



600 NE Grand Ave.  
Portland, OR 97232-2736

## Council work session agenda

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**Tuesday, November 21, 2023**

**10:30 AM**

**Metro Regional Center, Council Chamber,**  
**<https://www.youtube.com/live/buBhYQt5N>**

**[Mo?si=mGiNvh228zKix8sj,](https://www.youtube.com/live/buBhYQt5N)**

**<https://zoom.us/j/615079992> Webinar ID:**

**615 079 992 or 888-475-4499 (toll free)**

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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/live/buBhYQt5NMo?si=mGiNvh228zKix8sj>

### **10:30 Call to Order and Roll Call**

### **10:35 Work Session Topics:**

10:40 Oregon Zoo Draft Campus Plan Financing

[23-5971](#)

Presenter(s): Heidi Rahn (she/her), Oregon Zoo Director, Metro  
Andy Shaw (he/him), Director of Government Affairs &  
Policy Development, Metro  
Brian Kennedy (he/him), Chief Financial Officer, Metro

Attachments: [Staff Report](#)

### **11:25 Chief Operating Officer Communication**

### **11:30 Councilor Communication**

### **11:35 Adjourn**

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### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ១ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការប្រកាសស្តីពីការមិនរើសអើងសូមចូលទស្សនាគេហទំព័រ [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights)។  
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក។

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**Oregon Zoo Draft Campus  
Plan Financing**  
*Work Session Worksheet*

Metro Work Session Meeting  
Tuesday, November 21, 2023

## OREGON ZOO CAMPUS PLAN: CAPITAL FINANCING & PROJECT PRIORITIZATION

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Date: Nov. 8, 2023  
Department: Zoo, Finance, Government  
Affairs & Policy Development  
Work Session Date: Nov. 21, 2023

Presenters: Heidi Rahn (she/her), Oregon  
Zoo Director; Brian Kennedy (he/him),  
Chief Financial Officer; Andy Shaw  
(he/him, Director of Government Affairs  
& Policy Development

Prepared by: Craig Beebe,  
(971) 710-3029,  
craig.beebe@oregonmetro.gov

Length: 45 min.

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### **ISSUE STATEMENT**

The Metro Council has directed staff to develop and present a potential capital financing approach to implement the updated Oregon Zoo Campus Plan.

### **ACTION REQUESTED**

Provide feedback and direction on draft capital project prioritization and financing approach to advance the zoo's work for animal care, conservation, education and visitor experience over the next several years.

### **IDENTIFIED POLICY OUTCOMES**

- Advance the Oregon Zoo's mission of connecting our community to the wonder of wildlife to create a better future for all
- Support animal well-being, visitor education and accessibility, energy and water conservation, and climate resilience at the zoo
- Implement Metro's Sustainable Buildings and Sites Policy, the Strategic Plan to Advance Equity, Diversity and Inclusion, and construction workforce diversity and construction clean air policies

### **POLICY QUESTION(S)**

- How well does draft capital project prioritization and financing approach support the zoo's mission, fulfill community needs and advance Council policy priorities?

### **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

Staff will present a draft capital project prioritization proposal and relevant financing considerations for Council's discussion and feedback.

### **STAFF RECOMMENDATIONS**

Staff recommend that Council advance a capital project prioritization and financing approach that provides the greatest potential to align the zoo's capital investment needs and priorities, with the likely feasibility and capacity of available revenue. Staff recommend

that the financing approach does not increase taxes currently paid by property owners in the region.

### **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

The Oregon Zoo is a source of pride for the greater Portland region, advancing conservation education and species recovery locally as well as around the globe. The zoo is committed to continually improving animal well-being, guest and staff experiences, equity, accessibility, climate resilience and conservation across its 64-acre campus in Washington Park.

In 2008, the region's voters approved Measure 26-96, authorizing Metro to issue general obligation bonds to dramatically improve animal habitats, visitor facilities and sustainability at the zoo. The zoo successfully completed implementation of the 2008 bond in 2021, having transformed around 40% of the campus, including the elephant, polar bear and primate habitats, as well as a new veterinary medical center, California condor exhibit and conservation education center.

