
MERC Commission Meeting

May 3, 2023
12:30 pm

Oregon Convention Center
Room B115

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.

Metro 의 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
ឬដើម្បីទទួលបានក្បួនបណ្តឹង រើសអើងសូមចូលទស្សនាគេហទំព័រ
www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអនុបកប្រែភាសានៅពេលអង្គ
បុគ្គលិកណាមួយ: សូមទូរស័ព្ទទៅលេខ 503-797-1890 (ម៉ោង 8 រឺក្នុងម៉ោង 5 ល្ងាច
ថ្ងៃអាទិត្យ) ប្រាំពីរថ្ងៃ
ថ្ងៃអាទិត្យ មុនថ្ងៃបុណ្យដើមឆ្នាំឲ្យគេសម្រួលកាមសំណើរបស់លោកអ្នក

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。如果有人认为自己因种族、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 应要求为残疾人及需要在公共会议上使用手语、沟通辅助设备或语言协助的人提供服务。如果您需要手语翻译、沟通辅助设备或语言协助，请致电 503-797-1890 或 TDD/TTY 503-797-1804（上午 8 点至下午 5 点，工作日）在会议前 5 个工作日。所有 Metro 会议均设有轮椅通道。如需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 ntaaw ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntaaw 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 ntaaw lub rooj sib tham.





Metropolitan Exposition Recreation Commission



Meeting Agenda

May 3, 2023

12:30 to 2:30 p.m.

Oregon Convention Center – Room B115

Zoom | Webinar ID: 856 1979 7028 Password: 462199

Karis Stoudamire-Phillips
Chair

Damien Hall
Vice chair

Deidra Krys-Rusoff
Secretary-treasurer

Dañel Malán

David Martinez

Deanna Palm

David Penilton

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, Cindy Wallace, Brian Wilson

1:15 p.m. Consent Agenda

- Record of MERC Actions April 5, 2023

1:20 Levy Update
Ed Strong

1:50 Expo Future Project Update
Paul Slyman, Giyen Kim

MERC Commission Meeting

May 3, 2023
12:30 pm

Financial Report

Date: May 3rd, 2023

To: Commissioner Karis Stoudamire-Phillips, Chair
Commissioner Damien Hall, Vice Chair
Commissioner Deidra Krys-Rusoff, Secretary-Treasurer
Commissioner Dañel Malán
Commissioner David Martinez
Commissioner Deanna Palm
Commissioner David Penilton
Councilor Gerritt Rosenthal

From: Will Norris, MERC Venues Finance Manager

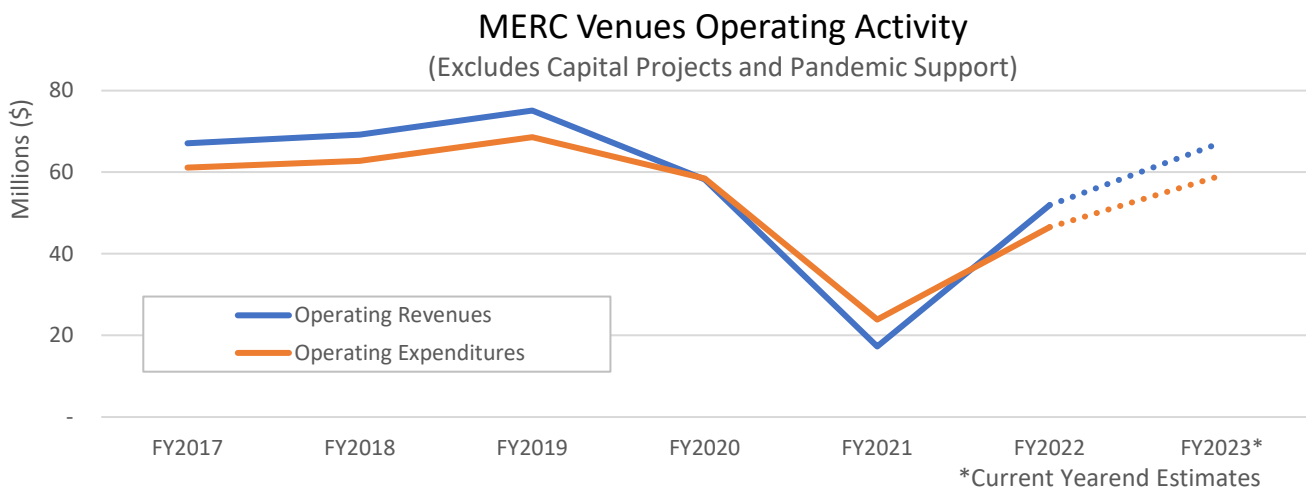
Subject: May 2023 Financial Report

Introduction

The attached reports include financial data through March 2023 (75% of the Fiscal Year) and forecasted estimates-to-close for the full Fiscal Year (FY) 2022-23. March’s data largely confirmed existing financial trends for Expo and Portland’5. The Oregon Convention Center experienced a particularly strong March which led to an upward revision to their yearend revenue expectations.

Venue-wide Trends

MERC-wide yearend revenue expectations increased to \$67.3M. This was \$1.9M or 2.9% higher than the prior month’s yearend estimate. This improvement was led by the Oregon Convention Center’s March revenue performance. MERC yearend operating expenditure estimates are essentially unchanged with the addition of March’s numbers. The increased revenue and stable expenditures led to a widening estimate of MERC operating margins to 13.6%. This widening margin partially reflects the challenge of rapidly restaffing to meet demand. 33 full-time permanent MERC positions remain vacant. This is down from 42 vacancies in January, but still a significant number. Operating margins are expected to narrow as accelerated rehiring activity continues through the rest of this Fiscal Year.



