



600 NE Grand Ave.
Portland, OR 97232-2736

Council work session agenda

Thursday, April 27, 2023 **10:30 AM** **Metro Regional Center, Council Chamber,**
[https://www.youtube.com/watch?](https://www.youtube.com/watch?v=EP_5iwl-1UA)
v=EP_5iwl-1UA,
<https://zoom.us/j/615079992> Webinar ID:
615 079 992 or 888-475-4499 (toll free)

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.
You can join the meeting on your computer or other device by using this link:
https://www.youtube.com/watch?v=QAe6Gx4_EO8

Zoom: <https://zoom.us/j/615079992>

10:30 Call to Order and Roll Call

10:35 Public Communication

10:40 Resolutions

10:40 Our Creative Future Project Report [RES 23-7079](#)

Attachments: [Staff Report](#)

11:25 Venues Visioning Project Update [RES 23-7082](#)

Attachments: [20230427_venues visioning staff report](#)

12:10 The Keller Feasibility Project Update [RES 23-7098](#)

Attachments: [20230427_Keller Feasibility Staff Report](#)

12:15 Adjourn

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**Resolution 23-7079 Our Creative Future Project
Report**
Resolution

Metro Council Meeting
Thursday, April 27th , 2023

UPDATE ON OUR CREATIVE FUTURE, A CULTURAL PLANNING PROCESS

Date: April 6, 2023

Department: Visitor Venues

Meeting Date: April 27, 2023

Prepared by: Steve Faulstick, 503-209-5076, steve.faulstick@oregonmetro.gov

Presenters:

Jeff Hawthorne, City of Portland Arts

Program Manager

David Plettner-Saunders, Principal,
Cultural Planning Group

Length: 20 minutes

ISSUE STATEMENT

This presentation is a progress report on Our Creative Future, a cultural planning process for the Portland metro region that is now underway. Governments across the tri-county Portland metropolitan area have joined together to engage community and set the vision for the next generation of arts and culture in the region. This effort is a collaboration being led by staff from Clackamas, Multnomah and Washington counties; the cities of Portland, Hillsboro and Beaverton; Metro and the Regional Arts & Culture Council (RACC). The James F. & Marion L. Miller Foundation has provided generous financial support.

The presenters will discuss the goals of the project, summarize the activities that have been completed to date, and review next steps.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Our Creative Future is one of several interrelated projects underway including Expo Future, Keller Future and Venues Visioning. Our Creative Future is committed to a robust community engagement to ensure broad community participation and buy-in, focusing on voices and communities that have been marginalized in the past. The new cultural plan, completed in 2024, is expected to:

- Affirm the benefits of arts and culture in our communities
- Align our arts investments with desired outcomes
- Build cultural equity in our community
- Integrate arts strategies into other community initiatives
- Advocate for strong and equitable arts policy and investment
- Realize benefits to our economy and community

BACKGROUND

Culture, creativity and the arts are a fundamental part of our regional identity, and a driver of our local economy. Thirty years ago, Arts Plan 2000 was adopted and established the

Regional Arts & Culture Council as a significant arts service provider in 1995. Our communities have changed a lot since then.

Recognizing that it's time for a new cultural plan, the City of Portland's Arts Program initiated the idea of a regional effort to develop a new plan that represents the region today and reimagines how arts and culture can help build a more creative, more equitable, and more prosperous future.

From that idea a partnership among the cities of Portland, Beaverton, and Hillsboro, and Multnomah, Clackamas, and Washington counties, and Metro was born. This multi-jurisdictional process is working to:

- assess the state of arts and culture in the Portland metro region,
- identify opportunities and address inequities, and
- develop a clear vision, with goals and strategies for arts and culture in the region.

Metro has committed \$25,000 to help develop this regional arts and cultural plan.