In fall 2022, staff from the Oregon Zoo and Capital Asset Management began work on a new Campus Plan to replace the zoo's 2011 Master Plan that guided implementation of the bond. The new plan focuses on areas of the campus that were not targeted for substantial investment from the 2008 bond. Included are some of the zoo's oldest existing habitats and buildings, as well as outdated and not fully accessible pathways and facilities.

Implementation of a new Zoo Campus Plan is a significant opportunity to advance the Metro Council's goals for climate, equity, accessibility, education and economic vitality in one of the region's most beloved community institutions.

### **Community engagement**

Development of the Campus Plan included in-person engagement sessions with historically marginalized communities, including representatives of the following organizations:

- |  |                                 |
|--|---------------------------------|
| - Adelante Mujeres                             | - Centro Cultural               |
| - Autism Empowerment                           | - People of Color Outdoors      |
| - Boys & Girls Club of the Portland Metro Area | - Rosewood Initiative           |
| - Center for African Immigrants and Refugees   | - Self-Enhancement Inc.         |
|  | - Youth Empowerment Project PNW |

Staff also engaged with youth participating in the Zoo Apprenticeship Program; the zoo's Community Advocacy Council, composed of young professionals of color; zoo volunteers and members; staff and board of the Oregon Zoo Foundation; and zoo staff.

Zoo staff heard broad community support for the goals of the draft plan, particularly goals to improve accessibility, wayfinding and other visitor facilities at the zoo, and to update or replace outdated animal habitats, particularly in the popular Coastal Shores, Africa and

Great Northwest areas. Zoo staff were also supportive of proposed improvements to behind-the-scenes care-staff facilities, guest amenities, storage areas and service access.

Moving forward, staff and partners at the Oregon Zoo Foundation are engaging a broader range of stakeholders, neighbors and community leaders to share the mission of the Oregon Zoo and how it is expressed through the new Campus Plan.

### **Legal antecedents**

When complete and approved by the Metro Council following City of Portland permitting, the final Campus Plan will update the 2011 Comprehensive Capital Master Plan, approved by the Metro Council through Resolution No 11-4304. The 2011 Master Plan guided the implementation of Measure 26-96, the Oregon Zoo bond measure approved by the region's voters in November 2008, as well as other non-bond-funded improvements.

The new Campus Plan's finalization and implementation will also advance several other Metro Council policies, including but not limited to:

- Strategic Plan to Advance Racial Equity, Diversity and Inclusion
- Sustainable Buildings & Sites Policy
- Clean Air Construction policy
- Construction Careers Pathways policy
- Contracting Equity Policy

### **Anticipated Effects**

Pending Council direction at this work session, staff will refine a potential investment framework for further Council consideration and direction in early 2024.

### **Financial Implications**

The Metro Council's adopted budget for FY24 includes funding for zoo campus planning as part of the agency's capital improvement plan. Funding for the exploration of funding options is supported through Government Affairs and Policy Development's budget.

### **BACKGROUND**

On Oct. 26, 2023, the Metro Council adopted Resolution No. 23-5357, accepting the draft Campus Plan's concepts, with emphases on animal care and well-being, sustainability and conservation, and visitor education and accessibility. The resolution directed staff to begin the work of permitting review with the City of Portland to renew the zoo's Comprehensive Use Master Plan, and to continue refining the Campus Plan for final adoption in 2024.

Additionally, the Council's adoption of Resolution No. 23-5357 directed staff to prepare capital financing and business planning options for Council's consideration.

### **ATTACHMENTS**

None

Is legislation required for Council action? Draft legislation will be developed as required based on Council feedback at this work session.

Materials following this page were distributed at the meeting.



**Oregon Zoo**

Together for Wildlife

Metro Council Work Session | November 21, 2023

# Oregon Zoo Campus Plan: Priorities and financing





# Mission

The Oregon Zoo connects our community to the wonder of wildlife to create a better future for all.



