015. City officials explained how, having already invested in a fleet of cleaner vehicles, they began adding routes, adding earlier and later times, increasing frequency and coordinating bus and light rail times. They discussed approaches with the local community and brought the location of more vulnerable communities into planning. With temperatures hitting new highs, they looked at how to make public transport more attractive, with initiatives like shade corridors, so people can get to and wait for buses more comfortably. This approach saw a rise in passenger numbers before the pandemic, and positive feedback from people who have not used public transport in the past.



PHOTO: Light rail stop in Phoenix, USA by Judy Hedding | **SOURCE:** Tripsavvy

Section 6

CONCLUSIONS

From this research we can see there are varied and significant **challenges** facing us, but that the benefits – for our jobs, our climate and our future – of committing to public transport in cities around the world are very significant.

Public transport is an economic, social and climate solution: city leaders, officials and transport workers know that and are already protecting and championing the way we move around our cities, working hard to keep communities safe, connected, healthy and happy. We can see from our research that people living in cities acknowledge, appreciate and widely support this.

We need to harness and solidly back the dedication and talent of city leaders, officials and transport workers by providing immediate, long-term and stable government financial support. Doubling the percentage of public transport journeys in cities, in order to keep us on the pathway of a maximum of 1.5°C global heating, requires governments around the world to step up, walk the talk and take **courageous financial decisions**. The time for action is now. The future is public transport.



PHOTO: Two children at bus stop in Warsaw, Poland by Oska26 | **SOURCE:** iStock

Recommendations

1. Cities, metropolises and territories need immediate, **long-term and stable governmental financial support**, in order to deliver:

Safe, frequent, affordable and accessible public transport within a 10-minute walk from all city residents' homes.⁸

A green and just recovery that collectively doubles the proportion of public transport journeys in cities, and advances a just transition to zero-emissions public transport by 2030.⁹

Access to work and a better health and quality of life for all in a post-pandemic world, achieving the aims of the UN Sustainable Development Goal 11 to make cities inclusive, safe, resilient and sustainable.

2. We urge national leaders to urgently **raise their ambition on urban public transport in line with these goals as part of their Nationally Determined Contributions**, and immediately set out on a path towards delivering them within a year as part of their economic plans. This would mean using appropriate and agile legislative and financial tools to deliver the scale of public investment required for a significant commitment to modal shift to public transport. As an integrated system, public transport requires a holistic government approach. National governments, local authorities, mayors, and international institutions must work together to ensure equitable public transport access for all, ensuring a green and just transition.
3. All the workers who keep our public transport moving, formally and informally, should be engaged in the planning and implementation of expanded systems, including electrification, **with the aim of creating and sustaining decent, green and formal jobs**, with good working conditions, pay, standards and rights.

[Read and share The Future Is Public Transport global coalition statement.](#)

⁸ This vision is inspired by the Institute for Transportation and Development Policy's 'People Near Frequent Transit' indicator: <https://naindicators.itdp.org/>

⁹ Data from McKinsey suggests 40-80% of miles travelled in cities needs to be walking, cycling and public transport to limit global heating to 1.5°C. Using current ratios this is roughly 30-60% for public transport. Pre-pandemic data (2019) from Google's Environmental Insights Explorer indicates that an average of 29% of distance covered across 60 cities is by public transport.

Methodology

This report is based on modelling and interviews carried out between July and September 2021.

Full details of the methodology behind the modelling and the results generated are available online at <https://www.itfglobal.org/en/reports-publications>, <https://www.c40knowledgehub.org> and <https://thefutureispublictransport.org/>.

Semi-structured interviews were conducted with transport workers and city and union officials covering 19 cities: **Berlin, Cairo, Cebu, Chicago, Delhi, Durban, Glasgow, Jaipur, Johannesburg, London, Lucknow, Manila, Milan, Mumbai, Nairobi, Phoenix, Seoul, Stockholm and Vancouver.**

Acknowledgements

We would like to thank everyone who contributed their time and expertise to this research. In particular, we appreciate the support provided by representatives of AIRF, C40 Cities, DMKS, EVG, FILT CGIL, GUPTAW-C, IBT, JMSKS, KPTU, NCTU, SATAWU, TAWU, UP-MREU, the Glasgow Trades Union Council, the UK Trades Union Congress, the City of Phoenix Public Transit Department, Transport for London, and Friends of the Earth Scotland.

