
MERC Commission Meeting

September 7, 2022
12:30 pm

Oregon Convention Center | Room
F150

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 503-813-7514. 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 503-797-1890 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 503-797-1890 (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 503-797-1890 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503-797-1890（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 kullan dadweyne, wac 503-797-1890 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqa 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) 503-797-1890를 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503-797-1890（平日午前8時～午後5時）までお電話ください。

☎☎☎ ☎☎☎ ☎ ☎☎ ☎☎☎☎☎☎☎☎☎ ☎☎☎☎ Metro
ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro
ឬដើម្បីទទួលបានក្បួនបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ
www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអនុបកប្រែភាសានៅពេលអង្គ
បុគ្គលិកសាធារណៈ សូមទូរស័ព្ទទៅលេខ 503-797-1890 (ម៉ោង 8 រឺក្នុងម៉ោង 5 ល្ងាច
ថ្ងៃអាទិត្យ) ប្រាំពីរថ្ងៃ
មុនថ្ងៃបុគ្គលិកសាធារណៈរបស់លោកអ្នក

Metro 的民事权利

Metro 的民事权利。Metro 完全遵守 1964 年民权法案第 VI 条及相关法规，禁止歧视。如果有人认为他们因种族、肤色、国籍、性别、年龄或残疾而在接受福利或服务方面受到歧视，他们有权向 Metro 提出投诉。有关 Metro 的民事权利计划，或获取歧视投诉表，请访问 www.oregonmetro.gov/civilrights 或拨打 503-813-7514。Metro 提供手语翻译、沟通辅助设备或语言协助服务，请提前 5 个工作日（周一至周五上午 8 点至下午 5 点）拨打 503-797-1890 或 TDD/TTY 503-797-1804 预约。所有 Metro 会议均设有无障碍通道。如需获取最新的公共交通信息，请访问 TriMet 的网站 www.trimet.org。

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 503-797-1890 (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.

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 503-797-1890 (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 503-797-1890 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 503-797-1890 (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 ntauw ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntauw tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1890 (8 teev saww ntxov txog 5 teev tsaun tuj weekdays) 5 hnub ua hauj lw m ua ntej ntauw lub rooj sib tham.



Karis Stoudamire-Phillips
Chair

John Erickson
Vice chair

Deidra Krys-Rusoff
Secretary-treasurer

Damien Hall

Dañel Malán

David Martinez

Deanna Palm

Meeting Agenda

September 7, 2022

12:30 to 2:30 p.m.

Oregon Convention Center – Room F150

Zoom | Webinar ID: 862 6226 6378

12:30 p.m. Call to Order and Roll Call

12:35 Citizen Communication

12:40 Commission / Council Liaison Communications

12:45 General Manager Communications
Steve Faulstick

12:50 Financial Update
Will Norris

12:55 p.m. Venue Business Reports
Matthew P. Rotchford, Craig Stroud, Robyn Williams

1:10 Consent Agenda

- Record of MERC Actions August 3, 2022

Action Agenda

- **Resolution 22-07: For the purpose of approving the Oregon Convention Center rental rates for fiscal years 2026-2027, 2027-2028 and 2028-2029.**

Cindy Wallace

1:30 Travel Portland Quarterly Report
James Jesse

2:00 Expo Development Opportunity Study Update
Paul Slyman, Giyen Kim, Jaime Mathis

MERC Commission Meeting

September 7, 2022
12:30 pm

Financial Report

Date: September 7th, 2022
To: Commissioner Karis Stoudamire-Phillips, Chair
Commissioner John Erickson, Vice Chair
Commissioner Deidra Kryz-Rusoff, Secretary-Treasurer
Commissioner Damien Hall
Commissioner Dañel Malán
Commissioner David Martinez
Commissioner Deanna Palm
Councilor Christine Lewis
From: Will Norris, MERC Venues Financial Manager
Subject: August 2022 Financial Update

The prior Fiscal Year (FY) 2021-22 is still undergoing financial closing activities as the MERC Venues move into the new FY 2022-23. The final FY 2021-22 lodging tax remittance from July hotel stays is still pending receipt. Final closing activities such as these mean that the beginning fund balance for FY 2022-23 is still subject to change. This will be the case until the annual external audit concludes in late Fall.

The financial picture for Fiscal Year 2022-23 is just beginning to take shape with the addition of preliminary July financial data available. Yearend estimates to close in the attached report are set to mirror budget at this early point in the Fiscal Year. Venue specific notes are below.

Oregon Convention Center - Despite it being early in the Fiscal Year, July's data shows a remarkable improvement from the same period in FY 2021-22 when COVID-19 was largely shuttering center operations. Food and Beverage Revenue for July, 2022 neared a half-million where it was almost non-existent in July, 2021. While it is too soon to extrapolate full FY 2022-23 Food and Beverage performance, this is a positive sign of continued recovery.

Portland's 5 Performing Arts Venues - The Performing Arts Venues continue to make progress towards financial self-sufficiency. The initial fiscal month of FY 2022-23 showed a minor operating deficit of \$87 Thousand. However, the infusion of \$10 Million in Shuttered Venue Operators Grant monies in FY2021-22 provides ample time to adapt operations to the endemic COVID-19 business environment.

Metro invoiced the City of Portland \$700 Thousand in July for the City's remaining contribution towards the Arlene Schnitzer Concert Hall Sewer Project. This payment, plus the \$150 Thousand provided in FY 2021-22, bring the full City project assistance to \$850 Thousand. This fulfills the City's financial commitments under their Intergovernmental Agreement with Metro. The full project budget is \$950 thousand and is expected to be completed in FY2022-23.

Exposition Center - July's financial performance benefited from the latter half of Cirque Du Soleil extending into FY 2022-23. Expo also received its full year operational (\$480 Thousand) and capital (\$200 Thousand) support transfers from the Metro General Fund in July. Upgrades to an onsite electrical transformer were recently completed. Costs for this capital project are not yet reflected in the attached financials.

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Oregon Convention Center

July 2022

| | YTD Actuals | | Annual Budget | Year-End Projection | | | | | Variance |
|------------------------------------|------------------|-------------------|--------------------|---------------------|-------------------|-------------------|--------------------|--------------------|----------------|
| | July 2022 | Year to Date | | Q1 - Forecast | Q2 - Forecast | Q3 - Forecast | Q4 - Forecast | Full Year | |
| Operations | | | | | | | | | |
| Charges for Services | 768,938 | 768,938 | 21,486,382 | 4,762,285 | 4,747,986 | 6,266,690 | 5,709,421 | 21,486,382 | - |
| Local Government Shared Revenues | - | - | 15,522,105 | 2,064,286 | 6,167,842 | 3,715,284 | 3,574,693 | 15,522,105 | - |
| Contributions from Governments | - | - | - | - | - | - | - | - | - |
| Contributions from Private Sources | - | - | - | - | - | - | - | - | - |
| Other Financing Sources | - | - | - | - | - | - | - | - | - |
| Grants | - | - | - | - | - | - | - | - | - |
| Interest Earnings | - | - | 160,000 | 34,857 | 36,838 | 35,800 | 52,505 | 160,000 | - |
| Miscellaneous Revenue | (5,839) | (5,839) | 18,500 | 4,459 | 2,527 | 5,725 | 5,789 | 18,500 | - |
| Transfers-R | - | - | - | - | - | - | - | - | - |
| Total Revenues | 763,099 | 763,099 | 37,186,987 | 6,865,887 | 10,955,193 | 10,023,498 | 9,342,408 | 37,186,987 | - |
| Personnel Services | 604,759 | 604,759 | 13,313,901 | 3,158,380 | 3,273,184 | 3,453,265 | 3,429,072 | 13,313,901 | - |
| Materials and Services | 303,503 | 303,503 | 20,160,259 | 4,208,608 | 4,686,066 | 4,982,840 | 6,282,745 | 20,160,259 | - |
| Capital Outlay | - | - | - | - | - | - | - | - | - |
| Transfers-E | 449,652 | 449,652 | 5,395,824 | 1,348,774 | 1,383,733 | 1,303,939 | 1,359,379 | 5,395,824 | - |
| Total Expenditures | 1,357,914 | 1,357,914 | 38,869,984 | 8,715,762 | 9,342,983 | 9,740,044 | 11,071,195 | 38,869,984 | - |
| Net Operations | (594,815) | (594,815) | (1,682,997) | (1,849,875) | 1,612,211 | 283,454 | (1,728,787) | (1,682,997) | - |
| Capital | | | | | | | | | |
| Revenues | - | - | - | - | - | - | 300,000 | 300,000 | 300,000 |
| Expenses | 2,616 | 2,616 | 2,255,000 | 600,000 | 180,000 | 625,000 | 800,000 | 2,205,000 | (50,000) |
| Net Capital | (2,616) | (2,616) | (2,255,000) | (600,000) | (180,000) | (625,000) | (500,000) | (1,905,000) | 350,000 |
| Change in Fund Balance | (597,431) | (597,431) | (3,937,997) | (2,449,875) | 1,432,211 | (341,546) | (2,228,787) | (3,587,997) | 350,000 |
| Beginning Fund Balance | | 19,671,070 | 12,343,384 | 19,671,070 | 17,221,195 | 18,653,406 | 18,311,860 | 19,671,070 | |
| Ending Fund Balance | | 19,073,639 | 8,405,387 | 17,221,195 | 18,653,406 | 18,311,860 | 16,083,073 | 16,083,073 | |

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's 5 Centers for the Arts

July 2022

| | YTD Actuals | | Annual Budget | Year-End Projection | | | | | Variance |
|------------------------------------|-----------------|-------------------|--------------------|---------------------|-------------------|-------------------|-------------------|--------------------|----------------|
| | July 2022 | Year to Date | | Q1 - Forecast | Q2 - Forecast | Q3 - Forecast | Q4 - Forecast | Full Year | |
| Operations | | | | | | | | | |
| Charges for Services | 868,975 | 868,975 | 15,350,985 | 2,642,496 | 4,384,812 | 3,979,439 | 4,344,237 | 15,350,985 | - |
| Local Government Shared Revenues | - | - | 1,956,769 | 218,110 | 626,192 | 401,601 | 710,866 | 1,956,769 | - |
| Contributions from Governments | - | - | 1,053,584 | - | - | 197,547 | 856,037 | 1,053,584 | - |
| Contributions from Private Sources | - | - | 190,955 | - | - | - | 190,955 | 190,955 | - |
| Other Financing Sources | - | - | - | - | - | - | - | - | - |
| Grants | - | - | - | - | - | - | - | - | - |
| Interest Earnings | 499 | 499 | 176,000 | 34,591 | 36,252 | 44,158 | 60,999 | 176,000 | - |
| Miscellaneous Revenue | (6,757) | (6,757) | 73,895 | 9,466 | 8,687 | 21,065 | 34,677 | 73,895 | - |
| Transfers-R | - | - | - | - | - | - | - | - | - |
| Total Revenues | 862,717 | 862,717 | 18,802,188 | 2,904,663 | 5,055,944 | 4,643,810 | 6,197,771 | 18,802,188 | - |
| Personnel Services | 470,863 | 470,863 | 10,555,648 | 2,324,692 | 2,812,615 | 2,617,446 | 2,800,894 | 10,555,648 | - |
| Materials and Services | 271,330 | 271,330 | 6,865,495 | 1,363,229 | 1,919,233 | 1,648,646 | 1,934,387 | 6,865,495 | - |
| Capital Outlay | - | - | - | - | - | - | - | - | - |
| Transfers-E | 207,322 | 207,322 | 2,487,855 | 652,316 | 619,912 | 615,673 | 599,954 | 2,487,855 | - |
| Total Expenditures | 949,515 | 949,515 | 19,908,998 | 4,340,238 | 5,351,760 | 4,881,765 | 5,335,235 | 19,908,998 | - |
| Net Operations | (86,797) | (86,797) | (1,106,810) | (1,435,575) | (295,816) | (237,955) | 862,536 | (1,106,810) | - |
| Capital | | | | | | | | | |
| Revenues | - | - | - | 700,000 | - | - | - | 700,000 | 700,000 |
| Expenses | 6,913 | 6,913 | 2,268,965 | 180,986 | 500,000 | 500,000 | 950,000 | 2,130,986 | (137,979) |
| Net Capital | (6,913) | (6,913) | (2,268,965) | 519,014 | (500,000) | (500,000) | (950,000) | (1,430,986) | 837,979 |
| Change in Fund Balance | (93,711) | (93,711) | (3,375,775) | (916,561) | (795,816) | (737,955) | (87,464) | (2,537,796) | 837,979 |
| Beginning Fund Balance | | 14,612,368 | 11,500,000 | 14,612,368 | 13,695,807 | 12,899,990 | 12,162,036 | 14,612,368 | |
| Ending Fund Balance | | 14,518,657 | 8,124,225 | 13,695,807 | 12,899,990 | 12,162,036 | 12,074,572 | 12,074,572 | |

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland Expo Center

July 2022

| | YTD Actuals | | Annual Budget | Year-End Projection | | | | | Variance |
|------------------------------------|----------------|------------------|------------------|---------------------|--------------------|------------------|------------------|------------------|----------|
| | July 2022 | Year to Date | | Q1 - Forecast | Q2 - Forecast | Q3 - Forecast | Q4 - Forecast | Full Year | |
| Operations | | | | | | | | | |
| Charges for Services | 446,977 | 446,977 | 5,302,110 | 796,620 | 1,249,735 | 2,062,787 | 1,192,968 | 5,302,110 | - |
| Local Government Shared Revenues | - | - | 373,750 | - | - | - | 373,750 | 373,750 | - |
| Contributions from Governments | - | - | - | - | - | - | - | - | - |
| Contributions from Private Sources | - | - | - | - | - | - | - | - | - |
| Other Financing Sources | - | - | - | - | - | - | - | - | - |
| Grants | - | - | - | - | - | - | - | - | - |
| Interest Earnings | - | - | 6,000 | 1,385 | 1,502 | 1,125 | 1,988 | 6,000 | - |
| Miscellaneous Revenue | 1,866 | 1,866 | 42,500 | 2,361 | 12,222 | 17,659 | 10,259 | 42,500 | - |
| Transfers-R | 480,000 | 480,000 | 480,000 | 480,000 | - | - | - | 480,000 | - |
| Total Revenues | 928,843 | 928,843 | 6,204,360 | 1,280,365 | 1,263,458 | 2,081,571 | 1,578,965 | 6,204,360 | - |
| Personnel Services | 98,352 | 98,352 | 2,215,020 | 521,503 | 552,858 | 605,022 | 535,637 | 2,215,020 | - |
| Materials and Services | 54,687 | 54,687 | 2,131,533 | 365,634 | 481,587 | 708,198 | 576,115 | 2,131,533 | - |
| Capital Outlay | - | - | - | - | - | - | - | - | - |
| Transfers-E | 70,068 | 70,068 | 1,866,679 | 169,265 | 1,236,513 | 168,306 | 292,595 | 1,866,679 | - |
| Total Expenditures | 223,107 | 223,107 | 6,213,232 | 1,056,402 | 2,270,957 | 1,481,526 | 1,404,346 | 6,213,232 | - |
| Net Operations | 705,736 | 705,736 | (8,872) | 223,963 | (1,007,499) | 600,046 | 174,618 | (8,872) | - |
| Capital | | | | | | | | | |
| Revenues | 200,000 | 200,000 | 240,000 | 200,000 | 40,000 | - | - | 240,000 | - |
| Expenses | - | - | 450,000 | 100,000 | - | 100,000 | 250,000 | 450,000 | - |
| Net Capital | 200,000 | 200,000 | (210,000) | 100,000 | 40,000 | (100,000) | (250,000) | (210,000) | - |
| Change in Fund Balance | 905,736 | 905,736 | (218,872) | 323,963 | (967,499) | 500,046 | (75,382) | (218,872) | - |
| Beginning Fund Balance | | 2,063,374 | 1,514,641 | 2,063,374 | 2,387,337 | 1,419,838 | 1,919,884 | 2,063,374 | |
| Ending Fund Balance | | 2,969,110 | 1,295,769 | 2,387,337 | 1,419,838 | 1,919,884 | 1,844,502 | 1,844,502 | |