# Sharing good news

OREGON

## Elephant and critically endangered black rhinoceros expecting babies at Oregon Zoo

by: [Andrew Foran](#)

Posted: Nov 14, 2023 / 11:07 AM PST

Updated: Nov 14, 2023 / 11:07 AM PST



29-year-old Rose-Tu is pregnant for the third time (O



From giant pandas to black rhinos, Oregon Zoo veterinarian shares his remarkable journey



By [Sheraz Sadig](#) (OPB)  
Nov 10, 2023 7 a.m.



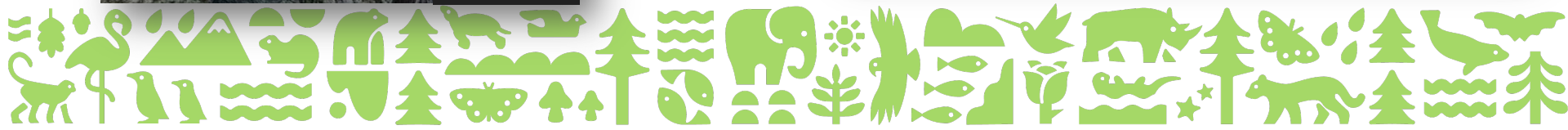
## Watch: More sea otters learn to slam dunk at Oregon Zoo

Published: Nov. 17, 2023, 11:58 a.m.