We would also especially like to thank the International Association of Public Transport (UITP) for all their assistance in providing data on public transport systems worldwide.



October 21, 2021

Greg Johnson, Program Administrator
Interstate Bridge Replacement Program

Re: October 21, 2021 Executive Steering Group Meeting

Dear Mr. Johnson:

Thank you for providing materials for the October 21st Executive Steering Group meeting. We appreciate the hard work you and the team have put into advancing the Interstate Bridge Replacement Program for the region. Given what a critical stage we are in and the items of concurrence proposed on the Agenda, we wanted to provide feedback in writing.

We recognize the goal to identify an IBRP Solution by early 2022. However, we are concerned about the design options analysis. As previously expressed, to get to the IBR Solution we cannot maintain the same highway and toll rate assumptions from the Columbia River Crossing – which is currently the case in the preliminary design options. To understand the effect of holistic design, analysis must include a review of the potential for high quality transit paired with congestion pricing at similar rates to other cities to effect transportation demand. This change in demand should inform bridge and highway design options. We urge the team to fully consider a holistic modeling and analysis approach, to ensure we can advance our shared goals as articulated in the Desired Outcomes, and to produce an evaluation supportive of the needs of decision-makers. Without this analysis, we do not feel we will have enough information to identify the best IBR solution nor answer the questions from our councils. ***We need to see analysis that looks at what is possible if we fully invest in transit capacity and access and integrate equitable congestion pricing.*** Our staff have previously shared the need for this modeling, analysis, and evaluation and remain prepared to engage and support the effort.

We want to be very clear about what we and our colleagues on the Metro Council and Portland City Council will need to make and support the necessary decisions to get us there:

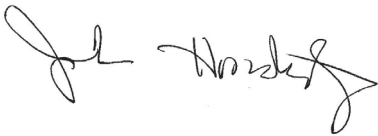
- **Design Options:** We support the technical work underway to develop and explore individual design options. However, we are concerned that under the current work plan elements will only be analyzed individually as if they do not influence each other (i.e., highway design, tolling, and transit options). Further, the modeling underway is critical to make informed decisions about the IBRP Solution and some significant base assumptions have not been adequately revisited. This will not produce the information we need to make decisions on major elements such as the number of lanes crossing the river. As mentioned above, we need to see analysis that looks at what is possible if we fully invest in transit capacity and access and integrate equitable congestion pricing.

- **Desired Outcomes:** we appreciate the collaboration between the IBR program and partners to gain consensus on Desired Outcomes. These statements are foundational to the work ahead and we look forward to incorporating any additional feedback provided by the Equity Advisory Group.
- **Screening Criteria:** we look forward to seeing how the screening criteria relate and support our ability to measure success against Desired Outcomes. We will need data from modeling, equity, and climate technical analysis to understand how options perform relative to screening criteria metrics and to identify tradeoffs.

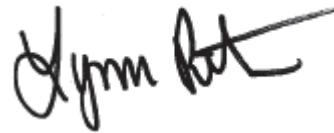
In sum, to reach an IBRP Solution together we need to develop and agree on screening criteria, develop and agree on alternatives, analyze and measure the alternatives against the criteria, and conduct an inclusive public outreach effort - one that gives the public sufficient time to weigh in on the results of the analysis. And agency partners need sufficient time for briefings with elected officials and public boards.

This project is very important to meet our region's needs. We look forward to partnering to move the project forward.