MERC Commission Meeting

September 7, 2022
12:30 pm

Consent Agenda

Metropolitan Exposition Recreation Commission
Record of MERC Commission Actions
 August 3, 2022
 Virtual Zoom Meeting

| | |
|-----------------|--|
| Present: | Karis Stoudamire-Phillips, John Erickson, Deidra Krys-Rusoff, Damien Hall, Dañel Malán, David Martinez, Deanna Palm |
| Absent: | N/A |
| | A regular meeting of the Metropolitan Exposition Recreation Commission was called to order by Chair Stoudamire-Phillips at 12:32. |
| 1.0 | Quorum Confirmed A quorum of Commissioners was present. |
| 2.0 | Opportunity for Public Comment on Agenda and Non-Agenda items <ul style="list-style-type: none"> • Rose Etta provided comment on the IATSE 28 contract negotiations at the Oregon Convention Center and Portland 5 Centers for the Arts. |
| 3.0 | Commission and Council Communications <ul style="list-style-type: none"> • Chair Stoudamire-Phillips shared that MERC has recently received responses to the inquiries submitted to Councilor Ryan’s office regarding the safe rest program and will review them this week. • Commissioner Krys-Rusoff attended a recent FAM event and was pleased to welcome conference planners to Portland. Matthew and the Expo team were thanked for their excellent management of the Cirque events. • Commissioner Palm also complimented the recent Cirque event and congratulated the Expo team. • Chair Stoudamire-Phillips shared her thanks for the reception held in North Portland for all of the Cirque staff, Commissioners, Councilors and Travel Portland to come together and celebrate the success for the region. • Councilor Lewis shared Council is wrapping up work prior to their August recess. They will likely refer a renewal of the Parks operating levy for the November ballot. Council recently celebrated a unanimous decision for a full clean-up of Willamette Cove, including full remediation and removal of contaminated soil. Other work includes the approval of the Locally Preferred Alternative (LPA) for the Interstate Bridge crossing which includes light rail from Portland to Vancouver, and continuing to meet targets related to the housing bond and affordable housing construction around the region. |
| 4.0 | GM Communications Steve Faulstick provided the following updates: <ul style="list-style-type: none"> • The new head of Communications and Marketing, Carlyne Holcomb starts on August 8. • The contract for the upcoming Venues Visioning project is currently being finalized. • We are embarking on a public-private partnership for evaluation on the future of the Keller. • The agenda for the September 22 MERC/Council joint meeting is currently being finalized. • 2022 in-person MERC meetings will be held in September and December. |
| | COO Communications Marissa Madrigal provided the following updates: <ul style="list-style-type: none"> • WPES clean-up initiatives recently received increased investments and also ten million in funding provided by the State of Oregon to quickly address illegal dumping and other litter issues. Local governments will also receive funding for their clean-up priorities. • Metro is currently evaluating COVID-related processes and programs and right-sizing them for the long-term. • There is currently an extremely competitive recruitment environment and Metro has 200 vacancies across the agency spanning the entire spectrum of work. |

| | |
|------------|---|
| | <ul style="list-style-type: none"> • Commissioner Martinez asked if the downsizing of COVID-related programs will affect community partners. Madrigal responded that currently they are only looking at internal processes with a focus on more sustainable models. • Chair Stoudamire-Phillips shared her appreciation for the update and shared she has noticed clean-up efforts in the region and wasn't aware that Metro had received additional funding for the efforts. It was suggested that this good work be celebrated and shared more broadly in the community. |
| 5.0 | <p>Financial Report</p> <p>Will Norris presented a financial update:</p> <ul style="list-style-type: none"> • Brian Kennedy introduced Will Norris as the new MERC Finance Manager. • Commissioner Erickson asked about the status of tax collections related to local hotel properties. Norris responded that he would need to look into the data and respond at a later date. Kennedy added that they are a couple steps removed from the actual collection information and don't receive that on a regular basis. Overall collections are trending better than forecasted. • Commissioner Krys-Rusoff highlighted our current status compared to our budget and congratulated the Directors for their hard work. A concern was also noted that the revenue at each of the venues is up significantly over budget but our expenses were low. Venue Directors were asked to consider if we are adding enough people fast enough to be able to expand as we come back. Stroud responded that discretionary spending was put on hold as new variants emerged and caused continued set-backs. We continue to try and understand the new reality as we move forward. |
| 6.0 | <p>Venue Business Reports</p> <p>Matthew P. Rotchford, Craig Stroud and Robyn Williams reported on business at the venues during the past month.</p> <ul style="list-style-type: none"> • Commissioner Erickson asked Williams what types of positions are still open at P5. Williams responded they have a few full time, several part-time and still looking for events staff across the board. • Commissioner Krys-Rusoff suggested reaching out to PSU for open positions with weekend / evening needs. |
| 7.0 | <p>Consent Agenda</p> <ul style="list-style-type: none"> • Record of MERC Actions, June 1, 2022 <p>A motion was made by Commissioner Erickson and seconded by Commissioner Krys-Rusoff to approve the Consent Agenda.</p> <p>VOTING: AYE: 7 (Stoudamire-Phillips, Erickson, Krys-Rusoff, Hall, Malan, Martinez and Palm) NAY: 0</p> <p>MOTION PASSED</p> |
| 8.0 | <p>Expo Development Opportunity Study update</p> <p>Giyen Kim</p> <ul style="list-style-type: none"> • Commissioner Krys-Rusoff thanked the DOS team for deciding to shorten their response time to protect the Expo team's ability to conduct business while offering responders to the RFEI more time for submitting their proposals. |
| | <p>As there was no further business to come before the Commission, the meeting was adjourned at 1:55 p.m.</p> |

Minutes submitted by Amy Nelson.

MERC Commission Meeting

September 7, 2022
12:30 pm

Action Agenda

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 22-07

For the purpose of approving the Oregon Convention Center rental rates for fiscal years 2026-2027, 2027-2028 and 2028-2029.

WHEREAS, the Metropolitan Exposition Recreation Commission (MERC) sets facility rental rates for the MERC venues, and;

WHEREAS, OCC seeks increased rental rates for fiscal years 2026-2027, 2027-2028 and 2028-2029 for events scheduled after June 30, 2026 based upon OCC's average rate increase every three years and current business trends.

BE IT THEREFORE RESOLVED, that the Metropolitan Exposition Recreation Commission approves the Oregon Convention Center's rental rates, per Attachment A, for fiscal years 2026-2027, 2027-2028 and 2028-2029.

Passed by the Commission on September 7, 2022.

Approved as to form:

Carrie MacLaren, Metro Attorney

_____ Chair

By: _____

Nathan A. S. Sykes, Deputy Metro Attorney

_____ Secretary/Treasurer

MERC STAFF REPORT

Agenda Item/Issue: For the purpose of approving the Oregon Convention Center rental rates for fiscal years 2026-2027, 2027-2028 and 2028-2029.

Resolution No: 22-07

Presented by: Cindy Wallace

Date: August 30, 2022

Background and Analysis: To remain competitive while generating revenue to fund operations and future capital needs, the Oregon Convention Center (OCC) is proposing increased rental rates for the period July 1, 2026, through June 30, 2029. Identification and adoption of rental rates in a three-year cycle is OCC's historic approach. The rates extend seven years into the future and provide OCC the ability to propose rental costs to clients and complete license agreements years into the future, which aligns with industry practice for convention business. These rates are independent of the services rates charged to clients, which are reviewed and updated annually.

Since rental rates were last adopted by MERC in 2019 for 2023-2025, inflation for the Portland region has been 2.85%, 1.45% and 5.47% for June 30th of 2019, 2020 and 2021, respectively. In 2022, mid-year inflation is running in the 7-8% range. Inflation increases total around 17% combined.

To ensure OCC's rates are maintaining pace with inflation, OCC is proposing to increase the adopted 2023-2026 rates by 20%. OCC has historically offered a standard convention rate sales incentive discount that is also 20%, and OCC is proposing to maintain that discount to these increases. This proposed increase maintains OCC's rate alignment with other convention centers.

Establishing rates for a three-year period allows current and potential clients to plan accordingly for increases, as well as OCC staff to prepare for the budget planning process. Many OCC clients need advance bid pricing or guaranteed rental rates for conventions. The proposed rate increases would be guaranteed for three years beginning in the fiscal year 2026-2027.

FISCAL IMPACT: The 20% increases to rental rates would take effect beginning July 1, 2026, and the revised rates would hold through June 30, 2029. The fiscal years 2027-2028 and 2028-2029 would remain flat. Rental increases are considered in the five-year budget forecast. Space Rental revenue is approximately 17 percent of total event-related revenue. Other event revenues for services, such as food and beverage, audio visual, utility services and reimbursed labor, are reviewed for price adjustments on an annual basis.

Attachments to Resolution and/or Staff Report: Attachment A reflects proposed rates for exhibit halls, ballrooms, and meeting spaces with comparison to past years. The proposal also outlines flat rates for convention business and non-convention business.

RECOMMENDATION: Staff recommends that the Metropolitan Exposition-Recreation Commission, by Resolution No. 22-06, approve the proposed rental rates for the Oregon Convention Center through June 30, 2029, as outlined in Attachment A.

Attachment A

Exhibit Hall Rental

| NAME OF ROOM | SQ. FT. | Approved Retail Rate 2023-2026 | Retail Rate 2026-2029 | Convention Rate 2026-2029 |
|---------------------|---------|--------------------------------------|--------------------------|---------------------------------|
| A, A1, B or E | 30,000 | \$4,780 | \$5,736 | \$4,589 |
| A/A1, A1/B | 60,000 | \$9,560 | \$11,472 | \$9,178 |
| C or D | 61,000 | \$9,740 | \$11,688 | \$9,350 |
| A/A1/B | 90,000 | \$14,340 | \$17,208 | \$13,766 |
| B/C or D/E | 93,000 | \$14,850 | \$17,820 | \$14,256 |
| A1/B/C | 124,000 | \$19,800 | \$23,760 | \$19,008 |
| C/D | 130,000 | \$20,730 | \$24,876 | \$19,901 |
| A/A1/B/C | 155,000 | \$24,700 | \$29,640 | \$23,712 |
| B/C/D or C/D/E | 162,000 | \$25,850 | \$31,020 | \$24,816 |
| B/C/D/E or A1/B/C/D | 195,000 | \$31,020 | \$37,224 | \$29,779 |
| A/A1/B/C/D | 222,000 | \$35,420 | \$42,504 | \$34,003 |
| A1/B/C/D/E | 225,000 | \$35,420 | \$42,504 | \$34,003 |
| A/A1/B/C/D/E | 255,000 | \$40,590 | \$48,708 | \$38,966 |

Ballroom Rental

| | SQ. FT. | Approved Retail Rate 2023-2026 | Retail Rate 2026-2029 | Convention Rate 2026-2029 |
|------------------------------------|---------|--------------------------------------|--------------------------|---------------------------------|
| Oregon Ballroom | | | | |
| 201, 202, 203, 204 | 6,300 | \$2,480 | \$2,976 | \$2,381 |
| 201-202, 202-203, 203-204 | 12,600 | \$4,960 | \$5,952 | \$4,762 |
| 201-203, 202-204 | 18,900 | \$7,440 | \$8,928 | \$7,142 |
| 201-204 | 25,200 | \$9,920 | \$11,904 | \$9,523 |
| Portland Ballroom | | | | |
| 251 or 256 | 4,000 | \$1,620 | \$1,944 | \$1,555 |
| 253, 254, 257 or 258 | 4,200 | \$1,680 | \$2,016 | \$1,613 |
| 252 or 255 | 4,700 | \$1,780 | \$2,136 | \$1,709 |
| 251-258 or 256-257 | 8,200 | \$3,300 | \$3,960 | \$3,168 |
| 253-254 or 253-258 or 254-257 | 8,400 | \$3,360 | \$4,032 | \$3,226 |
| 251-252 or 255-256 | 8,700 | \$3,400 | \$4,080 | \$3,264 |
| 252-253 or 254-255 | 8,900 | \$3,460 | \$4,152 | \$3,322 |
| 251-257-258 or 256-257-258 | 12,400 | \$4,980 | \$5,976 | \$4,781 |
| 252-253-254 or 253-254-255 | 13,100 | \$5,140 | \$6,168 | \$4,934 |
| 251-256-257-258 | 16,400 | \$6,600 | \$7,920 | \$6,336 |
| 253-254-257-258 | 16,800 | \$6,720 | \$8,064 | \$6,451 |
| 251-252-253-258 or 254-255-256-257 | 17,100 | \$6,760 | \$8,112 | \$6,490 |
| 252-253-254-255 | 17,800 | \$6,920 | \$8,304 | \$6,643 |

| | | | | |
|---------------------------------|--------|----------|-----------------|-----------------|
| 251-252-253-254-257-258 | 25,500 | \$10,120 | \$12,144 | \$9,715 |
| 253-254-255-256-257-258 | 25,500 | \$10,120 | \$12,144 | \$9,715 |
| 251-252-253-254-255-256-257-258 | 34,200 | \$13,520 | \$16,224 | \$12,979 |

Meeting Room Rental

| NAME OF ROOM | SQ. FT. | Approved Retail Rate 2023-2026 | Retail Rate 2026-2029 | Convention Rate 2026-2029 |
|------------------------|---------|--------------------------------------|--------------------------|---------------------------------|
| A101, A102, C127, C128 | 263 | \$110.00 | \$132 | \$106 |
| A103 C126 | 621 | \$290.00 | \$348 | \$278 |
| A104 C125 | 756 | \$350.00 | \$420 | \$336 |
| A103-104 C125-126 | 1,377 | \$640.00 | \$768 | \$614 |
| A105 C124 | 1,874 | \$871.00 | \$1,045 | \$836 |
| A106 C123 | 2,231 | \$1,040.00 | \$1,248 | \$998 |
| A105-106 C123-124 | 4,105 | \$1,911.00 | \$2,293 | \$1,835 |
| A107 C122 | 826 | \$387.00 | \$464 | \$372 |
| A108 C121 | 737 | \$350.00 | \$420 | \$336 |
| A107-108 C121-122 | 1,563 | \$737.00 | \$884 | \$708 |
| A109 C120 | 783 | \$363.00 | \$436 | \$348 |
| A108-109 C120-121 | 1,520 | \$713.00 | \$856 | \$684 |
| A107-109 C120-122 | 2,346 | \$1,100.00 | \$1,320 | \$1,056 |
| B110 B119 | 783 | \$363.00 | \$436 | \$348 |
| B111 B118 | 737 | \$350.00 | \$420 | \$336 |
| B110-111 B118-119 | 1,520 | \$713.00 | \$856 | \$684 |
| B112 B117 | 937 | \$435.00 | \$522 | \$418 |
| B111-112 B117-118 | 1,674 | \$785.00 | \$942 | \$754 |
| B110-112 B117-119 | 2,457 | \$1,148.00 | \$1,378 | \$1,102 |
| B113 B116 | 1,665 | \$774.00 | \$929 | \$743 |
| B114 B115 | 1,170 | \$544.00 | \$653 | \$522 |
| B113-114 B115-116 | 2,835 | \$1,318.00 | \$1,582 | \$1,265 |
| B114-115 | 2,340 | \$1,088.00 | \$1,306 | \$1,044 |
| B113-115 B114-116 | 4,005 | \$1,862.00 | \$2,234 | \$1,788 |
| B113 - 114 - 115 - 116 | 5,670 | \$2,636.00 | \$3,163 | \$2,531 |
| D133 E148 | 811 | \$375.00 | \$450 | \$360 |
| D134 E147 | 647 | \$290.00 | \$348 | \$278 |
| D135 E146 | 1,386 | \$653.00 | \$784 | \$627 |
| D136 E145 | 1,818 | \$847.00 | \$1,016 | \$813 |
| D137 E144 | 983 | \$459.00 | \$551 | \$441 |
| D138 E143 | 940 | \$459.00 | \$551 | \$441 |
| D139 E142 | 958 | \$459.00 | \$551 | \$441 |
| D140 | 814 | \$375.00 | \$450 | \$360 |
| D133-134 E147-148 | 1,458 | \$665.00 | \$798 | \$638 |
| D135-136 E145-146 | 3,204 | \$1,500.00 | \$1,800 | \$1,440 |
| D137-138 E143-144 | 1,923 | \$918.00 | \$1,102 | \$881 |
| D138-139 E142-143 | 1,898 | \$918.00 | \$1,102 | \$881 |
| D137-139 E142-144 | 2,881 | \$1,377.00 | \$1,652 | \$1,322 |

| | | | | |
|-------------------|-------|------------|----------------|----------------|
| D137-140 | 3,695 | \$1,752.00 | \$2,102 | \$1,682 |
| D138-140 | 2,712 | \$1,293.00 | \$1,552 | \$1,241 |
| D139-140 | 1,772 | \$834.00 | \$1,001 | \$801 |
| E141 | 1,212 | \$556.00 | \$667 | \$534 |
| E141-142 | 2,170 | \$1,015.00 | \$1,218 | \$974 |
| E141-143 | 3,110 | \$1,474.00 | \$1,769 | \$1,415 |
| E141-144 | 4,093 | \$1,933.00 | \$2,320 | \$1,856 |
| F149 F152 | 1,158 | \$532.00 | \$638 | \$511 |
| F150 F151 | 1,875 | \$883.00 | \$1,060 | \$848 |
| F149-150 F151-152 | 3,033 | \$1,415.00 | \$1,698 | \$1,358 |
| F149-151 F150-152 | 4,908 | \$2,298.00 | \$2,758 | \$2,206 |
| F150-151 | 3,750 | \$1,766.00 | \$2,119 | \$1,695 |
| F149-F152 | 6,066 | \$2,830.00 | \$3,396 | \$2,717 |
| G129 | 785 | \$363.00 | \$436 | \$348 |
| G130 | 1,024 | \$484.00 | \$581 | \$465 |
| G131 | 1,228 | \$568.00 | \$682 | \$545 |
| G132 | 1,010 | \$484.00 | \$581 | \$465 |
| G129-130 | 1809 | \$847.00 | \$1,016 | \$813 |
| G131-132 | 2238 | \$1,052.00 | \$1,262 | \$1,010 |