## Pikas, 'potato-sized rabbit relatives,' are on the rebound after Eagle Creek Fire, says Oregon Zoo

by KATU Staff | Tue, November 7th 2023, 10:39 AM PST



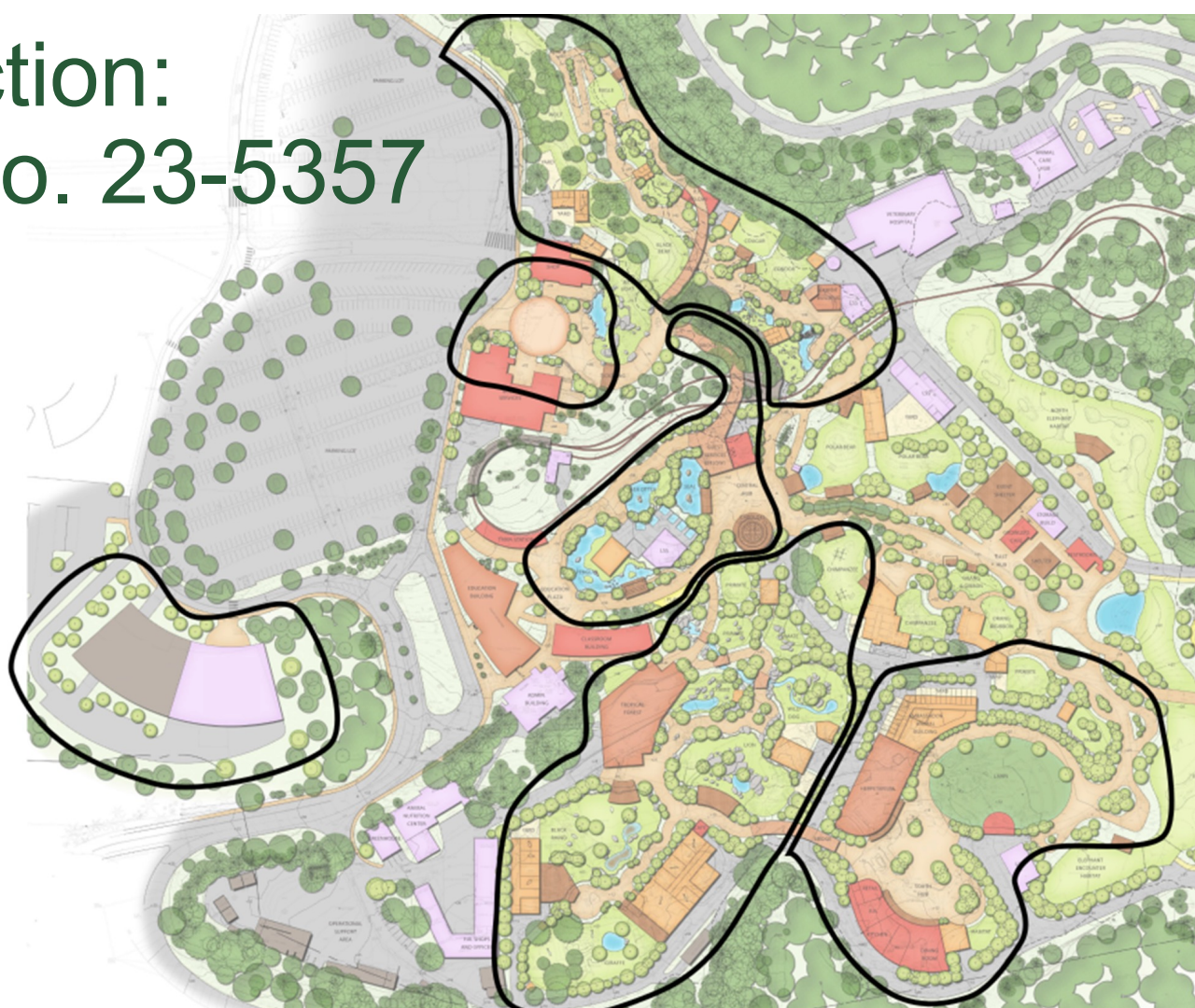


# Council direction: Resolution No. 23-5357

## Accept Campus Plan concepts

- Animal well-being
- Education & experience
- Improving sustainability

## Begin financing & business planning



# Recent updates

Conditional Use  
Permit renewal  
process underway

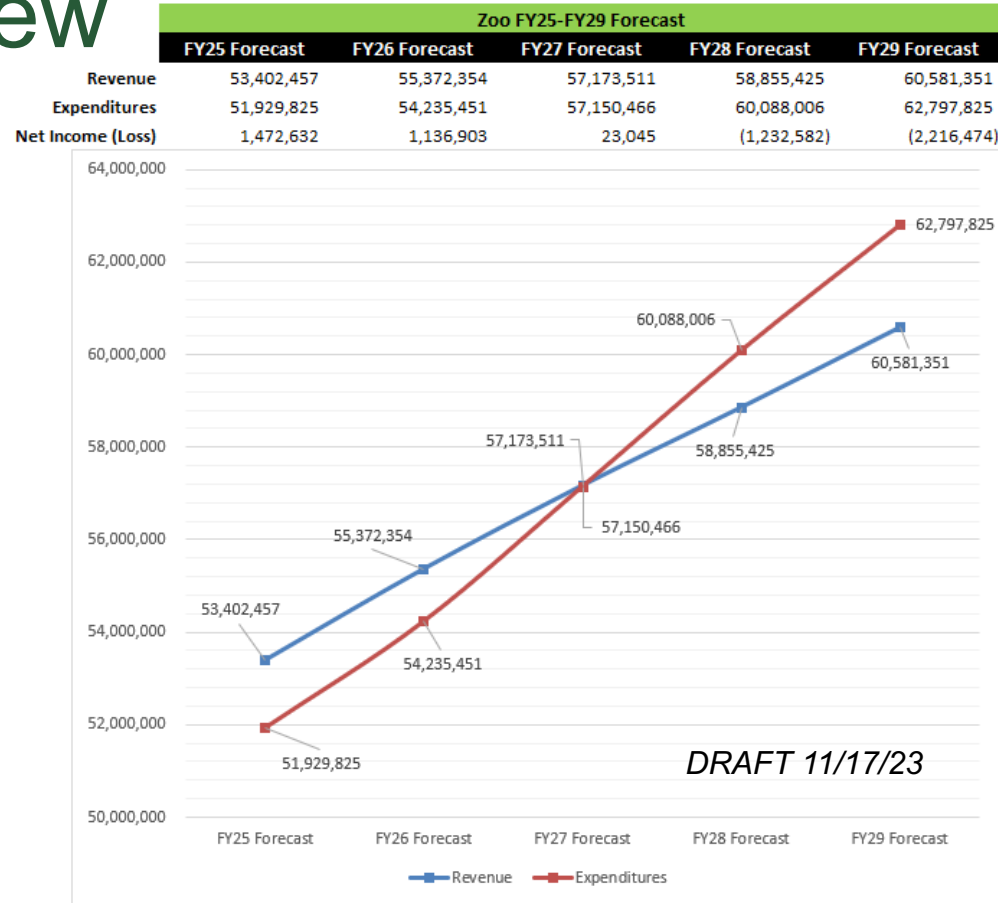
Outreach to  
neighbors and  
stakeholders