Sincerely,



Jo Ann Hardesty
Commissioner, City of Portland



Lynn Peterson
President, Metro Council

Cc: John Willis
Frank Green
Ray Mabey
Chris Regan
Debra Nudelman
Millicent Williams
Johnell Bell



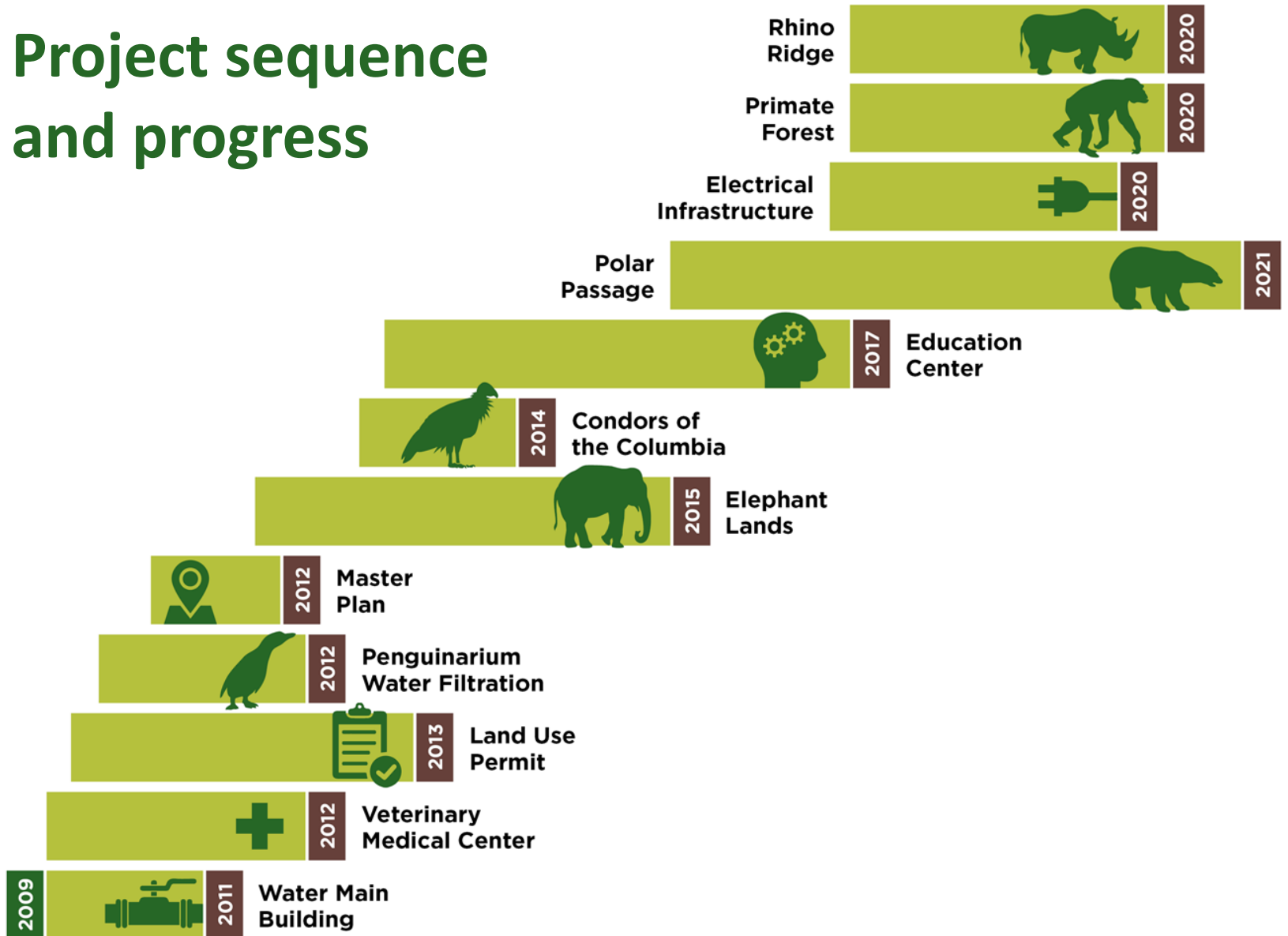
Oregon Zoo Bond Citizens' Oversight Committee: Final Report to Metro Council November 2021