F&B Minimum to Waive Rental

| NAME OF ROOM | SQ. FT. | Approved Retail Rate 2023-2026 | Retail Rate 2026-2029 | Convention Rate 2026-2029 |
|------------------------------------|---------|--------------------------------------|--------------------------|---------------------------------|
| Oregon Ballroom | | | | |
| 201, 202, 203, 204 | 6,300 | \$9,630 | \$10,500 | N/A |
| 201-202, 202-203, 203-204 | 12,600 | \$19,260 | \$21,000 | N/A |
| 201-203, 202-204 | 18,900 | \$14,445 | \$31,500 | N/A |
| 201-204 | 25,200 | \$38,520 | \$42,000 | N/A |
| Portland Ballroom | | | | |
| 251 or 256 | 4,000 | \$6,313 | \$6,300 | N/A |
| 253, 254, 257 or 258 | 4,200 | \$6,527 | \$6,300 | N/A |
| 252 or 255 | 4,700 | \$6,955 | \$6,300 | N/A |
| 251-258 or 256-257 | 8,200 | \$12,840 | \$12,600 | N/A |
| 253-254 or 253-258 or 254-257 | 8,400 | \$13,054 | \$12,600 | N/A |
| 251-252 or 255-256 | 8,700 | \$13,268 | \$12,600 | N/A |
| 252-253 or 254-255 | 8,900 | \$13,482 | \$12,600 | N/A |
| 251-257-258 or 256-257-258 | 12,400 | \$19,367 | \$18,900 | N/A |
| 252-253-254 or 253-254-255 | 13,100 | \$20,009 | \$18,900 | N/A |
| 251-256-257-258 | 16,400 | \$25,680 | \$18,900 | N/A |
| 253-254-257-258 | 16,800 | \$26,108 | \$25,200 | N/A |
| 251-252-253-258 or 254-255-256-257 | 17,100 | \$26,322 | \$25,200 | N/A |
| 252-253-254-255 | 17,800 | \$26,964 | \$25,200 | N/A |
| 251-252-253-254-257-258 | 25,500 | \$39,376 | \$37,800 | N/A |
| 253-254-255-256-257-258 | 25,500 | \$39,376 | \$37,800 | N/A |

251-252-253-254-255-256-257-258

34,200

\$52,644

\$50,400

N/A

MERC Commission Meeting

September 7, 2022
12:30 pm

Travel Portland Quarterly
Report

TRAVEL
PORTLAND

4TH QUARTER 2021-22 REPORT

Highlights:

Executive Summary – Page 3

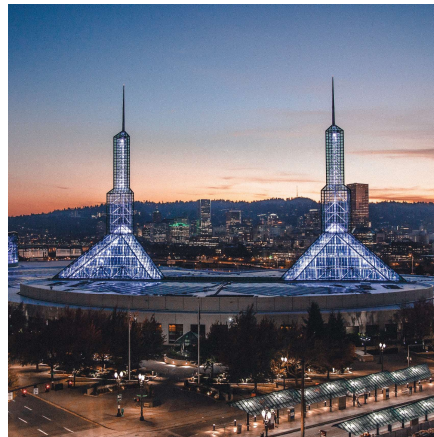


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| | |
|----------------------|-------------------------|
| Jeff Miller..... | President and CEO |
| Sarah Chisholm | Chief Financial Officer |
| Megan Conway | Chief Strategy Officer |
| James Jessie..... | Chief Sales Officer |
| Greg Newland | Chief Marketing Officer |



EXECUTIVE SUMMARY

ACCOMPLISHMENTS

- For Fiscal Year 2021-22, OCC realized more than \$10.8 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 27.6 to 1.
- Twenty-two new and four repeat OCC conventions were booked for future years during FY22 worth more than \$7.8 million in OCC revenue and community economic impact more than \$39.8 million. Total Travel Portland bookings, including single hotel will result in more than \$66.2 million of economic impact.
- Across domestic media outlets this fiscal year, Portland was included in 2,590 placements with a total impression of more than 11.6 billion that could potentially influence Portland as a business and leisure travel destination.
- Portland hosted the National Council on Race and Ethnicity in Higher Education for the second time in 4 years. We worked with Prosper Portland to fund another My People’s Market to coincide with the event. Delegates reacted very positively to the opportunity to engage and purchase from the diverse vendors at the market. A great way to connect conventions to community.

TRENDS, SUCCESSES, OBSTACLES

- Collections of the city’s transient lodging tax in the fourth quarter of the fiscal year exceeded budget by 33%, with an increase of 73% over the same period last year. FY22 annual receipts were \$3.9M, an increase of 111% from FY21 and a decrease of 49% from FY19. We are anticipating that the collections will continue to recover, our forecast for FY23 is to end the year within 80% of FY19.
- Growth in hotel occupancy, Average Daily Rate and Revenue continued. Downtown properties saw significant gains as convention and meetings business returned. We continue to be significantly below 2019 but each month shows positive growth.
- Travel Portland’s International Team attended the US Travel Association’s IPW. The largest domestic trade show of international buyers from around the world. With over 4500 attendees, it is a significant show for Portland and Oregon to showcase the state as a leisure destination. With the return of direct non-stop service to Europe, this market will see a return of growth.

MERC CONTRACT TARGETS

| TARGET # | TARGET DESCRIPTION | YEAR TO DATE ACTUAL | ANNUAL TARGET |
|----------|-----------------------------|---------------------|---------------|
| 1 | OCC revenue target | \$10,847,796 | \$14 Million |
| 2 | ROI on future OCC business | 3.3 | 5.8 |
| 3 | Lead conversion | 18% | 18% |
| 4 | Services performance survey | 4.0 | 3.8 |
| 5 | Public relations/media | 12.0 | 12 |
| 6 | Community economic impact | 27.6 | 34.0 |

CITY CONTRACT GOALS

| OBJECTIVE # | GOAL DESCRIPTION | YEAR TO DATE ACTUAL | ANNUAL GOAL |
|-------------|---|----------------------------|----------------|
| 1 | Convention Sales and Marketing Economic Impact ROI | 13.5 | Benchmark / 25 |
| 3 | Report the Health of the Market Using Third Party Resources | <i>See pages 4 & 5</i> | |



EXECUTIVE SUMMARY

| HOTEL DEMAND | | | |
|-------------------------------------|---------------|----------|-------------|
| COMPETITIVE SET COMPARISON | | | |
| Smith Travel | | | |
| Research Central Business Districts | | | |
| | Occupancy (%) | ADR (\$) | RevPar (\$) |
| Portland Central City + | 47.1 | 157.56 | 74.26 |
| Denver | 62.8 | 188.68 | 118.49 |
| Seattle | 58.5 | 191.6 | 112.02 |
| Salt Lake City | 64.8 | 163.88 | 106.21 |
| Nashville | 72.1 | 244.84 | 176.64 |
| Austin | 69.8 | 249.82 | 174.28 |
| Minneapolis | 42.3 | 158.29 | 67 |
| San Francisco | 54.2 | 229.11 | 124.2 |

**Smith Travel Report is on a calendar basis, not Travel Portland's Fiscal Year*

| Smith Travel Research - Region* | | | | | | | | |
|---------------------------------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|
| | Occupancy | | ADR | | RevPar | | Demand | |
| | This Year | Change | This Year | Change | This Year | Change | This Year | Change |
| Downtown | 47.1 | 48.6 | 157.56 | 24.2 | 74.26 | 84.6 | 855,094 | 81.5 |
| Airport | 60.8 | 18 | 127.55 | 31.4 | 77.61 | 55 | 391,093 | 14.1 |
| Eastside | 68.2 | -0.6 | 87.7 | 14.9 | 59.82 | 14.2 | 66,043 | -12.8 |
| Jantzen Beach | 49.5 | 7.3 | 114.26 | 22.1 | 56.57 | 30.9 | 130,310 | 7.3 |
| City of Portland + | 51.2 | 27.8 | 142.32 | 30.6 | 72.87 | 66.9 | 1,442,540 | 42.6 |

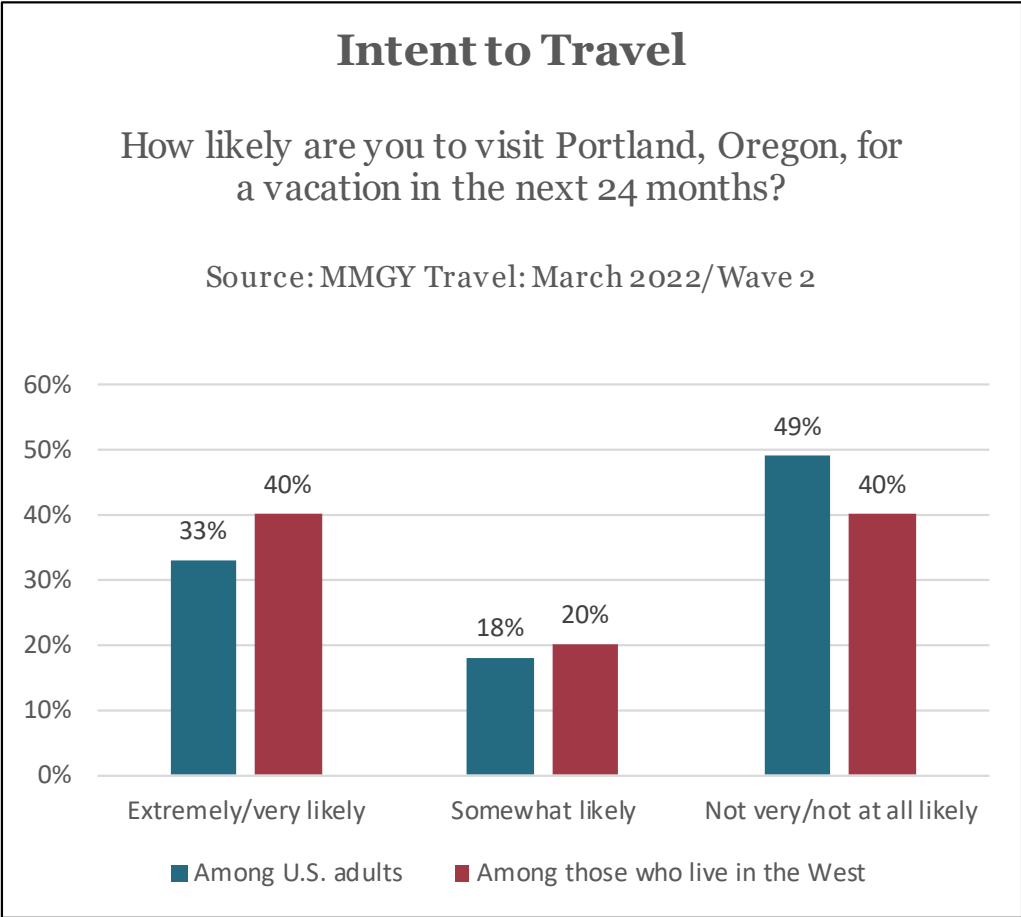
**Smith Travel Report is on a calendar basis, not Travel Portland's Fiscal Year*


| REGION | LODGING TAX COLLECTIONS* | | | |
|----------------------|--------------------------|-------------|-----------------------|----------------------|
| | QUARTER 4 | | | |
| TLT/TID | | | | |
| | 4th QTR (\$) | 4th QTR (%) | Quarterly Change (\$) | Quarterly Change (%) |
| Central City | \$1,706,740 | 62.9% | (\$58,676) | -3.3% |
| Airport | \$736,428 | 27.2% | \$9,904 | 1.4% |
| Eastside | \$40,999 | 1.5% | \$2,839 | 7.4% |
| Jantzen Beach | \$227,165 | 8.4% | (\$32,578) | -12.5% |
| Subtotal (67%) | \$2,711,332 | 100% | (\$78,511) | -2.8% |
| Online Travel Agency | \$312,306 | 23.3% | \$116,346 | 59.4% |
| Short Term Rental | \$1,010,085 | 75.5% | \$323,446 | 47.1% |
| Other | \$16,129 | 1.2% | (\$4,119) | -20.3% |
| Subtotal (33%) | \$1,338,520 | 100% | \$435,673 | 48.3% |
| Grand Total (100%) | \$4,049,852 | | \$357,162 | 9.70% |

**Data provided by the City of Portland Revenue Division.*

EXECUTIVE SUMMARY

| AD ACCOUNTABILITY: INCREMENTAL VISITOR SPENDING GENERATED BY ADVERTISING | |
|--|---------------|
| Winter/Spring 2022(source: Phocuswright) | \$572 million |

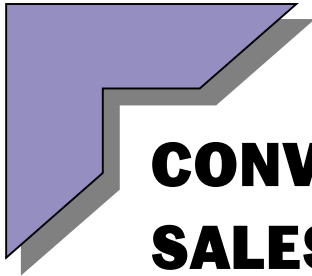




CONVENTION SALES

| OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND BOOKINGS | | | |
|--|----------------------|----------------------|---------------------------------|
| | OCC Revenue | Annuals | Total Potential Future Business |
| FY 21/22 | \$ 10,847,796 | \$ - | \$ 10,847,796 |
| FY 22/23 | \$ 22,193,505 | \$ 748,495 | \$ 22,942,000 |
| FY 23/24 | \$ 13,443,206 | \$ 1,882,207 | \$ 15,325,413 |
| FY 24/25 | \$ 8,058,046 | \$ 2,211,682 | \$ 10,269,728 |
| FY 25/26 | \$ 4,932,226 | \$ 1,882,207 | \$ 6,814,433 |
| FY 26/27 | \$ 3,436,705 | \$ 2,211,682 | \$ 5,648,387 |
| FY 27/28 | \$ - | \$ 1,882,207 | \$ 1,882,207 |
| FY 28/29 | \$ 534,267 | \$ 2,211,682 | \$ 2,745,949 |
| FY 29/30 | \$ 843,896 | \$ 1,882,207 | \$ 2,726,103 |
| TOTAL | \$ 64,289,647 | \$ 14,912,369 | \$ 79,202,016 |

| OREGON CONVENTION CENTER PROJECTED FUTURE REVENUE | | | |
|---|---------------|---------------|--------------|
| Total Travel Portland Contract: | QTR | YTD | Target |
| New OCC Bookings | 3 | 22 | |
| Repeat OCC Bookings | 2 | 4 | |
| Total OCC Bookings | 5 | 26 | |
| Room Nights from OCC Bookings | 11,449 | 54,270 | |
| Future OCC Revenue Booked during FY 2021/22 | \$ 1,266,618 | \$ 7,860,399 | |
| ROI OCC Bookings | \$ 3.7 | \$ 3.3 | 5.8 to 1 |
| Community Economic Impact from OCC Bookings | \$ 6,629,354 | \$ 39,835,978 | |
| Total Room Nights Booked | 26,801 | 107,275 | |
| Total Community Economic Impact from Bookings | \$ 15,203,727 | \$ 66,275,855 | |
| ROI on Total Community Economic Impact | \$ 44.4 | \$ 27.6 | 34.0 to 1 |
| OCC Revenue Realized During FY 2021/22 | \$ 7,135,939 | \$ 10,847,796 | \$14 Million |
| <i>*OCC Revenue Realized includes the following meeting that occurred during quarter 3 at OCC, but the group had not settled in OCC's accounting software (USI) at the time of reporting. They are included in quarter 4 OCC revenue realized - Public Library Association, National Intramural - Recreational Sports Association, Oregon School Personnel Association and American Association of Collegiate Registrars and Admissions Officers.</i> | | | |



CONVENTION SALES

| OCC LEAD CONVERSION | |
|--------------------------------|--------------------|
| | As of July 1, 2022 |
| Lead Conversion Percentage | 18% |
| Benchmark / Annual Target -18% | |

| OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS | | | | | |
|--|------------|------------|------------|------------|-----------------------|
| AS OF JULY 1, 2022 | | | | | |
| | FY 2021-22 | FY 2022-23 | FY 2023-24 | FY 2024-25 | FY 2025-26 and beyond |
| Current | 34 | 36 | 29 | 13 | 14 |
| 4 Year Average | Current | 1 yr. out | 2 yrs. out | 3 yrs. out | Beyond 3 yrs. |
| (FY 18/19-21/22) | 29 | 38 | 31 | 22 | 25 |

| OREGON CONVENTION CENTER REVENUE | | |
|---------------------------------------|----------------|--------------|
| THREE YEAR AVERAGE | | |
| | Total Contract | |
| | Quarter | YTD |
| OCC Revenue Generated (3 yr. average) | \$ 2,383,977 | \$ 6,574,983 |
| Travel Portland Contract Costs | \$ 342,679 | \$ 2,400,000 |
| ROI (Revenue / Costs) | 7.0 | 2.7 |

| 4TH QUARTER - OREGON CONVENTION CENTER LOST BUSINESS | | | | | |
|--|--------|-------------------|-----------|------------------|--------------------------------|
| | Groups | Total Room Nights | Attendees | Lost OCC Revenue | Lost Community Economic Impact |
| Total | 21 | 50,689 | 20,300 | \$ 5,971,959 | \$ 28,552,649 |