OREGON CONVENTION CENTER

Current Fiscal Year 2022-23						Prior Fiscal Year	
OPERATIONS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Charges for Services							
<i>Food & Beverage</i>	9,844,020	9,729,830	12,319,943	2,475,923	99%	2,773,815	7,508,691
<i>Facility Rentals</i>	4,585,000	3,568,686	4,782,890	197,890	78%	2,341,117	3,743,815
<i>Parking Revenue</i>	1,430,000	1,275,648	1,665,429	235,429	89%	1,299,941	1,638,203
<i>All Other (AV, Utility Svcs. Etc.)</i>	5,627,362	4,457,825	5,934,996	307,634	79%	2,684,497	4,854,731
Local Government Shared Revenues							
<i>Lodging Excise Tax</i>	13,926,355	8,827,435	13,926,355	-	63%	6,608,721	11,518,390
<i>Visitor Facilities Trust Account</i>	1,595,750	-	1,595,750	-	0%	-	1,227,500
Contributions from Private Sources	-	-	-	-	-	200,000	24,530
Grants	-	121,870	365,870	365,870	-	2,640	100,758
Interest Earnings	160,000	252,162	340,170	180,170	158%	67,392	109,445
Miscellaneous Revenue	18,500	(93,423)	13,439	(5,061)	-505%	93,778	116,729
Transfers-R	-	-	-	-	-	2,128,592	2,128,592
REVENUE TOTAL	37,186,987	28,140,033	40,944,841	3,757,854	76%	18,200,494	32,971,383

Current Fiscal Year 2022-23						Prior Fiscal Year	
OPERATIONS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
EXPENDITURES							
Administration	2,476,083	863,919	1,272,185	(1,203,898)	35%	648,362	912,496
Sales & Marketing	5,901,201	4,783,911	6,508,683	607,482	81%	2,226,485	2,968,873
Facility Operations							
<i>Facility Management</i>	5,383,254	2,883,032	4,145,434	(1,237,820)	54%	2,572,977	3,718,117
<i>Utility Services</i>	1,111,979	725,874	1,010,784	(101,195)	65%	117,499	304,777
<i>Audio Visual</i>	1,391,775	1,161,195	1,611,101	219,326	83%	443,441	849,573
<i>Setup</i>	3,953,870	2,145,279	2,885,997	(1,067,873)	54%	1,374,447	2,004,033
<i>Telecommunications</i>	575,970	322,900	477,440	(98,530)	56%	244,349	446,852
Public Safety	1,359,568	1,128,032	1,546,033	186,465	83%	799,113	1,154,405
Admissions & Event Services	1,369,435	897,251	1,214,952	(154,483)	66%	666,027	961,266
Ticketing & Guest Experience	216,826	222,072	298,705	81,879	102%	147,075	185,706
Food & Beverage	8,428,556	6,326,503	8,645,790	217,234	75%	2,234,911	5,588,916
Parking	665,393	225,404	355,131	(310,262)	34%	67,408	207,853
Non-Dept. (Ctrl Svcs. & VFTA Exp.)	6,036,074	4,194,743	6,036,074	-	69%	4,118,399	5,832,065
EXPENDITURE TOTAL	38,869,984	25,880,116	36,008,309	(2,861,675)	67%	15,660,492	25,134,931

Current Fiscal Year 2022-23						Prior Fiscal Year	
CAPITAL PROJECTS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Local Government Shared Revenue:	-	-	277,185	277,185	-	-	-
REVENUE TOTAL	-	-	277,185	277,185	-	-	-

Current Fiscal Year 2022-23						Prior Fiscal Year	
CAPITAL PROJECTS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
EXPENDITURES							
Capital Projects							
<i>Food & Beverage: Planning & Desi</i>	300,000	-	225,000	(75,000)	0%	-	-
<i>Performance Stage Stair Units</i>	138,000	41,112	138,000	-	30%	-	-
<i>Integrated Door Access Controls</i>	60,000	-	20,000	(40,000)	0%	-	-
<i>Tower/Crown Glazing</i>	1,000,000	151,088	600,000	(400,000)	15%	-	12,960
<i>ADA Assessment and Improvement</i>	140,000	40,915	140,000	-	29%	-	-
<i>Security Camera Camera Additions</i>	600,000	-	-	(600,000)	0%	-	-
<i>Comptor Replacement</i>	185,000	-	-	(185,000)	0%	-	-
<i>OCC Waterproof:Rain Garden</i>	150,000	-	10,000	(140,000)	0%	-	-
<i>Front of House Public Safety Consc</i>	150,000	-	-	(150,000)	0%	-	-
<i>Network Head End System Infrastru</i>	375,000	-	250,000	(125,000)	0%	-	-
<i>OCC Waterproof:LoadDock&PPLV</i>	600,000	436,512	550,000	(50,000)	73%	-	3,060
All Other	-	159,553	177,738	177,738	-	73,710	80,778
EXPENDITURE TOTAL	3,698,000	829,179	2,110,738	(1,587,262)	22%	73,710	96,798

FY2022-23 Beginning Fund Balance	20,280,837
Projected Change in Fund Balance	3,102,979
Projected Ending Fund Balance	23,383,816

PORTLAND'S PERFORMING ARTS VENUES

Current Fiscal Year 2022-23						Prior Fiscal Year	
OPERATIONS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Charges for Services							
Ticket Services	5,154,317	4,835,095	6,416,424	1,262,107	94%	2,949,795	5,227,233
Production Services	3,215,343	1,852,104	2,766,513	(448,830)	58%	1,357,376	2,172,842
Booking & Sales	1,772,340	1,462,449	2,117,759	345,419	83%	1,106,524	1,735,493
Promoted Shows (P5 Presents)	1,315,000	652,007	751,532	(563,468)	50%	266,112	336,160
Admissions	1,370,887	922,119	1,321,796	(49,091)	67%	651,529	1,057,922
Food & Beverage	876,640	993,224	1,314,643	438,003	113%	651,931	1,058,338
All Other	1,646,458	1,160,285	1,770,805	124,347	70%	847,470	1,388,326
Local Government Shared Revenues							
Lodging Excise Tax	1,462,769	959,152	1,513,181	50,412	66%	882,457	1,420,789
Visitor Facilities Trust Account	494,000	-	494,000	-	0%	-	380,000
Contributions from Governments	1,053,584	526,792	1,053,584	-	50%	649,471	998,941
Contributions from Private Sourc	190,955	10,000	25,000	(165,955)	5%	-	-
Grants	-	6,300	6,300	6,300	-	-	10,000,000
Interest Earnings	176,000	269,437	388,774	212,774	153%	104,109	165,949
Miscellaneous Revenue	73,895	(8,027)	(17,499)	(91,394)	-11%	8,472	96,492
Transfers-R	-	-	-	-	-	136,794	136,794
REVENUE TOTAL	18,802,188	13,640,938	19,922,811	1,120,623	73%	9,612,040	26,175,280