Heidi Rahn, Oregon Zoo Director
Susan Hartnett, Oversight Committee Chair and

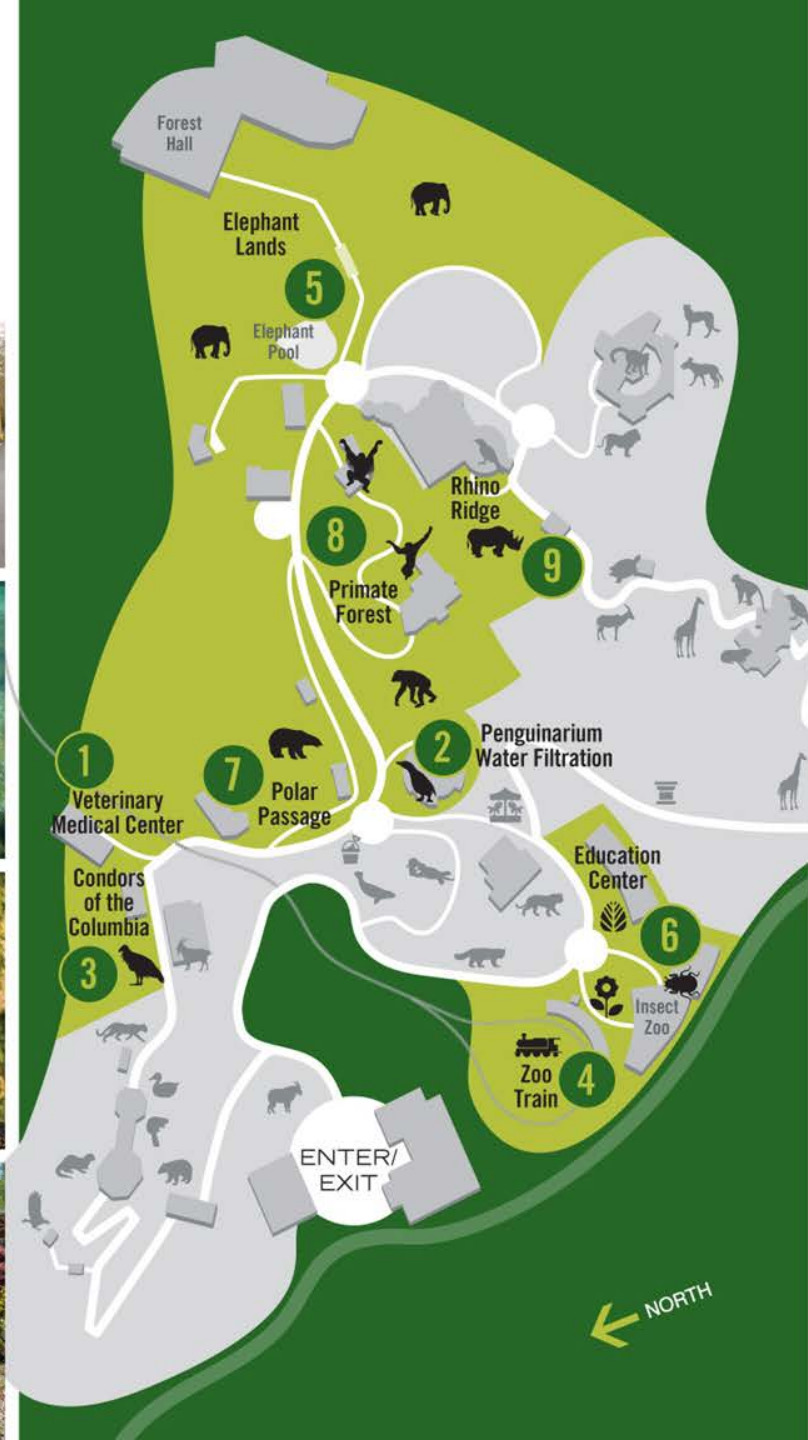


2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

Project sequence and progress



A better zoo



Committee Members – Current and Past

Daniel Aja

Marcela Alcantar

Naomi Bishop

Noah Bishop

Jacqueline Bishop

Steve Bloom

Laurel Brown

Tony Butchart

Linda S. Craig

David Evans

Greg Gahan

Gary Gamer

Heidi Goertzen

Ann Gravatt

Sharon Harmon

Susan Hartnett

Daniel C. Hauser

Nan Heim

Deborah Herron

Jim Irvine

Benjamin Jackson

Cynthia Johnson Haruyama

Tony Jones

Bill Kabeiseman

Deidra Kryz-Rusoff

Mickey Lee

Carter MacNichol

Sheryl Manning

Dr. Jill Mellen

Javier Mena

Chin See Ming

John Mohlis

Daniel Morris

Kelly Peterson

Ray Phelps

Robyn K. Pierce

Katherine A. Porras

Mike Schofield

Penny Serrurier

Michael Sestric

Ruth Shelly

Kevin Spellman

Dick Stenson

Emma Stocker

Bob Tackett

Christine L. Taylor

Tom Turnbull

Carol Welch

Karen Weylandt

*I learned so much at every meeting from the wise counsel of committee members and, mostly, from the passionate and deeply knowledgeable zoo staff.
Thanks! —Kevin Spellman*

*My first citizen's committee in Portland - a great cause, an amazing outcome, and a chance to work with and for our Zoo.
—Naomi Bishop*

Loved being on this committee with everyone dedicated to making the Oregon Zoo greater than ever! —Nan Heim

*Such a great group of volunteers working with a common vision for the improvements at the Zoo
—Robyn Pierce*

*It was a pleasure serving with you.
See you at the Zoo —Chin See Ming*

The Zoo Bond Citizens' Oversight committee is a model for responsible use of public funding. It was a pleasure to work with such interesting and engaged citizens that were invested in this project. —Laurel Brown

It's been an honor and a privilege to be a part of this process. Congratulations on its successful completion. —Dr. Jill Mellen

*From the moment we first met and got to feed our lovely elephant friends to the long conversations about bond financing I've thoroughly enjoyed the camaraderie and wisdom everyone brought. I'll miss you all!
—Daniel Hauser*



COVID-19 Relief Funds

Presentation to Metro Council

Margi Bradway

Ted Leybold

November 18, 2021



Metro

CRRSAA Act passed by Congress