CONVENTION SALES

| DIVERSE GROUPS/MINORITY PROJECTED FUTURE REVENUE | | |
|---|--------------------|------------|
| Total Travel Portland Contract | 4th Quarter | YTD |
| New Diverse/Minority Group Bookings | 1 | 2 |
| Total Diverse/Minority Group Bookings | 1 | 2 |
| Room Nights from Diverse/Minority Group Bookings | 135 | 3,096 |
| | | |
| Diverse/Minority Group Leads | 8 | 21 |
| Diverse/Minority Group Lost Leads | 1 | 6 |

For the fourth quarter of FY 2021/22, minority bookings created an estimated economic impact to the greater metro Portland community of approximately \$55,000. Booked groups included the following:

| | |
|------------------|-----------|
| Tribal Tech, LLC | \$ 55,168 |
|------------------|-----------|

| 4TH QUARTER - OREGON CONVENTION CENTER CANCELLATIONS | | | | | | | |
|---|---------------|---------------------------------------|--------------------------|------------------|-------------------------|---------------------------------------|---------------------|
| Account Name | Groups | Reason | Total Room Nights | Attendees | Lost OCC Revenue | Lost Community Economic Impact | Arrival Date |
| Intel Corporation | 1 | Conference Cancelled - Due to Economy | 3,480 | 2,200 | \$ 460,820 | \$ 2,109,087 | 8/10/22 |
| National Parent Teacher Association | 1 | Conference Cancelled - Not Happening | 2,858 | 1,500 | \$ 844,318 | \$ 2,809,553 | 6/18/23 |
| Total OCC Cancellations | 2 | | 6,338 | 3,700 | \$ 1,305,138 | \$ 4,918,640 | |

CONVENTION SERVICES

| ACTIVITY DESCRIPTION | 4TH QUARTER | YTD |
|---|-------------|-----|
| OCC groups occurring during the quarter | 15 | 34 |
| Pre-convention attendance building - Site tours | 15 | 64 |

TRAVEL PORTLAND POST CONVENTION SURVEY

Overall impression of the following:

| Answer Options | Excellent = 4 | Good = 3 | Average = 2 | Poor = 1 | N/A | Rating Average | Response Count |
|--|------------------|-------------|----------------|-------------|-----|-------------------|-------------------|
| Travel Portland sales staff | 7 | 0 | 0 | 0 | 0 | 4.0 | 7 |
| Travel Portland convention services staff | 6 | 1 | 0 | 0 | 0 | 3.9 | 7 |
| Travel Portland collateral/promotional materials | 6 | 0 | 0 | 0 | 1 | 4.0 | 6 |
| Quality and user-friendliness of the Travel Portland | 4 | 0 | 0 | 0 | 3 | 4.0 | 4 |
| Average rating for the quarter | | | | | | 4.0 | |
| Average rating YTD | | | | | | 4.0 | |
| Benchmark | | | | | | 3.8 | |

In planning your event from start to finish, how would you describe your relationship with your Sales Manager and/or Services Manager?

Beyond amazing and excellent! The sales and convention staff at Travel Portland are the best I've worked with.

Fantastic! Shawna Wellman and Michael Cavanaugh are the best in the business and represent the city so well. Great people!

Michael was literally our saving grace in this whole crazy planning process! He was always available and quick to respond to whatever we needed. He is passionate about the city and it's people. I can't express enough appreciation to Michael for helping us navigate all the challenges associated with this event. I will forever indebted to him!

Your team were amazing. No complaints. Everyone went above and beyond!

Very pleased with the service provided by TravelPortland - they made every effort to provide us with a positive experience - some things were out of their hands.

Michael and Cathy were great - as helpful as they could have been with difficult hotel re-negotiations.

Cathy and Michael are amazing. Always willing to help in any way that they can. We appreciate everything Travel Portland does to help our conference be a success!

Groups Serviced/Surveyed:

NIRSA **Completed Survey*

Soc for Investigavtive Dermatology **Completed Survey*

Public Library Association **Completed Survey*

Ruby Central **Completed Survey*

FBLA - Phi Beta Lambda

Government Alliance on Race & Equity

Drupal Association

NCORE

American Association of Immunologists **Completed Survey*

Forth **Completed Survey*

Oregon Dental Association **Completed Survey*

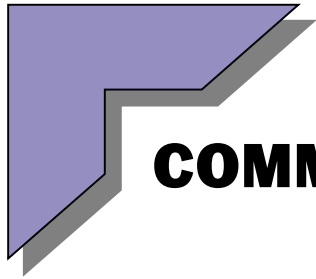
RX USA

Natl Assn of Colleges and Employers

NW District of the Lutheran Church-Missouri Synod

Metal Powder Industries Federation

Unitarian Universalists Association



COMMUNICATION & PR

| TOTAL DOMESTIC MEDIA NARRATIVE | Q4 | YTD |
|--------------------------------|---------------|----------------|
| Placements | 714 | 2,590 |
| Impressions | 2,258,155,131 | 11,660,086,381 |

Traditional media mentions captured across print and online that may influence consumer perception of Portland as a business and leisure travel destination.

| MERC-RELATED MEDIA PLACEMENTS | Q4 | YTD |
|-------------------------------|---------|---------|
| Placements | 4 | 14 |
| Impressions | 100,796 | 486,806 |

Earned media placements generated by Travel Portland public relations efforts that mention the Oregon Convention Center or cover industry topics related to Portland as a meeting destination.

| MEDIA ENGAGEMENTS FOR MINORITY-OWNED | Q4 | YTD |
|--------------------------------------|-----|-----|
| Engagements | 251 | 911 |

A media engagement is defined as an interaction with media regarding a single topic or issue.

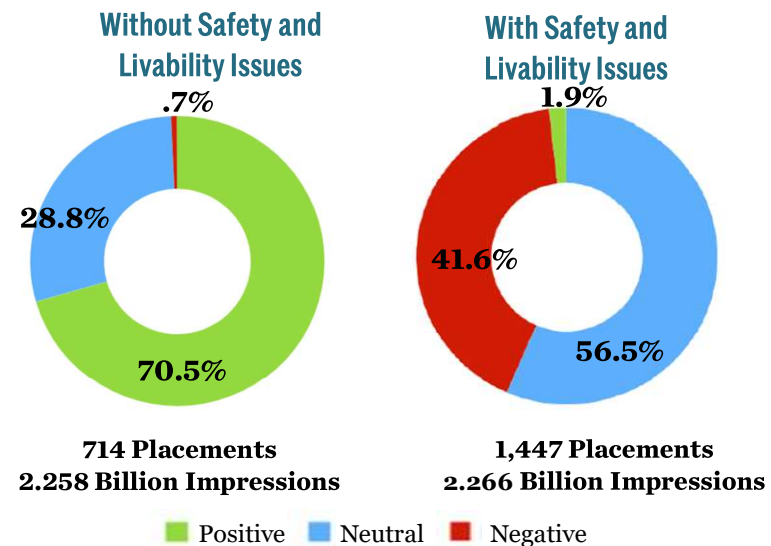
| TARGETED DOMESTIC MEDIA | Q4 | YTD |
|-------------------------|---------------|---------------|
| Placements | 77 | 187 |
| Impressions | 1,236,248,088 | 3,139,041,810 |

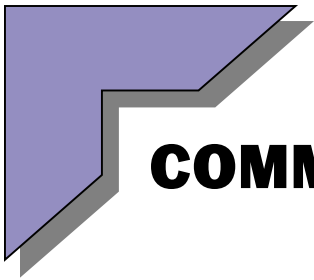
Print and online media outlets strategically targeted by Travel Portland's public relations efforts because they are most influential to potential visitors.

| TARGETED INTERNATIONAL MEDIA | Q4 | YTD |
|------------------------------|----|-----|
| Placements | 0 | 0 |
| Impressions | 0 | 0 |

International print and online media outlets strategically targeted by Travel Portland's public relations efforts in international markets, including, but not limited to: United Kingdom, The Netherlands, Oceania and Canada.

4TH QUARTER TOTAL DOMESTIC MEDIA SENTIMENT



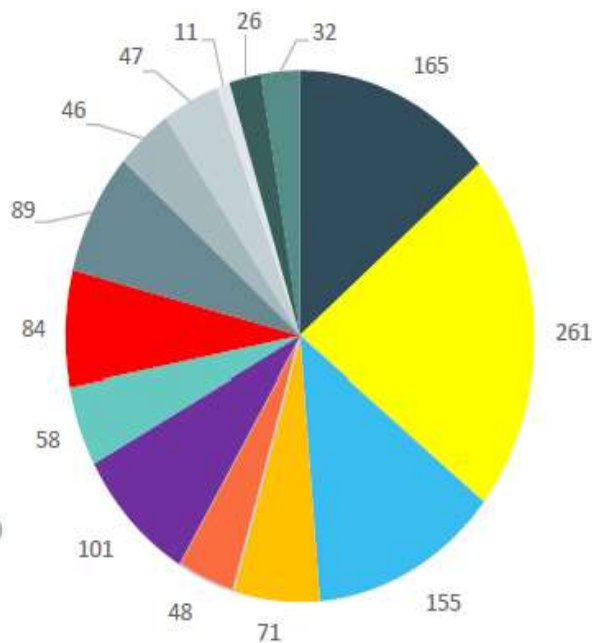


COMMUNICATION & PR

4TH QUARTER TOTAL DOMESTIC MEDIA NARRATIVE: KEY MESSAGES PLACEMENTS & IMPRESSIONS

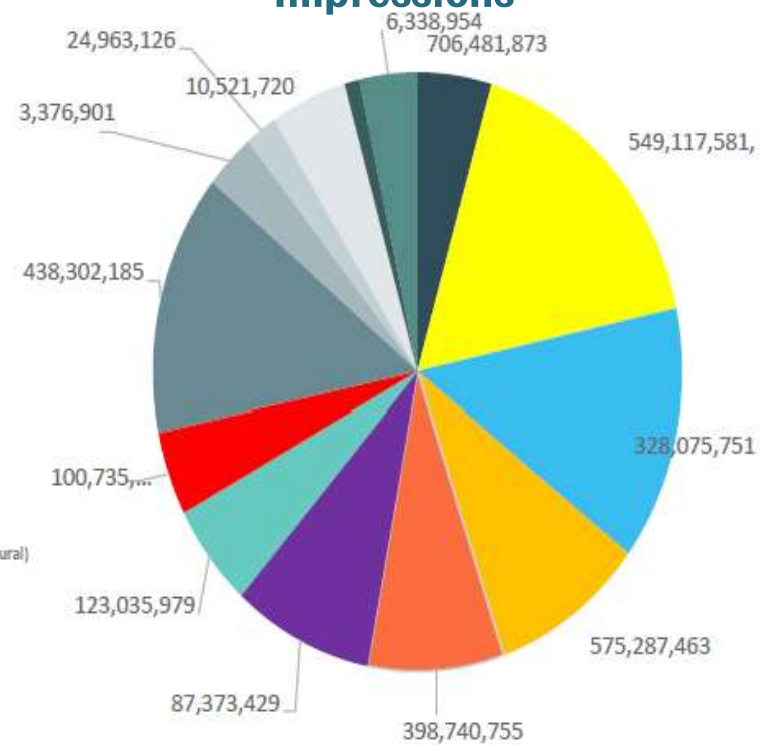
Placements

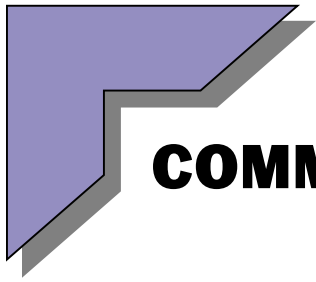
- Arts & Culture
- Events & Festivals
- Hotels & Lodging
- Makers & Shopping
- Outdoors
- Portland Region
- Neighborhoods
- Activities & Attractions
- Food & Drink
- Transportation
- Diversity (LGBTQ+, multicultural)
- Meetings & Conventions
- Nightlife
- Family-friendly



Impressions

- Arts & Culture
- Hotels & Lodging
- Events & Festivals
- Makers & Shopping
- Portland Region
- Outdoors
- Food & Drink
- Activities & Attractions
- Neighborhoods
- Diversity (LGBTQ+, multicultural)
- Nightlife
- Transportation
- Meetings & Conventions
- Family-friendly





COMMUNICATION & PR

| ARTICLES | | | MERC | | |
|------------------|---|---|----------|-------------------|------------|
| Publication Date | Outlet | Headline | Medium | Total Circulation | Placements |
| May/June 2022 | Prevue magazine | Bureau Buzz: Portland and Seattle | Magazine | 37,800 | 1 |
| May 25, 2022 | Association Conventions & Facilities Online | All About Citywide Events | Online | 1,551 | 1 |
| June 24, 2022 | Smart Meetings | Convention centers have adapted and upgraded in response to meeting planners' | Online | 17,445 | 1 |
| June 24, 2022 | Smart Meetings | Convention Centers: Going Above and Beyond | Magazine | 44,000 | 1 |
| Total | | | | 100,796 | 4 |

**Entries that appear to be duplicate articles represent different media placements, i.e. print, online and broadcast.*

| PITCHES DELIVERED | |
|--|--|
| 1 | Summer Destination Update – What’s New in Portland |
| 2 | Bleisure Summer Travel – Extending Your Meeting to Bring the Whole Family |
| 3 | Destination Update: Dine Around Portland’s Newest Culinary Experiences (Chefs inspired Roots/Vegan/Zero-proof cocktail). |
| Target Goal: Deliver three meetings-related pitches to industry media on a quarterly basis. | |



CONSUMER SENTIMENT

PORTLAND CONSUMER RESEARCH

Q: Would you consider the general tone of media coverage you saw or heard about Portland to be:

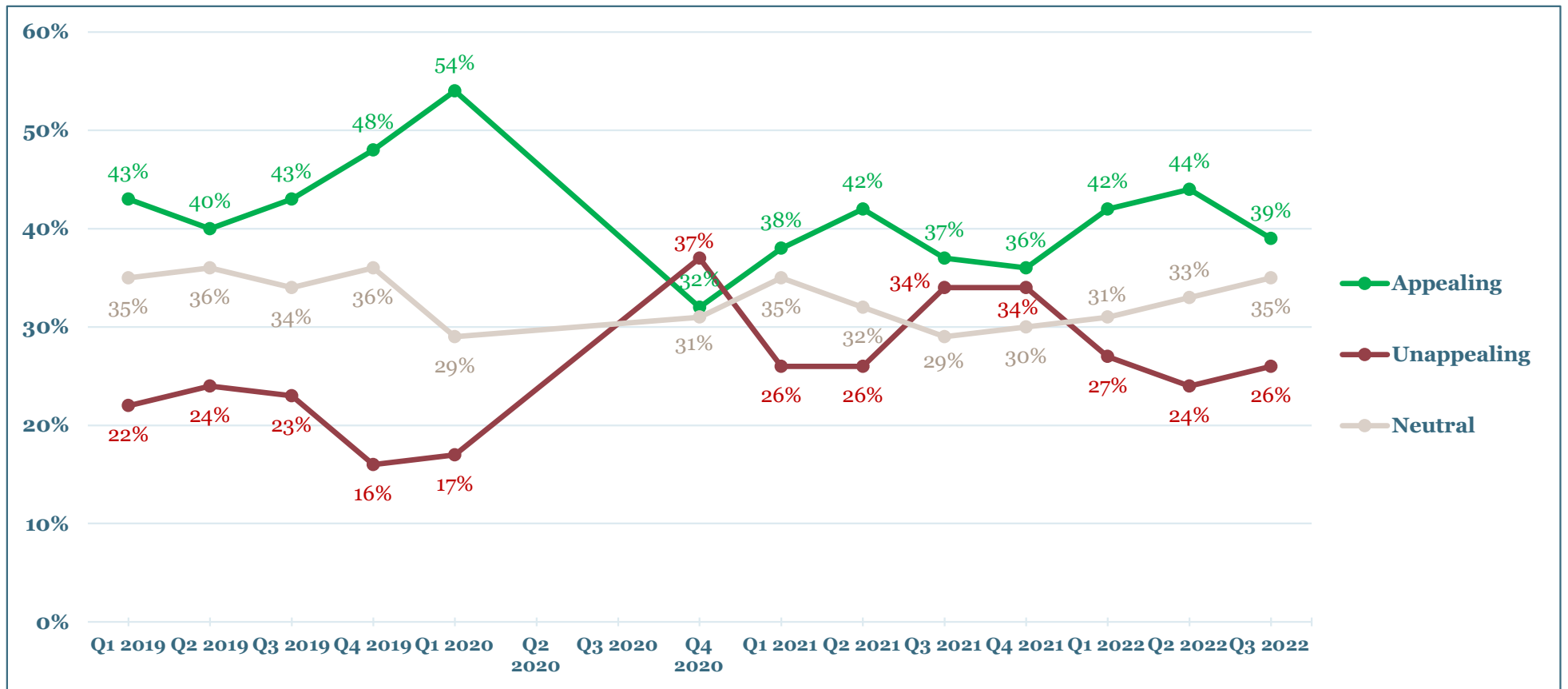




CONSUMER SENTIMENT

PORTLAND CONSUMER RESEARCH

Q: How appealing is Portland as a potential vacation destination to you?