Current Fiscal Year 2022-23						Prior Fiscal Year	
OPERATIONS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
EXPENDITURES							
Administration	988,816	903,367	1,260,635	271,819	91%	743,409	1,080,817
Sales, Marketing, & Outreach	2,680,659	1,432,212	1,736,588	(944,071)	53%	837,909	1,055,908
Facilities & Production Svcs	8,596,189	5,058,044	7,043,040	(1,553,149)	59%	4,783,270	7,231,763
Special Services	1,135,105	520,724	794,469	(340,636)	46%	379,544	650,120
Event Coord. & Admissions	1,745,592	1,317,514	1,841,351	95,759	75%	1,011,702	1,477,478
Ticket Services	2,216,026	1,785,651	2,331,289	115,263	81%	1,585,392	2,154,452
Food & Beverage	58,756	11,183	16,785	(41,971)	19%	26,444	37,009
Non-Dept. (Ctrl Svcs. & VFTA Exp.)	2,487,855	1,870,898	2,487,855	-	75%	1,897,470	2,529,964
EXPENDITURE TOTAL	19,908,998	12,899,593	17,512,011	(2,396,987)	65%	11,265,140	16,217,510

Current Fiscal Year 2022-23						Prior Fiscal Year	
CAPITAL PROJECTS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Contributions from Governments	-	700,000	700,000	700,000	-	-	150,000
Miscellaneous Revenue	-	-	-	-	-	726	726
REVENUE TOTAL	-	700,000	700,000	700,000	-	726	150,726

Current Fiscal Year 2022-23						Prior Fiscal Year	
CAPITAL PROJECTS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
EXPENDITURES							
Capital Projects							
P5 Venues Fall Protection	50,000	-	50,000	-	0%	-	-
B AHH FoH Elevators	200,000	189,040	400,000	200,000	95%	-	-
P5 F&B Levy Cap Investment	100,000	-	40,000	(60,000)	0%	-	-
ASCH sewer line replacement	1,420,000	1,002,323	1,400,000	(20,000)	71%	17,929	157,845
ASCH Roof and Drains	50,000	-	50,000	-	0%	-	-
P5-ASCH-Acoustical Imp	115,000	104,557	111,000	(4,000)	91%	399,858	400,653
Keller Cooling Project	30,000	12,000	30,000	-	40%	1,368	9,642
Newmark Stage Floor	50,000	6,740	50,000	-	13%	-	-
B Keller Light Board	150,000	-	150,000	-	0%	-	-
ASCH Sound Board	100,000	-	100,000	-	0%	-	-
ASCH Emergency Generator	80,000	-	80,000	-	0%	-	-
Headset Upgrade	100,000	-	122,065	22,065	0%	-	-
All Other	348,965	78,068	184,091	(164,874)	22%	529,585	500,936
EXPENDITURE TOTAL	2,793,965	1,392,727	2,767,156	(26,809)	50%	948,739	1,069,075

FY2022-23 Beginning Fund Balance	14,672,561
Projected Change in Fund Balance	343,644
Projected Ending Fund Balance	15,016,205

PORTLAND EXPO CENTER

Current Fiscal Year 2022-23						Prior Fiscal Year	
OPERATIONS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Charges for Services							
Food & Beverage	355,385	394,300	521,295	165,910	111%	306,112	483,017
Facility Rentals	1,888,352	1,610,659	2,057,443	169,091	85%	1,044,608	1,563,385
Parking Revenue	1,986,268	1,402,229	1,671,578	(314,690)	71%	836,001	1,237,590
All Other	1,072,105	900,467	1,200,560	128,455	84%	1,016,552	1,297,156
Local Government Shared Revenues							
Visitor Facilities Trust Account	373,750	-	373,750	-	0%	-	287,500
Interest Earnings	6,000	36,294	54,279	48,279	605%	9,810	14,666
Miscellaneous Revenue	42,500	86,545	93,901	51,401	204%	59,838	83,021
Transfers-R	480,000	480,000	480,000	-	100%	508,926	671,432
REVENUE TOTAL	6,204,360	4,910,494	6,452,806	248,446	79%	3,781,847	5,637,767
EXPENDITURES							
Administration	516,547	343,529	459,172	(57,375)	67%	356,567	472,207
Sales & Marketing	323,413	184,283	249,772	(73,641)	57%	114,749	159,420
Facility Operations	2,084,772	1,243,073	1,721,207	(363,565)	60%	939,842	1,436,106
Special Services	387,229	323,556	492,574	105,345	84%	435,736	560,995
Event Coord. & Admissions	514,437	349,681	472,374	(42,063)	68%	205,500	322,066
Ticket Services	170,621	126,751	160,530	(10,091)	74%	93,834	110,758
Food & Beverage	35,000	3,040	4,052	(30,948)	9%	61,460	67,764
Parking	314,534	195,475	289,492	(25,042)	62%	133,160	209,327
Non-Dept. (Central Svcs. & Debt)	1,866,679	1,622,112	1,866,679	-	87%	1,587,517	1,831,562
EXPENDITURE TOTAL	6,213,232	4,391,501	5,715,853	(497,379)	71%	3,928,364	5,170,204

Current Fiscal Year 2022-23						Prior Fiscal Year	
CAPITAL PROJECTS	Adopted Budget	Actual thru Mar. 2023 (75% of the Fiscal Year)	Year-End Estimate	Estimate Over/(Under) Budget	Percent of Budget thru Mar. 2023	Actual thru Mar. 2022	Year-End Actual
REVENUES							
Local Government Shared Revenue	-	-	48,915	48,915	-	-	-
Contributions from Private Sources	40,000	-	40,000	-	0%	-	-
Transfers-R	200,000	200,000	123,289	(76,711)	100%	-	-
REVENUE TOTAL	240,000	200,000	212,204	(27,796)	83%	-	-
EXPENDITURES							
Capital Projects							
Metro Outfalls Decommissioning	100,000	-	30,000	(70,000)	0%	-	-
Expo Transformer	100,000	23,279	23,289	(76,711)	23%	-	-
EXPO F&B Levy Cap Investment	250,000	-	-	(250,000)	0%	-	-
Expo Hall C Struc. Repairs	-	-	-	-	-	(0)	4,020
Exhibit Hall Lighting	-	-	-	-	-	196,437	196,437
EXPENDITURE TOTAL	450,000	23,279	53,289	(396,711)	5%	196,437	200,457

FY2022-23 Beginning Fund Balance	2,145,978
Projected Change in Fund Balance	895,868
Projected Ending Fund Balance	3,041,846