- Title IV of the Coronavirus Response and Relief Supplemental Appropriations Act, 2021 (CRRSAA), division M, Public Law (Pub. L. No. 116-260), enacted on December 27, 2020.
- Appropriated **\$12.16 M** to Metro
- Allocation based on status as an MPO



Opportunity for Flexibility: De-federalizing Funds

- HIP-CRRSAA allows states an option to utilize the Special Authority/Reimbursement provision of the Act
- After declaring a “loss of revenue”, TMA-MPOs to receive state (de-federalized) funds passed through ODOT

Losses in the Planning, Development, and Research Department within the MPO

Financial losses over the past two years have resulted in cuts or elimination of the following programs:

- Transit Planning
- Project Development/Engineering
- Storytelling/Outreach
- GIS capabilities
- Emerging Technology
- Better Bus/Enhanced Transit Corridor Program

Goals for Proposed Allocation

Support needs for policy implementation

- Climate Change Monitoring
- Equity Outreach through storytelling
- Invest in projects in BIPOC and Low-Income communities

Restore MPO losses

- MPO regulatory responsibilities
- MTIP Database
- Transit Planning
- GIS Support

Support most urgent transportation project needs

- Investing in transit system through Better Bus Program
- Capital projects on safety and transit investments in the pipeline

Proposed Allocation of Funds

- Better Bus Program - **\$6.16 million (leverage \$5 million)**
- Transit Planning - **\$2 million**
- Project Development - **\$2.1 million**
- MPO Compliance - **\$700,000**
- GIS, graphics, engagement and storytelling - **\$650,000**
- Climate Tracking and Monitoring - **\$600,000**

Better Bus Program (Enhanced Transit)

- **Leverage** - proposal to invest in \$6.1M will leverage another \$5 million from Tri-Met
- **Effective use of funds** - small amount of investment for large returns in system efficiency
- **Data-informed process** - for region-wide investments
- **Program funds go to communities/partners** - provide technical support and/or capital project funding

Proposal to invest in project development and corridor planning

Focus: Safety, Equity and Climate (Transit)

82nd Avenue Project

TV Highway Corridor

Focus: Equity, Safety and Congestion

Rose Quarter Improvement Project

Regional Flex Fund Projects

Focus: Congestion and Climate

I-205 Project

ODOT Tolling Projects



Metro



**Nature in Neighborhoods community stewardship
and restoration grants
November 18, 2021**

Thanks to voters!