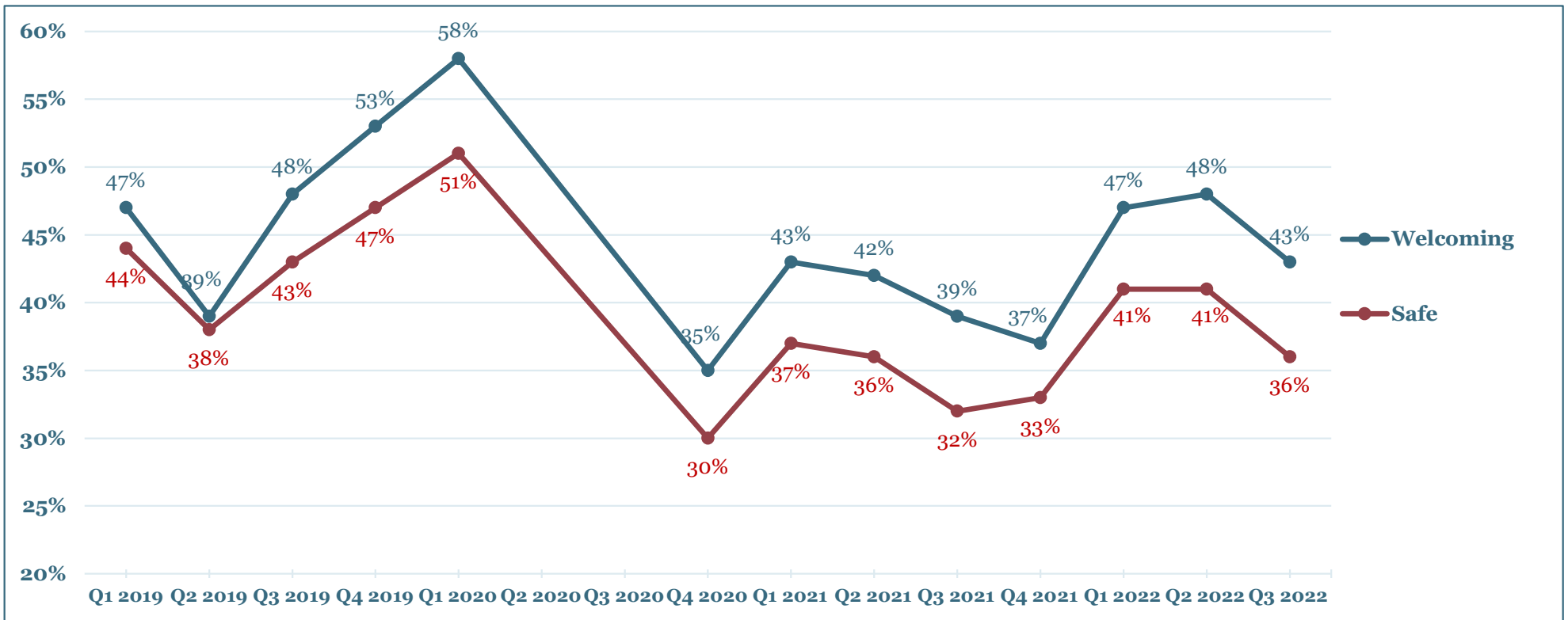


CONSUMER SENTIMENT

PORTLAND CONSUMER RESEARCH

Q: Portland is a welcoming destination. (AGREE - Top 2 Box)
VS.

Q: Portland is a safe destination. (AGREE - Top 2 Box)

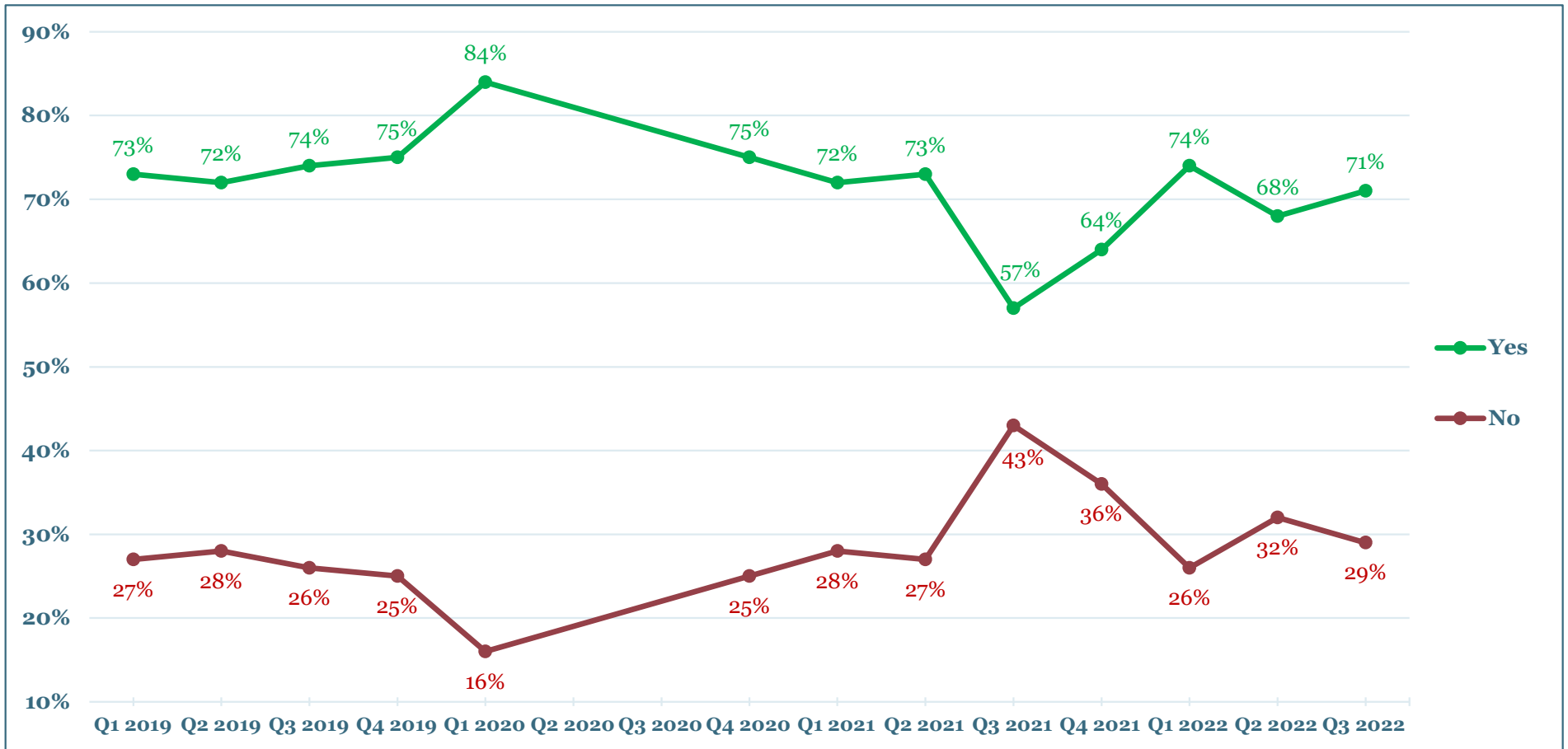


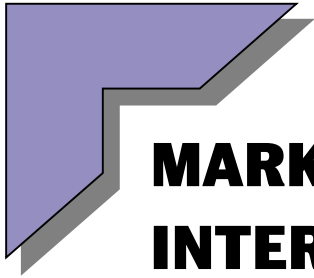


CONSUMER SENTIMENT

PORTLAND CONSUMER RESEARCH

Q: If you have visited Portland before, are you likely to visit again?





MARKETING & INTERNATIONAL TOURISM

| MARKETING | | |
|---------------------------------|-------------|-----------|
| TravelPortland.com | 4th Quarter | YTD |
| Visits | 1,467,528 | 4,927,708 |
| International Visits | 127,820 | 350,594 |
| Referrals | 405,041 | 1,291,053 |
| Business and Event Detail Views | 1,118,470 | 3,374,654 |
| TravelPortland.com/meetings | | |
| Venue Finder Page Views | 1,017 | 3,686 |

Source: Google Analytics

| INTERNATIONAL TOURISM | | |
|--------------------------------|-------------|-------------|
| International Visits/Arrivals* | 2nd Quarter | 4th Quarter |
| Portland** | 0%**** | 0%**** |
| Competitive Set*** | 0%**** | 0%**** |

*Source: Oxford Tourism Economics Company reports twice during the calendar year.

**Be no less than 5% of our competitive sets' performance for overall visits/arrivals.

***Competitive set = Austin, Seattle, Denver, Salt Lake City, Minneapolis

****Due to COVID-19 travel restriction, there is minimal international visitation in the USA.



DIVERSITY EMPLOYMENT STATISTICS 2021-22

TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATEGORIES

| Job Category | June 30, 2022 | | Fourth Quarter | | |
|---|----------------------|-----------------|-------------------|-----------------|----------------|
| | Category Number | Total | Actual Percentage | Goal Percentage | Objective |
| | Number of Females | Number of Staff | | | |
| Executive/Senior Level | 5 | 9 | 56% | 40-60% | Monitor |
| First/Mid Level Manager | 5 | 8 | 63% | 40-60% | Monitor |
| Professionals | 11 | 17 | 65% | 40-60% | Monitor |
| Sales Workers | 7 | 7 | 100% | 40-60% | Monitor |
| Admin Support Workers | 11 | 11 | 100% | 40-60% | Monitor |
| Total | 39 | 52 | 75% | 40-60% | Monitor |
| | Number of Minorities | Number of Staff | | | |
| Executive/Senior Level | 3 | 9 | 33% | 15-33% | Monitor |
| First/Mid Level Manager | 2 | 8 | 25% | 15-33% | Monitor |
| Professionals | 3 | 17 | 18% | 15-33% | Monitor |
| Sales Workers | 3 | 7 | 43% | 15-33% | Monitor |
| Admin Support Workers | 3 | 11 | 27% | 15-33% | Monitor |
| Total | 14 | 52 | 27% | 15-33% | Monitor |
| This report is based on current full and part-time staff. | | | | | |



FIRST OPPORTUNITY TARGET AREA (FOTA) 4TH QUARTER 2021-22

HIRING

| | | | |
|---|------------------------|----------------------------|-------------------------|
| Job Posting Locations | The Skanner | El Hispanic News | Hispanic Chamber |
| | WorkplaceDiversity.com | Urban League | Monster.com |
| | VeteransConnect.com | Mosaic Metier | PDX Pipeline |
| | HispanicDiversity.com | Partners in Diversity | AllDiversity.com |
| | DisabilityConnect.com | Indeed | LinkedIn |
| | OutandEqual.com | Destinations International | Travel Portland website |
| | LGBTConnect.com | H-Careers | PDX Women in Tech |
| | Black Travel Alliance | Mac's List | |
| Current Employees residing in MERC FOTA | | 10 | |

PURCHASING (YTD)

| | | |
|--|----|---------|
| Travel Portland expenditure with MERC FOTA area businesses | \$ | 896,765 |
|--|----|---------|

PARTNERSHIP

| Total Partners | Within FOTA | Diverse Partners/Minority (Self-Identified) | Women-Owned |
|----------------|-------------|--|-------------|
| 1418 | 262 | 155 | 208 |

COBID PURCHASING PARTICIPATION FY 2021-22 (YTD)

| | MWESB Expended | Total Expended | Percentage of Total Spend on MWESB Expended |
|---------------------------------------|--------------------|--------------------|--|
| COBID or Other State Certified | \$1,235,302 | \$3,400,274 | 36% |
| Self-Reported | \$708,559 | \$3,400,274 | 21% |
| Total | \$1,943,861 | \$3,400,274 | 57% |
| Scholarships/Membership/ Donations | \$43,269 | \$81,619 | 53% |

For the last 33 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

OCC SALES AND MARKETING BUDGET

| Annual Budget | MERC QTR Ending 06-30-22 | TID/TLT QTR Ending 06-30-22 | Subtotal QTR Ending 06-30-22 | Sum MERC YTD 06-30-22 | Sum TID/TLT YTD 06-30-22 | Sum of YTD 06-30-22 | Percent | |
|--|--------------------------|-----------------------------|------------------------------|-----------------------|--------------------------|---------------------|------------------|----------------|
| Expenses | | | | | | | | |
| <u>MERC Supported - Professional Services</u> | | | | | | | | |
| Professional Services | | | | | | | | |
| <u>Convention Sales</u> | | | | | | | | |
| <u>Direct Sales:</u> | | | | | | | | |
| Subtotal - Convention Sales Professional Services | 700,000 | 46,759 | 272,434 | 319,193 | 700,000 | 639,815 | 1,339,815 | 191.40% |
| <u>Program Support</u> | | | | | | | | |
| Subtotal - Program Support | 105,000 | 26,250 | 0 | 26,250 | 105,000 | 0 | 105,000 | 100.00% |
| <u>Research</u> | | | | | | | | |
| Subtotal - Reseach Professional Services | 50,000 | 0 | 0 | 0 | 39,312 | 0 | 39,312 | 78.62% |
| <u>Convention Services</u> | | | | | | | | |
| Subtotal - Convention Services Professional Services | 95,000 | 0 | 60,750 | 60,750 | 95,000 | 146,342 | 241,342 | 254.04% |
| <i>Total - MERC Supported - Professional Services</i> | <i>950,000</i> | <i>73,009</i> | <i>333,184</i> | <i>406,193</i> | <i>939,312</i> | <i>786,156</i> | <i>1,725,468</i> | <i>181.63%</i> |
| <u>Other Non-Contractual Professional Services</u> | | | | | | | | |
| <i>Total - Other Non-Contractual Professional Services</i> | <i>0</i> | <i>0</i> | <i>120,319</i> | <i>120,319</i> | <i>0</i> | <i>404,291</i> | <i>404,291</i> | <i>0.00%</i> |
| <u>Convention Sales - MERC Supported Program of Work</u> | | | | | | | | |
| <u>Sales Calls, Trips and Missions</u> | | | | | | | | |
| Subtotal - Sales Calls, Trips and Missions | 175,000 | 22,229 | 0 | 22,229 | 123,112 | 0 | 123,112 | 70.35% |
| <u>Multicultural Sales Efforts</u> | | | | | | | | |
| Subtotal - Multicultural Sales Efforts | 274,000 | 17,953 | 0 | 17,953 | 75,930 | 0 | 75,930 | 27.71% |
| <u>Trade Shows and Industry Events</u> | | | | | | | | |
| Subtotal - Industry Trade Shows and Events | 348,000 | 57,748 | 8,068 | 65,816 | 290,705 | 35,122 | 325,827 | 93.63% |
| <u>Familiarization Tours & Site Visits</u> | | | | | | | | |
| Subtotal - Familiarization Tours | 200,000 | 127,909 | 0 | 127,909 | 178,339 | 0 | 178,339 | 89.17% |
| <u>Other Programs</u> | | | | | | | | |
| Subtotal - Other Programs | 303,000 | 43,831 | 0 | 43,831 | 115,513 | 0 | 115,513 | 38.12% |
| <i>Total Convention Sales MERC Supported Program of Work</i> | <i>1,300,000</i> | <i>269,670</i> | <i>8,068</i> | <i>277,738</i> | <i>783,600</i> | <i>35,122</i> | <i>818,722</i> | <i>62.98%</i> |
| Other Departments - MERC Supported POW | | | | | | | | |
| <u>Convention Services - Other Programs</u> | | | | | | | | |
| Subtotal - Con Svcs - Other Programs | 50,000 | 0 | 27,173 | 27,173 | 45,264 | 47,207 | 92,471 | 184.94% |
| <u>Research - Other Programs</u> | | | | | | | | |
| Subtotal - Research - Other Programs | 100,000 | 0 | 45,264 | 45,264 | 100,000 | 118,218 | 218,217 | 218.22% |
| <i>Total Other Depts MERC Supported Program of Work</i> | <i>150,000</i> | <i>0</i> | <i>72,436</i> | <i>72,436</i> | <i>145,264</i> | <i>165,424</i> | <i>310,688</i> | <i>207.13%</i> |
| <i>Grand Total</i> | <i>2,400,000</i> | <i>342,679</i> | <i>534,006</i> | <i>876,685</i> | <i>1,868,176</i> | <i>1,390,993</i> | <i>3,259,169</i> | <i>135.80%</i> |

Note:

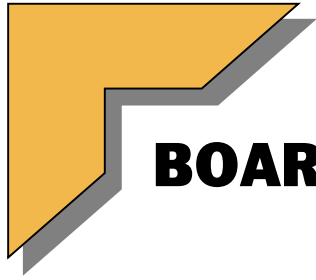
The Travel Portland/MERC contract for FYE22 was amended to include are return of funding to MERC/Metro for the program of work elements that were not completed due to COVID in the amount of \$387,000.00. Payment was issued on 08/04/22.