The process planning process will take about two years to complete. Work formally kicked off in November 2022 with the first meeting of the steering committee – 20 community members representing a diversity of perspectives from across the region. The steering committee's role is to determine who needs to be engaged throughout this process, with a focus on reaching out to communities and individuals who can offer fresh ideas and insight to harness emerging opportunities and overcome longstanding challenges. The steering committee will also meet with and advise the staff team throughout the planning process and co-create the goals and strategies of the plan.



Community engagement activities are underway and will continue throughout the first half of 2023. Engagement activities include interviews, listening sessions, an [online portal](#), community surveys, and other channels. The plan will then be developed in the latter half of 2023 and approved in early 2024.

The process is being guided by [Cultural Planning Group](#), a national firm that specializes in developing cultural arts plans for cities and counties, and [Metropolitan Group](#), a Portland-headquartered social purpose creative and strategic consulting agency. They are committed to creating a plan by, with and for the communities that make up greater Portland's cities and counties.

ATTACHMENTS

None

[For work session:]

- Is legislation required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today? None

Resolution 23-7082 Venues Visioning Project Update
Resolution

Metro Council Meeting
Thursday, April 27th, 2023

Metro Venues Visioning

Date: April 6, 2023
Department: Visitor Venues
Meeting Date: April 27, 2023

Prepared by: Steve Faulstick
Presenters: Steve Faulstick, Susan
Hartnett, and Nancy Strening
Length: 10 minutes

ISSUE STATEMENT

Metro's Visitor Venues are a complex portfolio of Metro and city-owned or leased facilities. Each venue largely performs as its independent entity with a unique array of funding from sources like ticket sales, facilities rentals, concessions, voter-approved bond measures, transient lodging tax, general fund, philanthropic dollars, and other jurisdictional partner support. From the 100-year-old buildings at the Expo Center to the first convention center in the nation to receive a LEED-EB certification from the US Green Building Council, each venue has a range of facility types and long-term capital needs.

Recently, Metro's auditor completed an **audit of the Intergovernmental Agreements for the Portland'5 Centers for Performing Arts** and recommended a set of actions to manage financial and compliance risks and update facility condition information to improve Metro's capital improvement planning and implementation process. In addition, they recommended strategies to manage priorities and allocate resources among critical issues facing P'5, including stewardship of public assets, support for local arts organizations, and diversity, equity, and inclusion efforts.

One of the more urgent facility issues is the seismic study results impacting P'5s Keller Auditorium. Metro and the City of Portland have partnered with the private sector, who have all made financial commitments to ensure the safety and success of Keller's future productions and live events. While the Keller Auditorium is a component of the venue conversation, this project will run concurrently with the overall venues assessment. **The Keller Project** will explore the recommendations of the 2020 seismic study and upgrades to amenities such as backstage facilities and mechanical and production systems, creating a competitive advantage for touring events. Metro and the City of Portland will evaluate all options and seek community input throughout the process.

Additionally, Metro has committed \$25,000 to develop a **regional cultural arts plan**. This project, led by the City of Portland's Arts Program, is a partnership between the cities of Portland, Beaverton, and Hillsboro, and Multnomah, Clackamas, and Washington counties. This multi-jurisdictional process aims to develop a clear vision, goals, and strategies for the region's arts and culture programs. And as you are aware, the **Expo Future project is underway to consider the options for the 53-acre site**.

The governance and oversight structure of these venues is complex. While Metro acts as the portfolio operator, depending on the venue, there is a wide range of invested partners, including the Metropolitan Exposition Recreation Commission (MERC), City of Portland, Multnomah County, Travel Portland, and the Oregon Zoo Board of Trustees. While our partners are critical to the success of our venue's ecosystem, Metro desires to perform an internal study and visioning process to clearly define Metro's priorities and role, understand the facility needs, and develop a path towards a long-term sustainability solution.

In anticipation that Metro Council and MERC will consider a set of options related to the future needs and commitments to these venues, **Metro leadership and the Visitor Venues team has embarked on an 18-month "Venues Visioning" process which we expect to conclude in 2024.**

ACTION REQUESTED

Through the end of 2022, staff developed the Venues Visioning scope of work for this project. We gained input and direction from Metro Council and MERC on the policy and values that will inform the development of this scope.