2018 Natural Areas Levy
renewal

Five-year levy

2018 to 2023



DEI Strategy & Action Plan

Metro Council 2013 Levy Resolution

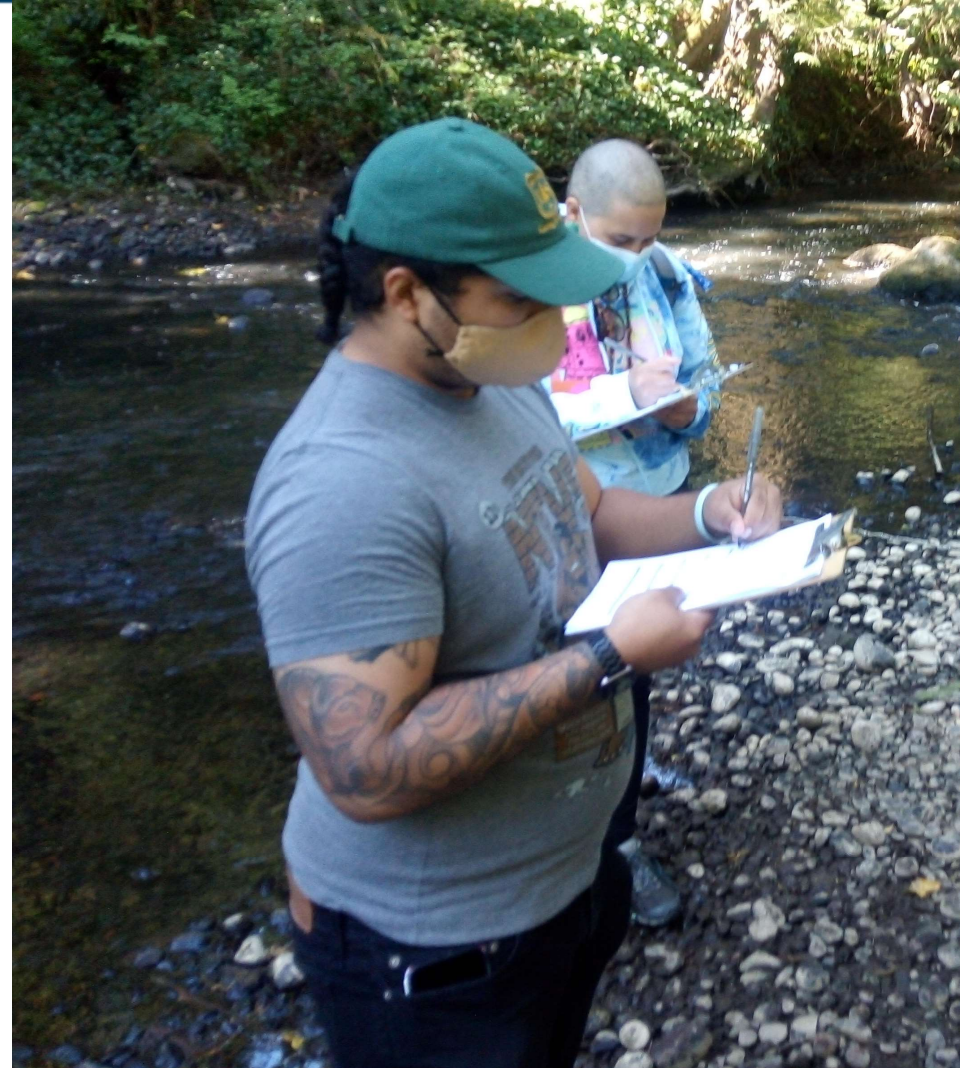
Metro Racial Equity, Diversity, and Inclusion Strategy

Metro Racial Equity, Diversity, and Inclusion Plans



Community Grants Program Purpose

Community stewardship and restoration grants support and create partnerships in local communities that improve water quality, fish and wildlife habitat and connect people with nature.