Travel Portland
Income Statement
(Statement of Financial Activities)

| | Actual (Prior Year) YTD 6/30/2021 Column A | Actual YTD 6/30/2022 Column B | Budget YTD 6/30/2022 Column C | Actual (Prior Year) Full Year 6/30/2021 Column D | Approved Budget Full Year 6/30/2022 Column E |
|---|---|--|--|---|---|
| Revenue | | | | | |
| City/County Lodging Tax (1%) | 1,675,416 | 3,897,343 | 3,526,534 | 1,675,416 | 3,526,534 |
| Tourism Improvement District (TID = 2% + 1%) | 3,713,235 | 11,694,495 | 9,897,457 | 3,713,235 | 9,897,457 |
| MERC (OCC Contract) | 1,402,602 | 2,172,000 | 2,400,000 | 1,402,602 | 2,400,000 |
| Partnership Dues | 202,597 | 238,148 | 0 | 202,597 | 0 |
| Fees Earned & Other Income | 1,424,952 | -509,686 | 0 | 1,424,952 | 0 |
| EDA Grant | 0 | 37,194 | 200,000 | 0 | 200,000 |
| Trade-Out/In-Kind | 2,845 | 3,235 | 0 | 2,845 | 0 |
| Cooperative Programs | 30,090 | 200,254 | 125,000 | 30,090 | 125,000 |
| Regional RCTP (from Travel Oregon) | 1,732,314 | 2,207,588 | 3,200,000 | 1,732,314 | 3,200,000 |
| Regional Recovery & Stabilization Fund (From Travel Oregon) | 0 | 618,429 | 618,429 | 0 | 618,429 |
| Cultural Tourism | 60,417 | 211,544 | 187,000 | 60,417 | 187,000 |
| Visitor Development Fund (VDF) | 0 | 0 | 0 | 0 | 0 |
| Total Revenue | 10,244,467 | 20,770,545 | 20,154,420 | 10,244,467 | 20,154,420 |
| Expenses | | | | | |
| Convention Sales and Research | 2,038,697 | 4,059,399 | 4,996,483 | 2,038,697 | 4,996,483 |
| International Affairs | 306,461 | 462,771 | 522,358 | 306,461 | 522,358 |
| Marketing | 2,924,957 | 7,927,157 | 6,832,246 | 2,924,957 | 6,832,246 |
| Communications/PR | 377,698 | 625,477 | 859,072 | 377,698 | 859,072 |
| Regional RCTP (from Travel Oregon) | 1,732,314 | 2,207,588 | 3,200,000 | 1,732,314 | 3,200,000 |
| Convention Services, Housing, and Events | 374,146 | 810,181 | 905,046 | 374,146 | 905,046 |
| Community Engagement/DEI/VC | 201,479 | 719,390 | 964,495 | 201,479 | 964,495 |
| Program Support | 3,893,824 | 4,691,639 | 5,203,079 | 3,893,824 | 5,203,079 |
| Total Expenses | 11,849,575 | 21,503,602 | 23,482,779 | 11,849,575 | 23,482,779 |
| <i>Net Surplus/(Deficit)</i> | <i>-1,605,108</i> | <i>-733,057</i> | <i>-3,328,359</i> | <i>-1,605,108</i> | <i>-3,328,359</i> |

Travel Portland
Balance Sheet
(Statement of Financial Position)

| | Actual Prior Period YTD 5/31/2022 Column A | Actual Current YTD 6/30/2022 Column B | Change MTM Percentage Column C | Actual Prior YTD 6/30/2021 Column D | Change YOY Percentage Column E |
|---|---|--|---|--|---|
| Assets | | | | | |
| *Cash and Cash Equivalents | 9,716,264 | 8,831,937 | -10% | 10,297,906 | -14% |
| *Investments | 4,907,542 | 4,786,127 | -3% | 5,338,560 | -10% |
| Accounts Receivable | 1,817,217 | 1,747,140 | -4% | 785,470 | 122% |
| Prepaid Assets | 1,013,868 | 1,242,181 | 18% | 1,559,807 | -20% |
| Fixed Assets, net | 1,327,056 | 1,360,935 | 2% | 1,437,598 | -5% |
| Other Assets | 2,567 | 2,567 | 0% | 2,567 | 0% |
| Total Assets | 18,784,515 | 17,970,887 | -5% | 19,421,908 | -7% |
| Liabilities and Net Assets | | | | | |
| Liabilities | | | | | |
| Accounts Payable & Accrued Expenses | 1,320,654 | 2,362,031 | 44% | 2,420,892 | -2% |
| Accrued Personnel | 1,719,008 | 1,996,824 | 14% | 1,654,532 | 21% |
| Deferred Revenue | -298,267 | 83,930 | 455% | 263,097 | -68% |
| *Other Fiduciary Liabilities - RCTP/RRSF | 2,730,720 | 2,407,922 | -13% | 3,230,150 | -25% |
| Loan Liability | 0 | 0 | 0% | 0 | 0% |
| Total Liabilities | 5,472,116 | 6,850,707 | 20% | 7,568,671 | -9% |
| Net Assets | | | | | |
| Undesignated | 7,493,468 | 5,377,912 | -39% | 6,034,306 | -11% |
| Board Designated - Operating Reserve | 4,381,333 | 4,381,333 | 0% | 4,381,333 | 0% |
| Board Designated - Capital Reserve | 1,437,598 | 1,360,935 | -6% | 1,437,598 | -5% |
| Total Net Assets | 13,312,399 | 11,120,180 | -20% | 11,853,237 | -6% |
| Total Liabilities and Net Assets | 18,784,515 | 17,970,887 | -5% | 19,421,908 | -7% |
| Note: | | | | | |
| *Cash and Cash Equivalents | | 8,831,937 | | 10,297,906 | |
| *Investments | | 4,786,127 | | 5,338,560 | |
| Subtotal - Cash/Csh Equiv/Investments | | 13,618,064 | | 15,636,466 | |
| *Less - Other Fiduciary Liabilities - RCTP/RRSF | | 2,407,922 | | 3,230,150 | |
| Travel Portland Csh/Csh Equivalents | | 11,210,142 | | 12,406,316 | |



BOARD OF DIRECTORS

| LAST NAME | FIRST NAME | COMPANY | OFFICERS | COMMITTEE CHAIR |
|--------------|------------|--|-------------|--|
| Ackman | Tim | Alaska Airlines | | |
| Andueza | Ana | CFO Advisory Services | Treasurer | Budget and Finance Committee |
| Boss | Dani | Holiday Inn Portland-Columbia Riverfront | | |
| Burnett | Becky | Host2Host/Hive Hospitality | | |
| Daley | Mike | Sheraton Portland Airport Hotel | Chair | Tourism Improvement District Committee |
| Dawes | Alex | Embassy Suites by Hilton Portland Downtown | | |
| Faustin | Bertony | Abbey Creek Vineyard | | |
| Fleming | Peter | Enterprise Holdings | Chair-elect | Nominating Committee |
| Hasan | Naim | Naim Hasan Photography @ N2H Media Group | | |
| Holt | Charles | The Mark Spencer Hotel | Vice Chair | |
| Huffman | Kurt | ChefStable | | |
| Johnson | Dennis | CPA | | |
| Kafoury | Deborah | Multnomah County | | |
| Kunzer | Ryan | AC Hotel Portland Downtown | | |
| Lopuszynski | Ziggy | Crown Plaza Portland - Downtown Convention Center | | |
| Mapps | Mingus | City of Portland | | |
| Martinez | Martin | Orox Leather Co. | | |
| McAllister | Martin | Portland Marriott Downtown Waterfront | | |
| McCarey | Heather | Explore Washington Park | | |
| Nicolopoulos | Shane | Hyatt Regency Portland at the Oregon Convention Center | | Convention Sales Steering Committee |
| Patel | Ash | Canterbury Group, Inc. | | |
| Patel | Katen | K10 Hotels, LLC | | |
| Penilton | David | America's Hub World Tours | | |
| Peterson | Lynn | Metro | | |
| Rank Ignacio | Renee | McMenamins Pubs, Breweries & Historic Hotels | | |
| Tabales | Dwight | Hilton Portland Downtown & The Duniway | | |
| Tigner | Ryan | iTrip Vacations Northwest | | |
| Weston | Linda | Rapporto | Past Chair | Partner Services Committee |
| White | Daryn | Provenance Hotels | | |

MERC Commission Meeting

September 7, 2022
12:30 pm

Expo Development Opportunity
Study Update

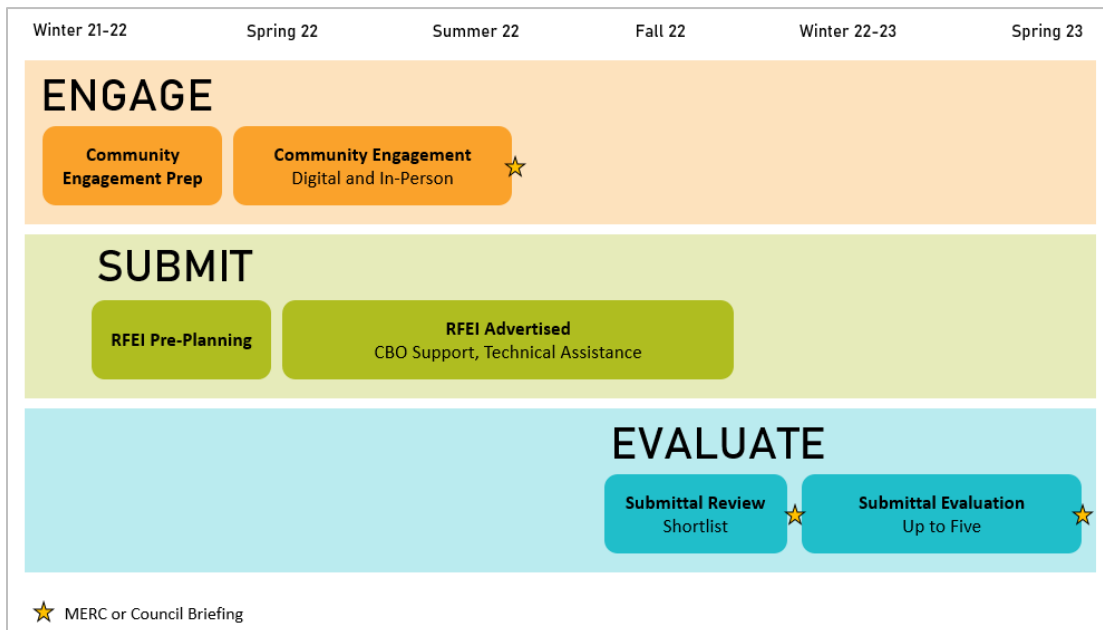
Date: August 31, 2022
To: MERC Commissioners and Councilor Lewis
From: Paul Slyman, Project Sponsor
Giyen Kim, Development Project Manager
Subject: Expo Future Project: Monthly Update

Chair Stoudamire-Phillips, MERC Commissioners, and Councilor Lewis:

August was largely focused on both RFEI process implementation and working with the project team to develop a timeline for the evaluation process. Like July, Giyen has been working with our consultants and our partners at Expo to continue to engage interested parties and meet with community-based organizations (CBOs) to inform them about how they can get involved with the Expo Future project.

In addition, with our Steering Committee’s approval, we recently made four changes to our scope and timeline in response to community feedback:

- We extended the RFEI submission deadline to October 12th, giving proposals teams two additional weeks to submit.
- We extended the online survey to September 21st at the request of several community-based organizations who wanted to add it to their September e-newsletters.
- We redeveloped our engagement strategy with CBOs to include more one-on-one engagement and technical assistance through the RFEI submission process.
- Beginning in August, we will send monthly updates to our stakeholders to keep them informed about the exciting work happening on the project.



We're also pleased to share the following progress updates –

Project Timeline Progress

1. Engage the community and potential partners

The project team is midway through a 20-week communications strategy with the aim a) to elevate the RFEI opportunity in our region and b) to encourage people to fill out a public survey that will help us understand what the broader community hopes to see.

As part of our strategy to elevate the RFEI opportunity in our region, Metro sponsored the Portland Business Journal's Transformer Awards. During the August 3rd event, Chair Stoudamire-Phillips kicked off the program with inspiring words about the Expo Future Project. Over 200 real estate and industry professionals were in attendance.

In addition, the team met with more than a dozen community stakeholders, including individuals, representatives from community-based organizations and other groups interested in partnering with Metro on the re-development of the site, or to help shape how the site serves community into the future. Overwhelmingly, they expressed interest in receiving regular updates about what's happening at Expo and we'll be working with the team to develop strategies to keep communities informed, including a monthly newsletter.

We also continue to have great success with our online community survey. Our goal was to engage 300 survey participants by the end of August, and we have already doubled that amount. The team has been monitoring our social media and outreach strategy each week, pivoting to make gains in underrepresented areas. As a result, our demographics have started to shift from more traditional respondents (white women over 40 with incomes over \$100K) – with average age and income trending lower and respondents representing communities of color trending upwards.

We extended the online public engagement survey deadline to conclude on September 21st to give our partner organizations additional time to send it out as part of their September e-newsletter.

Here are our current engagement metrics:

| | | | | |
|-----------------------------|--------------------------------|-----------------------------|---------------------------|---------------------------|
| 9451 | 2371 | 640 | 25 | 123,926 |
| (6854) | (1683) | (486) | (16) | (13,993) |
| Total Website Visits | Unique Website Visitors | # Survey Respondents | Social Media Posts | Social Media Reach |

Parenthesis indicates last month's reported numbers.

Giyen is also working with Matthew and Alicia at the Expo Center to launch the Crossroads downstream economic survey which will be launched in September.

2. **Submit** quality proposals for review

As part of the RFEI process, our consulting partners, Cascadia Partners (CP) and the Metro project team, are working in parallel to accomplish three things – a) inform potential partners and developers about the RFEI opportunity, b) ensure proposal teams have the tools and technical assistance they need to submit a proposal and c) provide opportunities for proposal teams to partner, especially community-based organizations.

In August, we focused on providing technical assistance to CBOs, individual developers, and proposal teams. In an early survey of the development teams we have engaged with throughout the summer, seven development teams indicated the intention to submit. Five additional development teams that we are aware of are still considering submitting a proposal or partnering with existing teams. As a reminder, the sectors that have shown interest fall into the following categories:



In addition, two distinct concepts are forming that address the guiding principle related to “honoring the cultural legacy” of the site. Given the potential for deep community impact, we will work with the project team and steering committee to determine how Metro will connect meaningfully with these groups and provide them with individualized support and technical assistance.

3. **Evaluate** the proposals with Guiding Principles

As you know, our Expo DOS Community Review Process has been established, beginning with a **Completeness Review** by Metro Staff, then a **Financial Review**. Based on Steering Committee and Project Team feedback, we are also exploring a Facility Function review to occur simultaneous with the financial review to ensure proposals make sense with what we know about the site and any limitations or known constraints.

Submissions that are complete and contain viable financial information will then be passed to the **Community Review** Committee. We will also seek review of top submittals through our local **Government Partners**, and finally, submittals will be made available to **Tribal Governments** that do not submit an RFEI to get the benefit of their review and feedback.

Due to the RFEI deadline extension, we have rescoped the evaluation schedule and are working with the project team and our community review partners to finalize the evaluation process schedule. We hope to conclude our review committee work by the end of the year and submit a report to COO Marissa Madrigal by the end of January.

The team is also working with leadership to help shape additional phases of the Expo Future project. We are starting to form phases around the arc of our process:

- Phase 0: Expo Development Opportunity Study
- Phase I: Request for Expression of Interest
- Phase II: Pre-development decision-making
- Phase IV: Project development
- Phase V: Project close-out

In addition, we are actively considering how external factors, like the Interstate Bridge Replacement Project, might temporarily or permanently impact the Expo Center site and how that may affect future use or our decision-making timelines.