The following is a proposed timetable that will likely shift upon finalizing the scope of work:

Date	Benchmark
September 2022	Venues Visioning consultant secured. Phase 01 – Policy direction and values
November 2022- January 2023	Budget finalized. Key stakeholder outreach, main focus on internal including Council and Commission, as well as key partners. (COMPLETE)
January- February 2023	Scope and schedule Development
April 2023	Present updates to joint MERC/Council meeting
April 2023- September 2023	Phase 02 – Gap needs and opportunities assessment
TBD	Phase 03 – Community engagement and outreach
Q2 – 2024	Phase 04 - COO reviews VV findings and determines implementation strategy
July 2024	Set of recommended actions presented to Metro Council and MERC

IDENTIFIED POLICY OUTCOMES

Given that we are at the beginning of the Venues Visioning process, staff seek Metro Council and MERC’s guidance on the oversight structure, values, and outcomes of this project. We

seek to deliver a clear set of recommendations to Metro Council and MERC in the following areas –

- Metro’s role in supporting the venues ecosystem in urban, suburban, and rural areas.
- Long-term financial viability for our current venue portfolio.
- Long-term strategy for addressing the capital needs of the facilities, including potential funding sources.
- Compliance with Metro’s sustainable building policies.
- Next steps in the implementation of our diversity, equity, and inclusion initiatives around access to employment and our facilities.
- How we restructure our jurisdictional agreements and community partnerships to support the recommended changes.

POLICY QUESTION(S)

- Given that this project involves both Metro Council and MERC, what type of governance or oversight structure should be created to ensure alignment in decision-making?
- This project seeks to redefine Metro’s role in supporting a vibrant, equitable venues ecosystem in the Portland metropolitan region. What initial values or policy guidance do you have for this process?
- Our venues have a unique array of jurisdictional and community partners who we plan to engage as part of this process. Are there specific points or questions that you would like to better understand as part of this process?
- This process aims to further define Metro’s venues diversity, equity, and inclusion strategy in two areas – access to employment opportunities and access to our facilities. What values do we use to help frame this conversation?

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The Venues Visioning process and concept was developed by Metro Council and staff to better understand the current and future status of Metro’s, and the region’s venues. The initial project of \$150,000 was approved as part of the FY 22-23 budget process.

BACKGROUND

Metro manages the Oregon Zoo, Oregon Convention Center, the Portland Exposition Center, and Portland's 5 Centers for the Performing Arts. The Oregon Zoo is the state's top-paid attraction and serves a vital role in Metro's conservation mission. The Oregon Convention Center is the largest convention facility in the Pacific Northwest, while the Portland's 5 Centers for the Arts bring more than 1,000 music, theater, dance, and lecture performances to the region each year. The Portland Expo Center is the largest exhibition facility on the West Coast and is home to a diverse array of lifestyle shows, public exhibitions, and community events.

Prior to the pandemic, these popular destinations drew over 3.5 million people annually and served as a community gathering place for our region's residents. These four venues are powerful economic drivers for the state, generating nearly \$28 million in taxes and nearly \$877 million in direct, indirect, and induced spending. In addition, Metro's Visitor Venues employ thousands of people across the tri-county area.

[For work session:]

- Is legislation required for Council action? No

**Resolution 23-7098 The Keller Feasibility Project
Update**
Resolution

Metro Council Meeting
Thursday, April 27, 2023

KELLER FUTURE FEASIBILITY

Date: April 6, 2023
Department: Visitor Venues
Meeting Date: April 27, 2023

Prepared by: Nancy Strening 503-705-9768
nancy.strening@oregonmetro.gov
Presenter Steve Faulstick, Nancy Strening
Length: 10 minutes

ISSUE STATEMENT

The Keller Project will explore and reconcile the recommendations of the 2020 seismic study, proposed upgrades to amenities such as backstage facilities and mechanical and production systems, and the results of a privately sponsored 2018 neighborhood design competition, all of which will contribute to creating a competitive advantage for touring events and sustaining the Keller's ability to serve arts organizations, patrons, and the public.