Goals

Goal 1: Improve water quality, fish and wildlife habitat

Goal 2: Community partnerships, collaboration and accountability

Goal 3: Economic and environmental equity



2021 Grants Review Committee

Leah Altman, Native Arts and Culture Foundation

Gwen Amsbury, City of Portland, ARM Division

Shannah Anderson, Bureau of Environmental Services, City of Portland

Kevin Hughes, City of Hillsboro

Jude Perez, Seeding Justice

Mike Phillips, Meyer Memorial Trust

Nathan Reynolds, Independent Consultant

Maggie Starr, Friends of Tryon Creek

Valerie Thompson, Oregon Department of Environmental Quality

Charlotte Trowbridge, Tualatin Soil and Water Conservation District

Michelle Welton, Grow Portland

Karen Wolfgang, CO2 Foundation

2021 Grants Recommendation

2021 Nature in
Neighborhoods
community stewardship
and restoration grants





East Portland Climate Greening + Health Community Advisory Board (CAB)
Asian Pacific American Network of Oregon (APANO)- \$100,000



Educational Invasive Species Removal and Restoration Reimagining Project
Beaverton School District Native Education Program - \$54,735



**Food Sovereignty for Immigrants and Refugees in East Portland
Center for Intercultural Organizing- DBA Unite Oregon - \$100,000**



Depave NARA TerraNova CNA 2021-3

Depave - \$49,940



Wayfinders and Tappin Roots Expansion

ELSO Inc. - \$100,000



Leach Botanical Garden Community Restoration Project
Johnson Creek Watershed Council - \$56,619



Partnering to Sustainably Restore Centro Cultural's Cornelius Campus and to Foster Deeper Connections to Nature: A community project

Portland Audubon - \$ 88,706



Student Crew Leadership Training Program (SCLTP)

Portland Opportunities Industrialization Center Inc. - \$ 50,000



Verde Rain Garden & Naturescape Project

Verde - \$ 100,000

Team

Juan Carlos Ocaña-Chíu
Parks + Nature Community
Investments and Cemeteries
Manager

Karissa Lowe
Program Manager, Nature in
Neighborhoods Community
Grants

Oriana Quackenbush
Grants and Contracts Manager



Thank You!



oregonmetro.gov





Metro

Resolution 21-5203

November Consolidated Budget Amendment

November 18, 2021



Background

- Two prior rounds of significant budget reductions
 - Spring 2020
 - Fall 2020
- FY 2021-22 Budget was primarily a status quo budget

Changing Circumstances

- General revenues are strong
- New overhead model
- Overall better financial position, though there still are some challenges
- The hard decisions in FY2021 have setup Metro for a strong recovery

Mid-year Amendment Approach

- Focus on key positions in operations
- Respond to new or unforeseen opportunities
- Maintain flexibility for the FY2022-23 budget process

Budget Amendment Themes

- Restoration of some budget cuts
- Responses to increased need for services
- Investments funded by new resources
- Routine technical and substantive changes

Central Services

- 12.3 FTE for Communications, Council, Finance, HR, IS and OMA
- Additional resources for prior decisions made by Council & COO this summer
- \$2,113,050 of general fund contingency
- Capital Improvement Plan changes (attachments 1 and 2 to the Staff Report)

Office of the Metro Auditor

- 1.0 FTE
- \$70,000 of general fund contingency
- See attachment 6 to the Staff Report for the Auditor's comments

Parks and Nature

- Several changes to the Capital Improvement Plan for all funds (attachment 4 to the Staff Report)
 - \$25,000 of new grant revenue
- 2.0 FTE and additional M&S appropriation
- \$723,671 transferred from the Parks & Nature Operating fund's contingency

Planning and Development

- Recognize \$254,675 in new revenue
- 6.0 FTE
- \$171,605 in General Fund, \$34,046 of Affordable Housing Fund and \$23,686 of Supportive Housing Fund contingencies

Portland'5

- Recognize \$1.6M of additional beginning fund balance reserves
- 8.0 FTE to convert VHE custodians
- Changes to their Capital Improvement Plan (attachment 3 to the Staff Report)
- No additional appropriation needed

Waste Prevention and Environmental Services

- 2.84 FTE
- Changes to their Capital Improvement Plan (attachment 5 to the Staff Report)
- No additional appropriation needed

Questions?



Metro

Arts and events

Garbage and recycling

Land and transportation

Oregon Zoo

Parks and nature

oregonmetro.gov