Other updates

As you know, we adjusted our project schedule slightly earlier this year and as of this writing this phase of the project remains on budget. We do not anticipate any further changes to our scope at this juncture.

Urban Land Institute (ULI) Study

In the first phase of this partnership, we met with ULI to provide an overview of the community outreach strategies that Metro and Cascadia Partners used during the Expo Development Opportunity Study. In addition, we are working with ULI on shaping the second and third components of this partnership, which will include –

- A day-long visit to the Expo Center with a workshop and panel discussion with subject matter experts. Tentatively October 19th or 20th.
- A final summary report that will provide an overview of the process and some resources to shape the Expo Future project moving forward.

Giyen and I are working with the Expo Future Steering Committee to develop a set of questions for the panel discussion experts so we can maximize the resources ULI is providing.

Thanks again for your ongoing involvement and interest in this work and please do not hesitate to reach out to us or any members of our Steering Committee or Project Team if you have any questions.

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

4TH QUARTER 2021-22
SEPTEMBER 7, 2022

OREGON CONVENTION CENTER

TRAVEL
PORTLAND

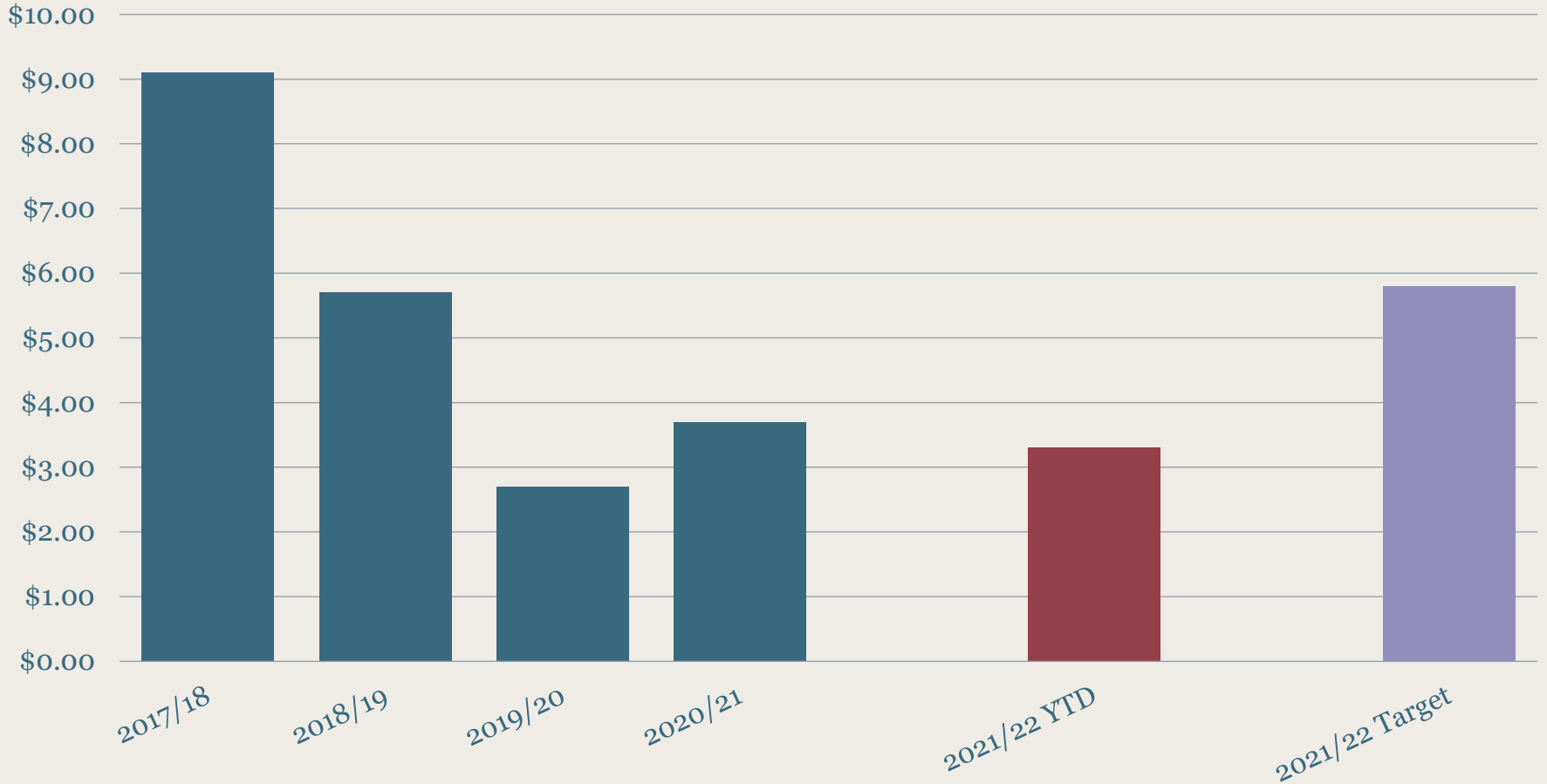
OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND BOOKINGS

| | OCC Revenue | Annuals | Total Potential Future Business |
|--------------|----------------------|----------------------|------------------------------------|
| FY 21/22 | \$ 10,847,796 | \$ - | \$ 10,847,796 |
| FY 22/23 | \$ 22,193,505 | \$ 748,495 | \$ 22,942,000 |
| FY 23/24 | \$ 13,443,206 | \$ 1,882,207 | \$ 15,325,413 |
| FY 24/25 | \$ 8,058,046 | \$ 2,211,682 | \$ 10,269,728 |
| FY 25/26 | \$ 4,932,226 | \$ 1,882,207 | \$ 6,814,433 |
| FY 26/27 | \$ 3,436,705 | \$ 2,211,682 | \$ 5,648,387 |
| FY 27/28 | \$ - | \$ 1,882,207 | \$ 1,882,207 |
| FY 28/29 | \$ 534,267 | \$ 2,211,682 | \$ 2,745,949 |
| FY 29/30 | \$ 843,896 | \$ 1,882,207 | \$ 2,726,103 |
| TOTAL | \$ 64,289,647 | \$ 14,912,369 | \$ 79,202,016 |

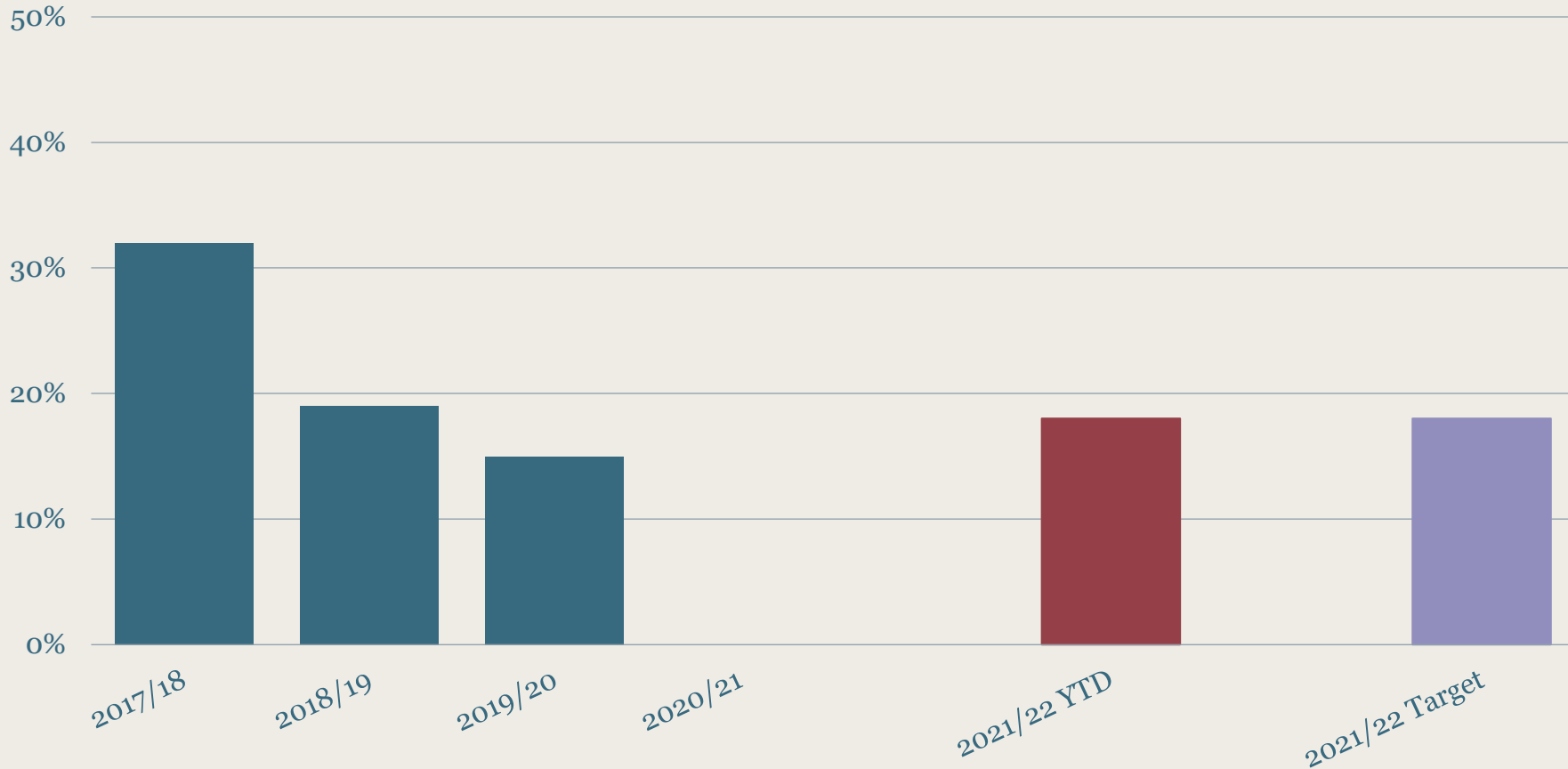
Actual OCC Revenue Realized-Current



ROI On Future OCC Revenue Generated

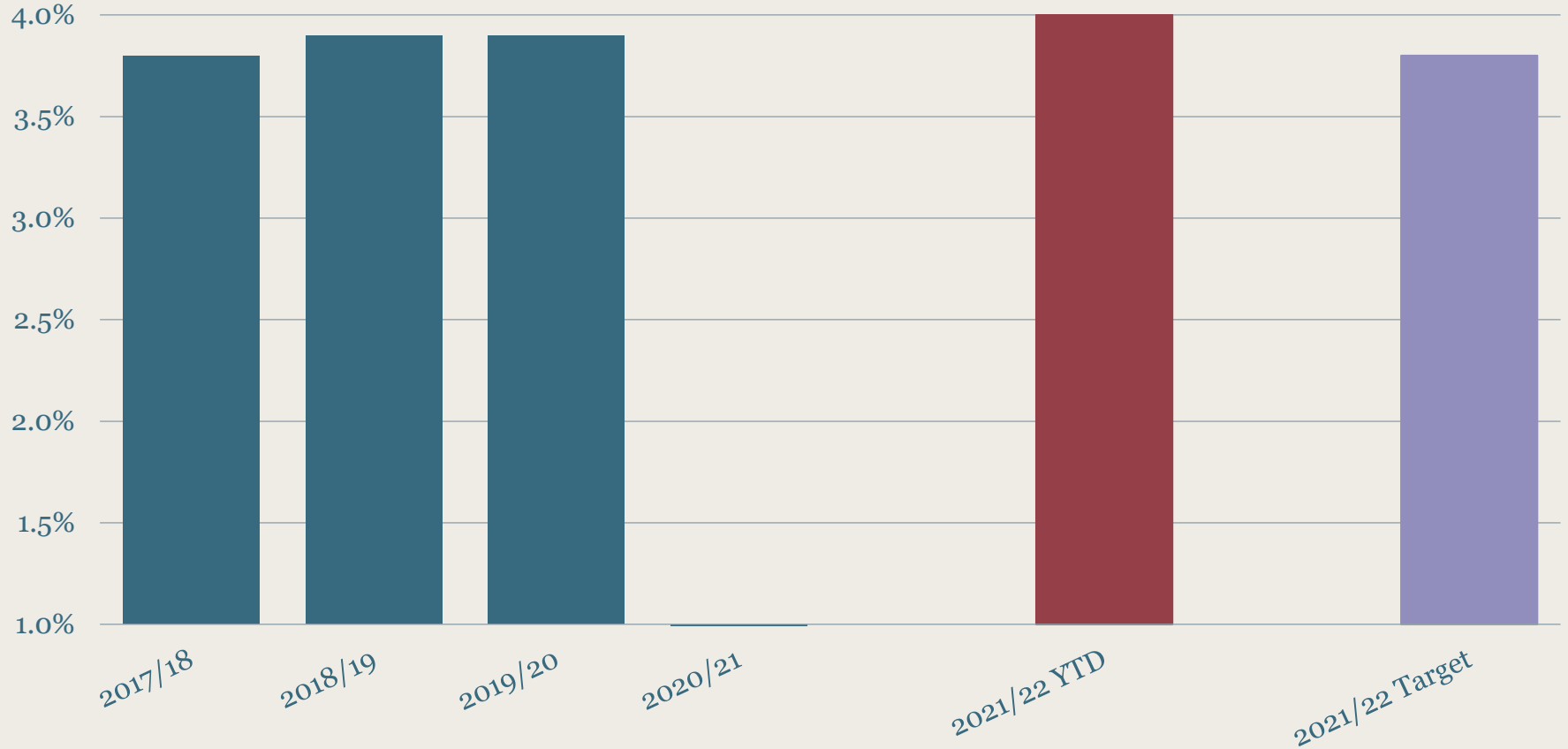


OCC Lead Conversion

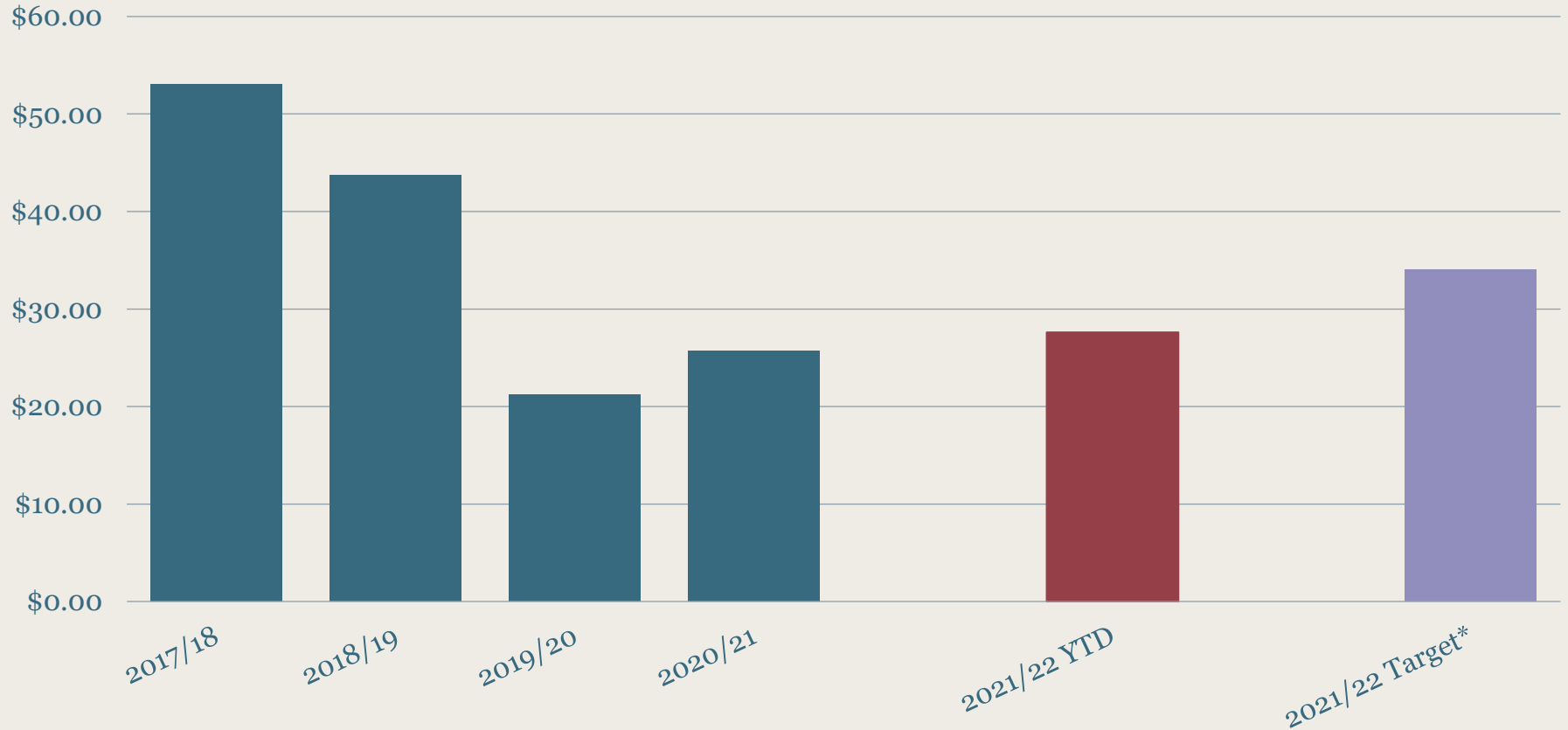


Beginning FY22 the lead conversion reflects the new Future Pace OCC Lead Conversion, rather than single hotel and OCC.