MERC Commission Meeting

May 3, 2023
12:30 pm

Consent Agenda

Metropolitan Exposition Recreation Commission

Record of MERC Commission Actions

April 5, 2023

Virtual Zoom Meeting

Present:	Karis Stoudamire-Phillips, Damien Hall, Deidra Krys-Rusoff, David Martinez, Deanna Palm, David Penilton
Absent:	Dañel Malán,
	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">• N/A
3.0	Commission and Council Communications <ul style="list-style-type: none">• Chair Stoudamire-Phillips shared she and Robyn Williams are serving on the Steering Committee for the Our Creative Future project and gave a brief overview.• Councilor Rosenthal thanked P5 staff for the recent tour they provided to Metro Councilors.• Commissioner Krys-Rusoff attended the recent Travel Portland State of the Industry and thanked them for a great and informative event.• Commissioner Penilton is attending the Governor’s Conference on Travel and Tourism and thanked the OCC event staff and leadership for successfully hosting the event.
4.0	GM Communications Steve Faulstick provided the following updates: <ul style="list-style-type: none">• The next MERC / Council joint meeting will be held on April 27. Agenda items will be Venues Visioning, Keller Project, and Our Creative Future updates.• There will be more opportunities for Councilors and Commissioners to tour MERC venues and engage with staff soon.• Congratulated Commissioner Penilton for receiving the leadership award at the Governor’s Tourism Conference
5.0	Financial Report Will Norris presented a financial update: <ul style="list-style-type: none">• Commissioner Krys-Rusoff noted we are under on capital project spending and asked for clarification. Norris highlighted that summer is the busiest season for construction which often splits the fiscal years. Some projects have slipped forward to the next fiscal year due to limitations with supply chain and staffing.• Commissioner Krys-Rusoff asked for an update on P5 sewer project spending and City reimbursement. Norris shared 1.3 million has been spent on the project and with another 150k remaining. Metro has received 850k from the City directly for the project, and another 490k was repurposed from urban renewal funds from the marque project.
6.0	Venue Business Reports Matthew P. Rotchford, Craig Stroud and Robyn Williams reported on business at the venues during the past month. <ul style="list-style-type: none">• Councilor Rosenthal asked for an update on potential ODOT needs for bridge construction at the Expo site. Rotchford responded that Executive level conversations are happening but there is not a specific request before us at this time.• Commissioner Penilton congratulated OCC on the recent hiring of 29 new staff and noted the diversity of the group.
7.0	Consent Agenda

	<ul style="list-style-type: none"> • Record of MERC Actions, March 1, 2023 <p>A motion was made by Commissioner Krys-Rusoff and seconded by Commissioner Palm, to approve the Consent Agenda.</p> <p>VOTING: AYE: 6 (Stoudamire-Phillips, Hall, Krys-Rusoff, Martinez, Palm and Penilton) NAY: 0</p> <p>MOTION PASSED</p>
8.0	<p>Travel Portland Quarterly Report James Jesse and Marcus Hibdon</p> <ul style="list-style-type: none"> • Commissioner Hall appreciated the granular detail in the report and the positive trends in media coverage for Portland. • Councilor Rosenthal noted the focus on Portland bridge images in media and suggested keeping a future focus on aesthetic design for the new I-5 bridge to help create another iconic image for the region. • Commissioner Krys-Rusoff asked about the impact of the Hyatt Regency Portland Hotel in booking conversations post pandemic. Jesse noted that many show producers booked in anticipation of the Hyatt being built and that has played a large part in our recovery. The Hyatt has and will pay huge dividends moving forward.
9.0	<p>Expo Future Project Update Paul Slyman and Giyen Kim</p> <ul style="list-style-type: none"> • Commissioner Krys-Rusoff complimented the project team on managing a challenging process and successfully getting us through the first phase of the project. • Commissioner Martinez highlighted the importance of role clarity within the new governance structures to help enhance transparency. • Chair Stoudamire-Phillips thanked Commissioners Krys-Rusoff and Hall for their commitment to serving on the Steering Committee. The project team was invited to continue to provide monthly updates at each of the MERC meetings.
	<p>As there was no further business to come before the Commission, the meeting adjourned at 1:56 p.m.</p>

Minutes submitted by Amy Nelson.

MERC Commission Meeting

May 3, 2023
12:30 pm

Levy Update

MERC Commission Meeting

May 3, 2023
12:30 pm

Expo Future Project Update

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

LEVY

CONVENTION
CENTERS

CULTURAL
ATTRACTIONS

METRO VISITOR VENUES

MAY 3, 2023



TODAY'S AGENDA

1. PERFORMANCE

2. PEOPLE

3. PURPOSE



LEVY - METRO VISITOR VENUES

PART

PERFORMANCE

01

PORTLAND EXPO CENTER



FISCAL YEAR 2023

	Projection	Budget	Variance
Sales	1,868,196	1,840,561	27,635
Commission	612,615	516,774	95,841
Commission %	32.8%	28.1%	4.7%

Sportsman Show (February 2023) = \$390,987

Ecliptic Brewing Partnership = 10,767

Expo Honey = Signature Dipping Sauces

Food Fleet Partnership (Food Trucks)

- Sportsman Show
- Swap Meet
- CEVA



PORTLAND'S 5 CENTERS FOR THE ARTS



FISCAL YEAR 2023			
	Projection	Budget	Variance
Sales	3,329,035	3,054,962	274,073
Commission	1,280,389	1,168,947	111,442
Commission %	38.5%	38.3%	.2%

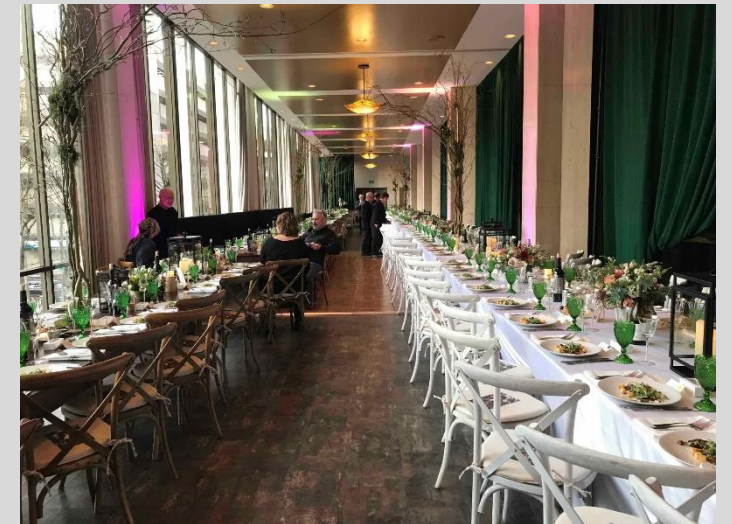
January 2023 = \$477,244

2023 Music on Main Sponsorships = \$24K

- Trinchero Family Wines
- Union Wine Company
- Palm Bay High Heaven
- Coppola Sofia
- Banfi Winery Pacific Rim & Rainstorm
- King Estate
- Tito's
- Brown Forman
- Deschutes