The project is being funded/project managed by three key stakeholder groups – The City of Portland (building owner), Metro/P5 (Venue Operator), and the Halprin Landscape Conservancy (representing local property owners and advocates for the Keller Fountain).

The presenters will discuss the goals of the project, summarize the activities that have been completed to date, and review next steps.

ACTION REQUESTED

Metro and the City of Portland have executed Grant Agreements with the Halprin Landscape Conservancy. Phase I, which included the selection of the design team, is complete. Phase II milestones/deliverables are as follows:

Information Review & Project Definition	1/1/2023 – 2/22/2023
Program Reconciliation	2/23/2023 – 3/31/2023
Concept Design & Feasibility	3/13/2023 – 6/21/2023
Cost Estimating	6/21/2023 – 7/15/2023
Final Report	6/21/2023 – 8/1/2023

IDENTIFIED POLICY OUTCOMES

Staff seeks to inform Metro Council and MERC on the governance, scope, and outcomes of the project.

Project is being overseen by a Project Manager from each of the funding entities:

- The Halprin Landscape Conservancy
- The City of Portland
- Metro

A multidisciplinary design team is being led by Heneberry Eddy Architects.

Scope includes

- Review of background material
- Geotechnical Site Testing
- Concept Design, including potential structural solutions.
- Evaluation of operational impacts of proposed design solutions, including feasibility of continued operations during construction
- Identification of local permitting and approval processes for building, park, and public street infrastructure
- Constructability and operational analysis, cost, and phasing plans
- Refined concept design which will include feedback from second workshop with the operators/users of the Keller
- Finalized feasibility study & report

Design concepts will be developed and refined in accordance with Metro's proposed Sustainable Sites and Buildings Policy.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

The Keller Auditorium plays an essential role in Portland's arts community, providing the only local space for large-scale performances. It generates half the revenue for P5 theaters – helping make smaller, local productions and arts organizations feasible, affordable, and accessible.

The building's owner, the City of Portland, has identified opportunities for structural and accessibility improvements.

P5 and key clients have identified opportunities to improve operational efficiency and enhance the guest experience, which would increase revenue and thus provide more opportunities to achieve P5's mission of greater accessibility for local productions, arts organizations, and citizens.

Local business/property owners and a non-profit advocate for the vitality of the Keller Fountain have expressed an interest and offered funding for a project to holistically look at the impact of

the Keller on the surrounding neighborhood and its functional and spatial relationship to the Fountain.

An initial meeting with stakeholders, including P5 Executive Director and Production & Operations Management, and representatives from 3 primary resident companies (Broadway Across America, The Oregon Ballet, and the Portland Opera) took place in February, and the design team is progressing with solutions to the operational, production, and access issues. A second workshop will take place in early May.

BACKGROUND

In 2017 the Halprin Landscape Conservancy (HLC) along with some local developers and building owners near the Keller conducted an international design competition seeking ways to enliven, activate, and improve the neighborhood around the Keller. The winning design was largely a reimagined façade with projections and a lobby that would jut out over 3rd street and allow for a restaurant and have better street appeal and improvements and better connectivity to the Keller fountain.

At the same time, the City of Portland and Metro did an evaluation of the deferred maintenance and operational needs of the facility which has not undergone an extensive renovation since the 1960's. The next step at the time was to further develop the feasibility of the proposed HLC design which assumed the Keller could accommodate it within its current structural abilities. A seismic study was undertaken by the City around this time as well and that report reflected the costs of the massive structural work the hall needs. The city also wanted to consider what the costs of turning the Keller into a modern first-class venue would be if a major investment was going to be needed for the seismic work.

The city was about to start serious conversations around what to do with the Keller when COVID hit so they hit the pause button. In the fall of 2022, the City and Metro committed to providing some funding, matched by HLC, to further develop the design and refine cost and constructability information on HLC's conceptual design.