Convention Services Satisfaction Survey Score



ROI On Total Community Economic Impact



*Now measured on peak dates, not entire block length.

PUBLIC RELATIONS

| MERC | 4TH QUARTER | YTD |
|-------------|-------------|---------|
| Placements | 4 | 14 |
| Impressions | 100,796 | 486,806 |

| OUTLET | ARTICLE | DATE |
|---|--|-------------|
| Prevue magazine | Bureau Buzz: Portland and Seattle | May/June 22 |
| Association Conventions & Facilities Online | All About Citywide Events | May 22 |
| Smart Meetings | Convention centers have adapted | June 22 |
| Smart Meetings | Convention Centers: Going Above and Beyond | June 22 |

PUBLIC RELATIONS

The Travel Portland Public Relations team hosted 87 media in FY 21-22 in FY 21-22

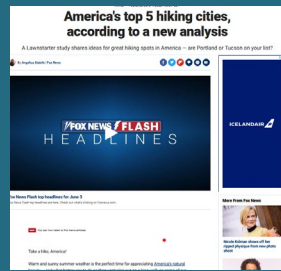
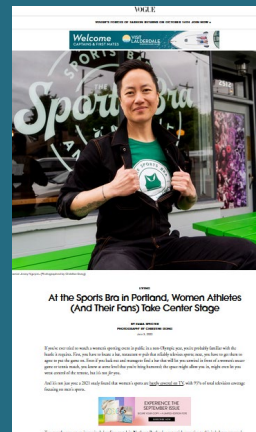
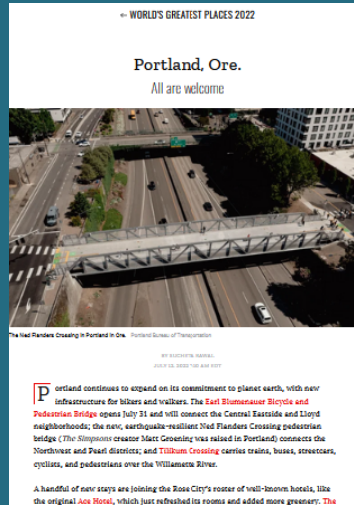
Delivered 911 media engagements in which at least one diversity angle was present (often much more than one)

Met with 19 staff and freelance writers during New York Media tour in May

Hosted first international media fam since the pandemic in support of new British Airways flight with top UK outlets

| TARGETED DOMESTIC MEDIA | Q4 | YTD |
|-------------------------|---------------|---------------|
| Placements | 77 | 187 |
| Impressions | 1,236,248,088 | 3,139,041,810 |

Print and online media outlets strategically targeted by Travel Portland's public relations efforts because they are most influential to potential visitors.



JUNE 2022 YTD

| SMITH TRAVEL RESEARCH | OCCUPANCY% | | AVERAGE DAILY RATE | | REV-PAR | | ROOM REVENUE | ROOM DEMAND |
|-----------------------|------------|-----------|--------------------|-----------|-----------|-----------|--------------|-------------|
| | This Year | Last Year | This Year | Last Year | This Year | Last Year | | |
| PORTLAND MARKET | 56.2% | 47.8% | \$133.05 | \$101.90 | \$74.82 | \$48.71 | | |
| % OF CHANGE | 17.6% | | 30.6% | | 53.6% | | 61.5% | 23.7% |
| PORTLAND CENTRAL CITY | 47.1% | 31.7% | \$157.56 | \$126.82 | \$74.26 | \$40.23 | | |
| % OF CHANGE | 48.6% | | 24.2% | | 84.6% | | 125.4% | 81.5% |

PROGRAM OF WORK

FY 2021-22
4th Quarter

| Program |
|---|
| April 2022 |
| Oregon Sports Summit |
| Simpleview Summit |
| Planner Hero Portland Roadshow |
| Destination Celebration, Kansas City |
| Forward Momentum Industry Xchange |
| Washington DC Sales Mission & Multicultural Event |
| May 2022 |
| Sports ETA Symposium |
| Connect Spring Marketplace |
| HelmsBriscoe ABC |
| June 2022 |
| PCMA Educon |
| Spring FAM |
| ConferenceDirect Annual Partner Meeting |
| Forum Forward |
| MPI WEC |

PROGRAM OF WORK

FY 2022-23
1st Quarter

| Program |
|--|
| July 2022 |
| ACCESSE |
| Destinations International |
| PCMA CEMA Summit |
| August 2022 |
| Connect Marketplace |
| ASAE |
| Kellen Managers Summit |
| Maritz Next & |
| September 2022 |
| Customer Advisory Board Meeting at ASAE Office |
| PCMA Foundation Partnership Summit |
| Destination Celebration - Minneapolis |
| Healthcare Collaborative Partner Summit |
| Congressional Black Caucus |
| Connect Florida Marketplace |
| Association Forum Welcoming Environment |
| Multicultural Event |

JUNE FAM



THANK YOU

TRAVEL
PORTLAND



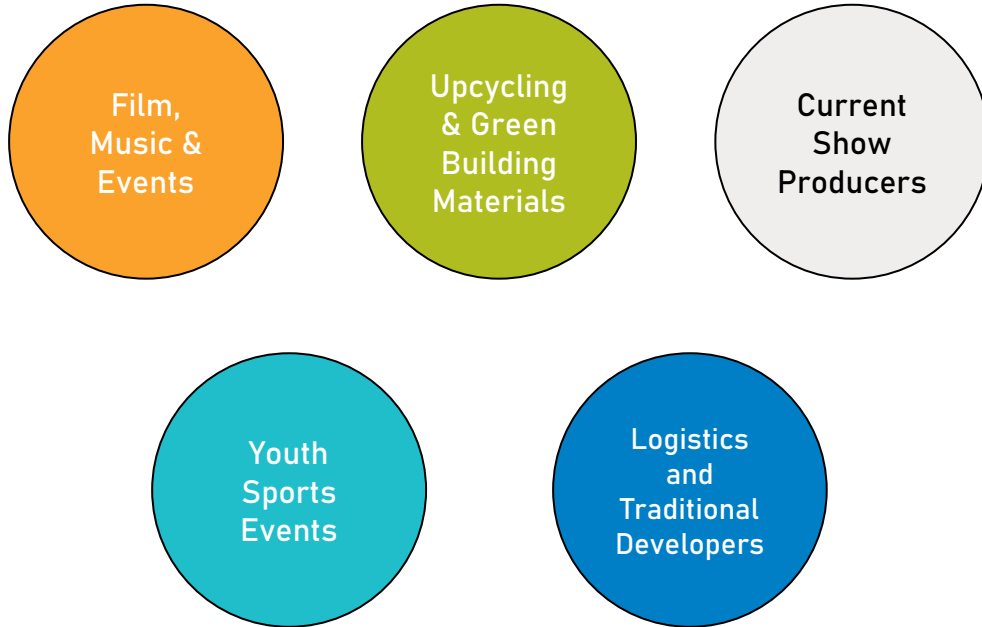


MERC Meeting

09/07/22

RFEI Timeline: SUBMIT

Clusters



August Survey

- 7 – expressed the intention to submit
- 5 – still considering

Community Based Organizations

- Continue to work with these CBOs and provide technical support
- Assist in reviewing/articulating their financial model
- If they choose not to partner with another proposal team or fill out the full RFEI proposal, we will accept their concept summary



Review Timeline - DRAFT

| WEEK OF | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | | |
|------------------|-------------------|----------------|------------------------------|--|--------------------------|-------|---------------|-----------------|--|-----------------------------|-------|---------------|------------------------------------|--|-----------|---------------|---------------|-------------------------------|---|--|--|
| WEEK OF | 10/10 | 10/17 | 10/24 | 10/31 | 11/07 | 11/14 | 11/21 | 11/28 | 12/05 | 12/12 | 12/19 | 12/26 | 01/02 | 01/09 | 01/16 | 01/23 | 01/30 | 02/06 | 02/13 | | |
| DUE DATES | 10/12 RFEI CLOSE! | Proposal Check | Financial & Facilities Check | CRC & Government Proposal Overview | | | Holiday Week! | CRC Discussions | Government Review Committee Mtgs. | | | Holiday Week! | Finalize Report | | | Report to COO | | | COO Next Steps | | |
| OTHER | | ULI Engagement | | Tribal Government Proposal Overview | Tribal Government Review | | | | | | | | | | | | | | | | |
| REPORT | | | Complete proposal summary | Complete financial review summary | | | | | | Complete CRC review summary | | | Complete Gov/Tribal review summary | | | | | | | | |
| OUTREACH & COMMS | | | MERC Report | Steering Comm. COO TPs Stakeholder Email | MERC Mtg. | | | MERC Report | Steering Comm. COO TPs Stakeholder Email | MERC Mtg. | | | MERC Report | Steering Comm. COO TPs Stakeholder Email | MERC Mtg. | | Joint Meeting | Steering Comm. MERC Report | MERC Mtg. COO TPs Stakeholder Email | | |

RFEI Timeline: ENGAGE

July MERC Report

6854

Total Website Visits

1683

Unique Website Visitors

486

Survey Respondents

13,993

Social Media Reach

16

Social Media Posts

August MERC Report

9451

Total Website Visits

2371

Unique Website Visitors

640

Survey Respondents

23,926

Social Media Reach

25

Social Media Posts

Demographics Shift

- Average age shifted downward
- Income went from majority \$100K + to more income brackets represented
- Additional zip codes represented
- More communities of colors represented in the demographics



Expo Future: OUTREACH RECOMMENDATIONS

- Leveraging digital networks like chitchat groups and other message board
- Connecting with professional networks and personal relationships to engage their networks



Expo Future

END OF PRESENTATION
Reference Slides Only

Metro Internal



Reviews submission for completeness

Financial & Facilities



Considers the viability of proposed capital investment strategy and long-term sustainability of each proposal.

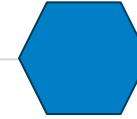
Performs facilities review to consider compatibility of concept with current knowledge of Expo Center facilities and operations.

Community Partners



Determines how each proposal aligns with the nine guiding principles

Government Partners



Discusses a range of interjurisdictional considerations from permitting, zoning, environmental and other factors.

Also determines if there are any government funding and investment opportunities based on each proposal.

Tribal Partners



Tribal partners will have the opportunity to review RFEI submissions and forward comments to the COO.

Post Partner Review

COO Review and Recommendation

DOS Staff and Cascadia Partners develops a report for the COO
COO reviews/prepares presentation for MERC and Metro Council

Metro Internal



- Jon Deveaux
- Amy Nelson
- Cascadia Partners

Financial & Facilities



- Michi Slick, Killian Pacific
- Brian Kennedy, Metro
- John Lindenthal, Metro
- Josh Harwood, Metro

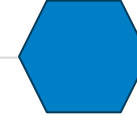
- Matthew Rotchford
- Chuck Dills

Community Partners



- Ed Washington, PSU
- Lynn Fuchigami-Parks, Japanese American Community Member
- Paul Lumley, NAYA
- Terrance Moses, Kenton Neighborhood Association
- Tony DeFalco, Latino Network
- David Van't Hof, Climate Solutions
- Stephen Green, Pitch Black/Built Oregon

Government Partners



- Eric Engstrom, City of Portland
- Amy Nagy, Prosper Portland
- Ken Anderton, Port of Portland
- Colin Sears, Business Oregon

Tribal Partners



Tribes will have the opportunity to review RFEI submissions and forward report to COO.

Post Partner Review

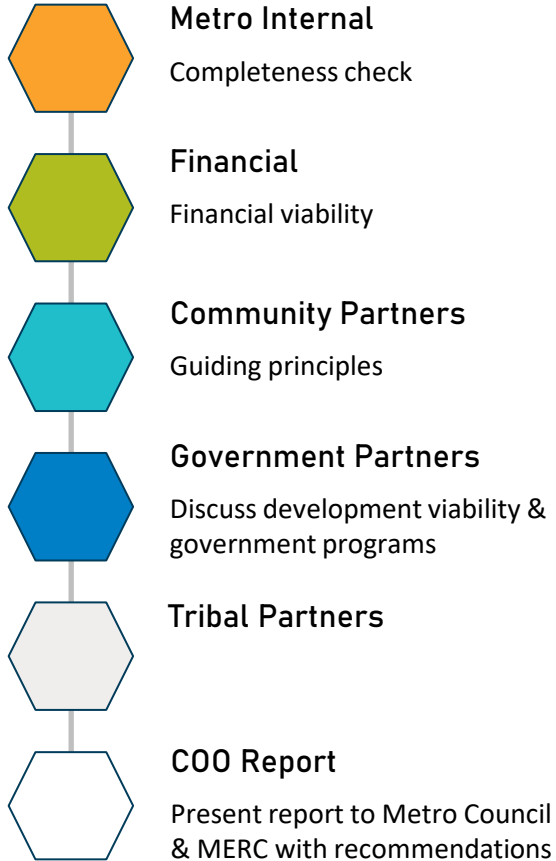
Compile Reports for submission to COO for further action

DOS Staff and Cascadia Partners Compile Reports for COO

COO reviews/prepares presentation for MERC and Council

Expo Future Report Framework

Review Process



| 1 | 2 | 3 | 4 |
|---|---|--|---|
| Current State | RFEI Process & Proposal Summary | Review Analysis and Community Feedback | Other Considerations & Next Steps |
| <ul style="list-style-type: none"> • Current state <ul style="list-style-type: none"> • Financial statement of viability • Analysis of communities served • Gaps in the market • Economic impact <ul style="list-style-type: none"> • Annual EI survey • Downstream survey • Feedback from current show producers/users <ul style="list-style-type: none"> • Venues visioning? • Survey? | <ul style="list-style-type: none"> • Summary of the RFEI process • Guiding principles • High-level summary of proposals submitted • Summary of proposals that were disqualified | <ul style="list-style-type: none"> • Financial Viability • Community Review <ul style="list-style-type: none"> • Chart • Recommendation • Government Review <ul style="list-style-type: none"> • Development review • Funding programs • Tribal Review <ul style="list-style-type: none"> • Narrative feedback • Broader community survey report | <ul style="list-style-type: none"> • Opportunities for partnerships or collaborations • IBRP considerations • Are we making a recommendation? • Other thoughts? |

Additional Materials

- Executive summary
- COO recommendation
- Presentation deck for Metro & MERC leadership
- Supporting materials

Expo Future Phases

Jan 2023

Jan 2024

Jan 2025 

| | | 0 | 1 | 2 | 3 | 4 |
|---------------------|----------------|---|---|---|---|--|
| PHASE | | Expo Development Opportunity Study | Request for Expressions of Interest | Pre-Development | Development | Project Close Out |
| | KEY ACTIVITIES | <ol style="list-style-type: none"> Explore potential development options for the Expo Center Conduct community outreach Develop guiding principles Develop RFEI process | <ol style="list-style-type: none"> Implement RFEI process Create review and evaluation process Develop RFEI report to leadership COO to make recommendation to Metro Council/MERC Metro Council & MERC make decisions on immediate next steps and how the next phase should look (Phase 02) Budget proposal for Phase 02 activity | <ol style="list-style-type: none"> Proposal matchmaking and viability Scope public funding opportunities Outline IBRP considerations Proposal matchmaking Community outreach around a concept or set of concepts Enter into pre-development option with proposals As needed, determine path forward with existing Expo users | <ol style="list-style-type: none"> If applicable, enter into development/lease agreements with site users Short-term operating plan for current Expo Center Secure public sector funding and finalize agreements Develop scope and schedule for redevelopment or new use plan Finalize IBRP impact by winter 2024/25 | <ol style="list-style-type: none"> Project close out Transition to long-term operations Onboarding new operator? Strategic communications and media plan |
| GOVERNANCE & TIMING | | | <ul style="list-style-type: none"> Completed Nov 2021 | <ul style="list-style-type: none"> Target completion Jan 2023 | <ul style="list-style-type: none"> Target completion Jan 2024 | <ul style="list-style-type: none"> TBD |
| | | <ul style="list-style-type: none"> Expo DOS Steering Committee | <ul style="list-style-type: none"> Expo DOS Steering Committee | <ul style="list-style-type: none"> New leadership committee? | <ul style="list-style-type: none"> Leadership committee | <ul style="list-style-type: none"> Start-up operations committee |