Top 5

- Beer = 73,265
- Wine = 71,789
- Water = 64,793
- Spirits = 32,525
- Cider = 19,121



OREGON CONVENTION CENTER



March 2023 = \$2,121,700

Food Fleet Partnership (Food Trucks)

- FanExpo
- Dance Group
- SAA Convention

FISCAL YEAR 2023

	Projection	Budget	Variance
Sales	12,672,134	9,844,023	2,828,111
Margin	2,988,773	1,448,674	1,540,099
Margin %	23.6%	14.7%	8.9%



VIBRANT TABLE JOINT VENTURE PARTNERSHIP

Portland Expo

- Formula E Race – June 2023

Portland's 5 Centers for the Arts

- OBT Gala – February 2022 & 2023
- Supervisor Support

Levy

- Culinary Support



Art Fortuna
President & Principal



Brendan Coffey
Vice President of
Operations



LEVY - METRO VISITOR VENUES

PART

02
PEOPLE

LEVY – BUSINESS LEADERS



Lindsay Pearson
General Manager
Oregon Convention Center



Ian Kaplan
Director of Operations
Portland Expo Center



Dave Woodman
Director of Operations
Portland's 5 Centers for the Arts

SENIOR EXECUTIVE CHEF ALLAN WAMBAA



October 2021 – MoPop RFP

December 2021 – McCormick Place RFP

May 2022 - Kentucky Derby @ Churchill Downs

July 2022 – Brooklyn Botanical Gardens RFP

August 2022 – Lexus Event @ Navy Pier

January 2023 - The FUTURE Event @ LA Convention Center

PASTRY CHEF BECKY HOLMES



May 2022 – Kentucky Derby @ Churchill Downs

June 2022 – Plexus @ Columbus Convention Center

July 2022 – Brooklyn Botanical Gardens RFP

Amazon Web Services @ Boston Convention Center

September 2022 – The Emmy Awards @ LA Convention Center

November 2022 – The Art Institute of Chicago RFP

January 2023 – United Rentals @ George R Brown Convention Center

February 2023 – The Grammy Awards @ LA Convention Center



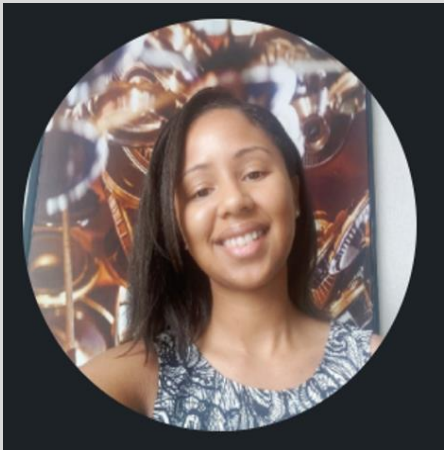
SUPPORT



Chris Purdue
Executive Sous Chef
November 2022 – PK85 @ Moda Center



Sean Palmer
Food & Beverage Manager
November 2022 – PK85 @ Moda Center



Emely Almonte
Director of Banquets
July 2022 – MLB All Star Game
@ LA Dodgers



Brian Hunt
Food & Beverage Manager
August 2022 – US Open

CELEBRATING PROMOTIONS



Chris Purdue
Executive Sous Chef

Portland Expo → OCC



Lindsay Pearson
General Manager

OCC



Brendan Jones
Director of R+C

OCC



Kayla McLeod
Executive Chef

P5 → Oregon Zoo



Ian Kaplan
Assistant Director of Operations

Portland Expo → Oregon Zoo

RECRUITING

	New Hires	FOTA	Male	Female	American Indian/Alaska Native	Asian	Black	Hispanic	N/A	Two or More Races	White
Expo	15	7	6	9	1	1	1	2	1	1	8
P5	16	3	7	9		1		2		1	12
OCC	60	25	27	33		1	8	13	4	7	27
Total	91	35	40	51	1	3	9	17	5	9	47

RECRUITING/TRAINING

CLEVELAND HIGH SCHOOL – CULINARY PROGRAM

OPPORTUNITY YOUTH JOB FAIR – APRIL 13

DAVID DOUGLAS – CAREER FAIR MAY 31

UNCONSCIOUS BIAS TRAINING – MAY 16

Referral Bonus

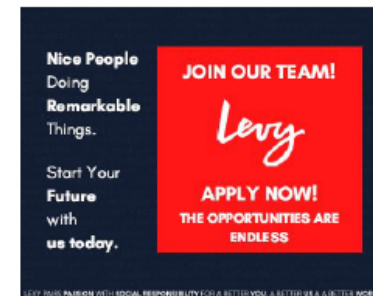
Refer Talent | Any Department | Earn Money

How to Refer

-  1. Have the external candidate you wish to refer apply to an open position online.
-  2. Levy positions are found on www.compassgroupcareers.com. Scan this QR code for a full list of open positions. 
-  3. After the referral has completed 60 days of employment or 20 worked shifts, you will each receive a \$250 bonus on your next regularly scheduled paycheck.

Questions?

For full program details, contact your manager or human resources.



LEVY - METRO VISITOR VENUES

PART

PURPOSE

STOP FOOD WASTE DAY 4/26/23



WASTE NOT 2.0 OVERVIEW

Waste Not™ 2.0 is a proprietary and patent-pending, chef-centric, cloud-based waste tracking program.

Developed by chefs for chefs

Tablet based - simple and easy to use and implement

Focuses on real waste reduction opportunities rather than trim, bones, cores, and peels

Offers real-time tracking and dashboard reporting

*"I think it is a pretty good program that is user-friendly."
Levy WN 2.0 pilot participant*

*"Honestly, this is the best program that has been rolled out from corporate. You can tell that operators were involved in the development."
Levy WN 2.0 pilot participant*



FOCUSED WASTE REDUCTION

Each kitchen uses the tablet in real-time to track waste for customizable areas of the kitchen to know where in your kitchen your waste is coming from. Each profile will track **Kitchen Red Waste** (avoidable waste) and **Kitchen Green Waste** (Trim, Bones, Shells).



KITCHEN GREEN WASTE
DESPERDICIOS VERDES EN LA COCINA

TRIM, BONE, SHELLS
LOS RECORTES, EL HUESO, LAS CÁSCARAS
fruit & veg trim, peels, stems, bones, shells, fat
las pieles de frutas y verduras, los tallos, los huesos, las cáscaras, la grasa

 rinds las cáscaras	 stems and trim los tallos	 skins and peels las cáscaras y las pieles
 raw meat trim and fat grasa y guarnición de carne	 peels and cores las pieles y los corazones	 pits and seeds los carozos y las semillas
 egg shells las cáscaras de huevo	 stock bones los huesos de caldo	 coffee grounds el café molido
 stock vegetable trim las pieles de verduras	 tea bags las bolsitas de té	

BON APPÉTIT
MANAGEMENT CONSULTING
Food waste for a sustainable future™



KITCHEN RED WASTE
DESPERDICIOS ROJOS EN LA COCINA

 WHOOPS over-salted, burned, not tasty demasiada sal, quemado, sin sabor	 OVERPRODUCTION made too much food EXCESO DE PRODUCCIÓN demasiada comida hecha
 WHOOPS dropped, spilled, burnt caído, derramado, quemado	 post-service, leftover, or excess product sobrante o exceso de producto
 FOOD SAFETY food that is unsafe to serve or donate SEGURIDAD ALIMENTARIA la comida que no es segura para servir o donar	 POOR QUALITY wilted, damaged BAJA CALIDAD marchitado, magullado
 expired or in temperature danger zone vencido o en la zona de temperatura de peligro	 wilted, bruised, stale marchitado, magullado, duro
 ODDS AND ENDS bread butts and crust, odd cuts of deli meat, off sizes LAS SOBRAS colillas de pan y piezas y tamaños impares de carnes frías	

FOCUSED WASTE REDUCTION

Across Compass, kitchens using Waste Not™ 2.0 report an average of 31% reduction in waste. Waste Not™ 2.0 also helps track where waste is going helping to improve waste management plans long term.



EXPERIENCE HIGHLIGHT

SP SUSTAINABILITY PRACTICE

Levy
CONVENTION CENTERS

LOGO VARIATIONS



TYPOGRAPHY

AA BUOVA
Aa Montserrat Classic

COLOR PALETTE



BRAND APPLICATION



SUSTAINABILITY BRANDING

new

levy convention centers sustainability logo

new

"sustainability practice" brand for more robust messaging & storytelling opportunities

new

sustainability web page hosted on the experience design website for the housing of all sustainability best practices, partnerships, programs & resource materials

Check this out ...



WE HAVE DEVELOPED A SUSTAINABILITY BRAND & WEBSITE HOUSING LOCATION FOR OUR MATERIALS

[CLICK HERE TO VISIT CC SUSTAINABILITY PAGE](#)



WE ARE CURRENTLY PILOTING WASTE NOT 2.0 IN OUR CONVENTION CENTER PROPERTIES

[CLICK HERE TO FIND OUT MORE ABOUT WASTE NOT 2.0](#)



WE ARE PURCHASING "CHANGE PLEASE COFFEE", WHERE 100% OF PROFITS GOES TOWARDS TRAINING AND EMPLOYING PEOPLE EXPERIENCING HOMELESSNESS

[CLICK HERE TO FIND OUT MORE ABOUT CHANGE PLEASE](#)



WE ARE PURSUING PARTNERSHIPS WITH "BETTER BOTTLED WATER" COMPANIES, SUCH AS BOOMERANG & DROP WATER

[CLICK HERE TO FIND OUT MORE ABOUT BOOMERANG](#)



WE ARE REQUIRING ALL OF OUR MANAGERS TO TAKE THE "BECOMING A FOOD WASTE CHAMPION" COMPASS TRAINING

[CLICK HERE TO FIND OUT MORE ABOUT TRAINING](#)

SUSTAINABILITY | LOGOS + MESSAGING

PRIMARY LOGO:

with quick visual storytelling, you do not always need additional supporting messaging when displaying this logo variation



PRIMARY GRAPHIC:

best used with longer or more specific storytelling opportunities, this graphic is tied to the three guiding principals, which each have a story



LEVY CC LOGO:

use where permitted to display messaging about your property, or Levy's Convention Centers overarching sustainability purpose, commitments, goals and current initiatives



MESSAGING

sustainability practice logo

primary logo



The Sustainability Practice Logo creates visual recognition for the sustainability initiatives being followed in our Convention Center environments, to support storytelling and messaging.

The logo should be used and shared whenever a location leverages related sustainability initiatives being promoted, to help tell the story better of the property as a whole.

messaging to support primary logo

SUSTAINABILITY PRACTICE

Our purpose is to create positive change in the food system through meaningful experiences that promote wellbeing for people and the planet.

We commit us to be better and do better every day for our clients, guests and partners. We leverage our scale and expertise to inspire change, and together we are creating a more renewable future for all, with use of smart sustainability practices in our daily food service operations.

primary graphic



Logo-graphic has been created to represent a variation of the recycling loop using leaves instead of arrows.

Each leaf represents a different Sustainability Practice Guiding Principal.

The leaf graphic can be seen throughout of logo variations, at a smaller size.

Logo-graphic also used when telling sustainability stories directly related to the individual specific Guiding Principles.

messaging guiding principals messaging

GUIDING PRINCIPALS

Our food choices can greatly impact our planet. At Levy, we are targeting key areas where we can create a significant impact on the environment, while also benefiting our clients and guests.

From food waste, reusable to sustainable purchasing, plant-forward, and supporting local, we have created sustainability practices that speaks to all of our environmental initiatives.

COMMUNITY
CIRCULARITY
WASTE SAVVINESS

MESSAGING

levy convention centers logo

levy convention centers sustainability logo



The Levy Convention Centers logo variation should be used when a sustainability story is being told specific to Levy Convention Centers.

EXERCISE CAUTION!
Client asks additional detail in sustainability messaging when preparing leading content.

Logo may be used in situations where it is appropriate and available to highlight Levy Convention Centers specifically. Many properties have restrictions in place with using the Levy Convention Centers logo on marketing materials, such as properties that use a hospitality brand.

messaging to support levy convention centers sustainability logo

OUR FOOD MATTERS

Our Food Matters is more than a statement. It is our philosophy that food, when approached thoughtfully, can be a catalyst for change.

In 2020, we started on the Our Food Matters journey with a newfound appreciation of just how precious food is to our communities and climate. Food can be regenerative to our world by restoring & drawing down the carbon from greenhouse gases into the soil. This practice creates a more prosperous, biodiverse, living soil that will deliver better flavored and nutrient-dense foods for our customers to enjoy.

As a company of Chefs, Levy and Compass Group USA, is on the front line of change in the food system. We have built relationships and continue to partner with organizations that provide us with the knowledge and tools that we need to make a difference for our clients, our people, and our planet.

For us, fighting climate change is as easy as making delicious food for our clients and guests. We are rebuilding recipes, literally from the ground up, with the most regenerative ingredients that are also readily available to our Chefs. With these thought-leader recipes, we are able to utilize our scale to both expand our biodiversity and drive restorative change within the system.

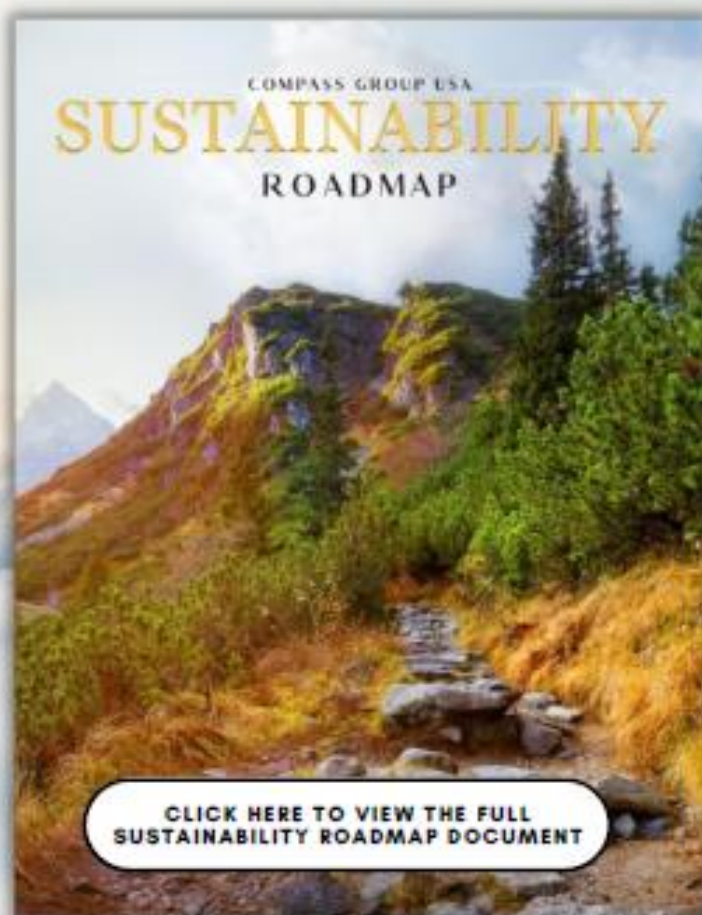
"Thinking for the next, body and soul"

use these hashtags with your social media posts!

#stopfoodwasteday
#planetpromise

SUSTAINABILITY | LOGOS + MESSAGING

MOST OF THE MESSAGING COMES FROM COMPASS GROUP'S SUSTAINABILITY ROADMAP



MESSAGING

guiding principle

secondary graphic



COMMUNITY

"We prioritize ingredients from local and diverse artisans"

Sustainable Sourcing

We are committed to sourcing food that not only meets our guests but also creates change for a healthier planet. Only a member of Compass Group, is proud to be a company that takes the lead in responsible sourcing practices. We were the first foodservice company to commit to purchasing sustainably sourced, organic and cage-free eggs and other best practices, which followed our lead.

We prioritize our ingredients from local (less than a day's drive) locations as a first choice, to support local and mid-sized American farms. We also sign our client's goals around paper use with both vendors and in-ground products. Our policies ensure that a minimum of 20% of our purchases are from local sources by 2020.

For fresh and often seasonal food, we readily embrace our supply chain, including Change Please Coffee, an organization where 100% of their profits go toward helping and enabling people in pursuing their personal, educational, and career goals with old-world values.

We have also taken a leadership role as the first foodservice industry regarding farm animal welfare, and have a role as Animal Welfare Daily.

Additionally, we are the first and largest U.S. seafood chain to sign with the Monterey Bay Aquarium Seafood Watch Program.

We Support

Agencies for training practices that build local businesses.
The efforts of farmers, ranchers and small and diverse suppliers.
Decreasing deforestation.

secondary graphic



CIRCULARITY

"We strive to create a circular economy"

Reducing Single Use Plastics

We are committed to doing our part to reduce single use plastics across the business. Leo's parent company, Compass Group, was the first foodservice company to eliminate plastic straws. We provide alternative packaging solutions and making materials that help reduce waste to make the right decisions.

We also encourage our clients to provide us with, whenever possible, and help them if they provide that best fit their needs. To go items are often necessary, therefore, we partner with the industry's most recognized manufacturers to deliver a comprehensive disposables portfolio that includes earth-friendly, sustainable items.

In addition, our waste team is constantly evaluating the supply chain and looking for new and better solutions to eliminate single-use plastics and help the industry choose better food packaging.

Better Bottled Water

We are dedicated to finding ways from single use bottled water in our facilities. Many alternative solutions can be seen spanning across Leo's Convention Center properties, including using technologies such as bio-reducing state-of-the-art filtration and bottling systems, to provide our guests, clients, employees and partners with premium filtered water in convenient and reusable bottles.

Single Use Materials Decelerator Collaboration

We are a proud member of the Single Use Materials Decelerator (SUMD), a collaborative consisting of service companies, environmental NGOs and technical experts who have focused on reducing the amount of the most commonly used food ware and food packaging materials and comes from a set of sustainability goals we

MESSAGING

guiding principle

secondary graphic



WASTE SAVVINESS

"We are leading the fight against food waste"

Reducing Food Waste

Leo's parent company, Compass Group, has been at the forefront of food waste reduction since 2015. We are members of the United States Food Loss and Waste 2030 Champions and are supporters of the U.S. Food Loss and Waste Action Plan. Our strategy focuses on prevention, reducing waste at the source, and recovery to divert surplus food. Our goal is to reduce food waste by 50% by 2030.

Becoming a Food Waste Champion

Leo's Convention Center Division has made a commitment to having all of their management employees obtain certification with a course called "Becoming a Food Waste Champion".

Over 80% of all the food produced in the world is wasted. As the largest food service organization in the world, we recognize that reducing food waste is a critical part of running our operations. Our challenge is to food waste by 2030. Our focus is to reduce our waste, be innovative, and to purchase ingredients and to grow awareness to eating. Doing so, will help strengthen our sustainability platform, reduce food costs, and it's simply the right thing to do for our planet and for the next generation.

Waste Not 2.0

A waste program that Leo's Convention Center Division has implemented in order to support food waste reduction by 2030.

Built by Chef for Chef, Waste Not 2.0 is our proprietary waste-reducing program, designed to change behavior with real-time tracking and reporting. Waste Not 2.0 creates a positive impact by focusing on available waste reduction opportunities that go beyond rice, bones, bones, and pasta.

Carbon Impact

We are committed to reaching net-zero greenhouse gas (GHG) emissions by 2050. Inside carbon footprint on scope 1 and 2 is our immediate focus. Our goals align with the science-based target criteria outlined by the Paris Climate Agreement, which sets the global goal of limiting the global average temperature rise to 1.5°C. We will work to achieve these targets through a variety of ways such as:

- redesigning our menus
- general regulatory focused way of eating
- carbonizing food waste
- and electrifying our fleet

In order to meet these commitments, it is also important that we engage with our supplier partners on their journey. There is no company better situated than us to make a difference. Our work means that when we work with our suppliers, clients, consumers and suppliers, together we can make tangible steps to create a sustainable future for all.

Our Company Food Waste Programs

Waste Not 2.0
Stop Food Waste Cup
Innovatively Composting Program
Becoming a Food Waste Champion
Partnerships with Local Food Banks

DITCH THE DISPOSABLES



<https://www.boldreuse.com/>



THANK YOU!



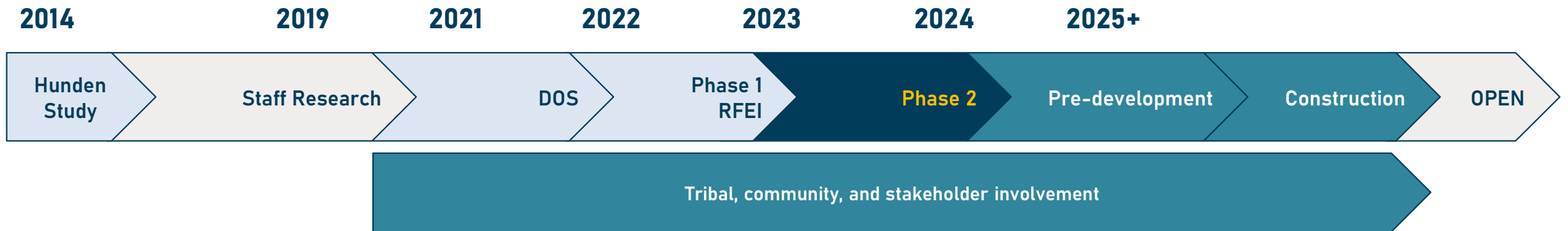
THE EXPO FUTURE PROJECT

Project Concept

March 2023

Paul Slyman
Giyen Kim
Jovian Davis
Amy Nelson

EXPO FUTURE: PROJECT TIMELINE



Other considerations

EXPO CENTER (RECOMMENDATION #5)

Pivot operations thru 20XX?

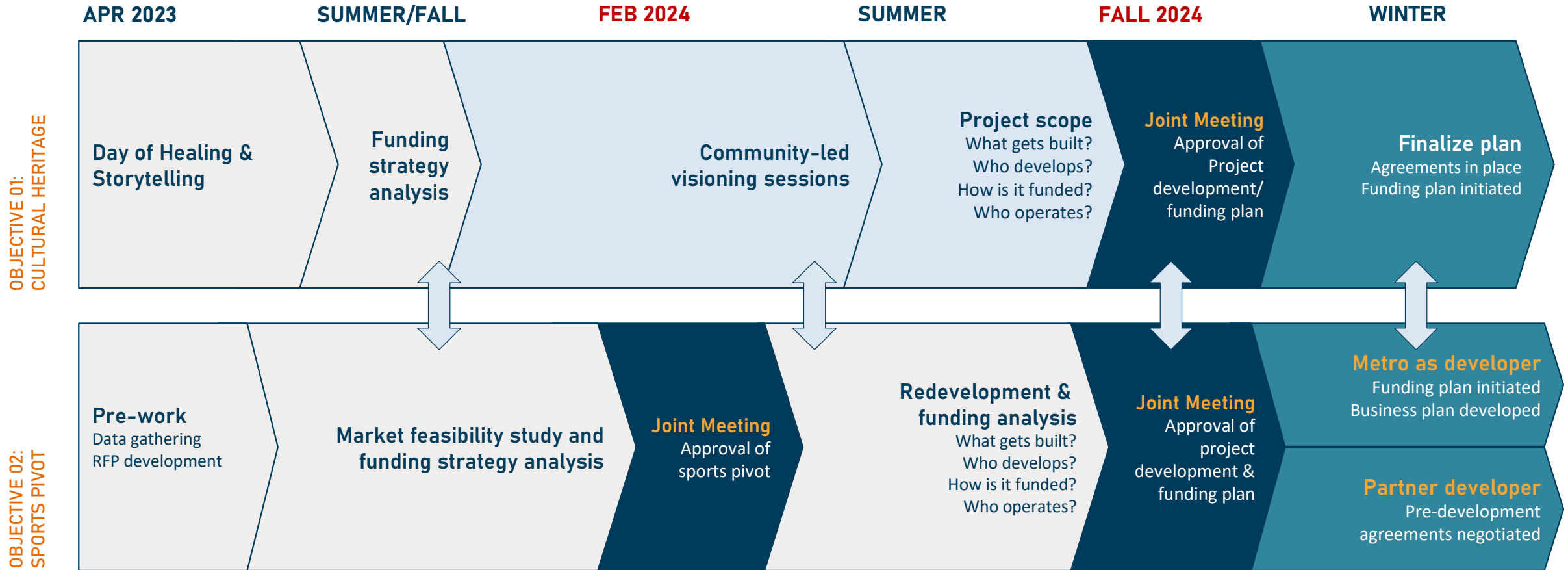
VENUES VISIONING

Planning process thru 2024?

INTERSTATE BRIDGE REPLACEMENT

Pre-construction | Construction thru 2033

EXPO FUTURE: PROJECT MILESTONES



OVERARCHING

- Project concept approval
- Project management plan
- Governance structure approved
- Partner and government engagement plan
- Guiding principles reviewed
- Routine status reporting

PHASE 02: PROJECT GOVERNANCE (DRAFT)

Committees provide input & insight reflecting community needs, desires and concerns. Project Team seeks Advice, Direction and Decision from S/C, EAC, and Council/MERC