# Zoo budget overview

Most revenue focused  
on animal care,  
maintenance, operations

Very little extra funds for  
capital improvements





# Community support matters

Historic & consistent

Maintain and  
advance highest  
standards for  
animals, visitors,  
sustainability

Thinking beyond  
operations  
& maintenance



# 2008 bond measure

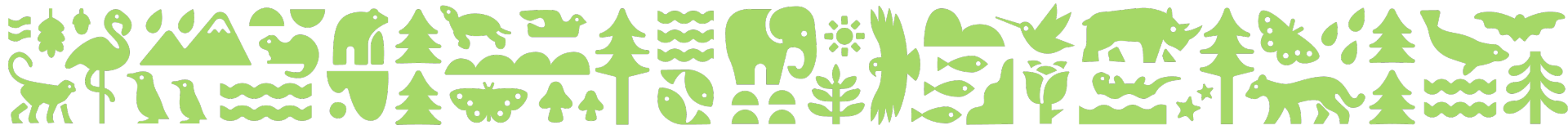
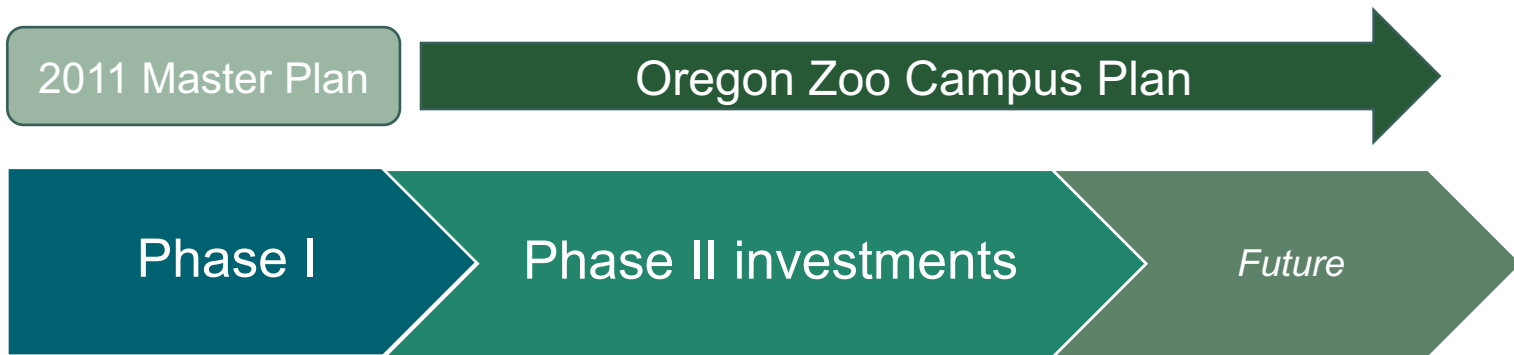
Nearly 40% of zoo  
updated

Focus on animal well-  
being, sustainability

All projects completed  
on time and on budget



# A long-term responsibility





# Phase II: Investment prioritization

Throughline of  
key values

Consulting our  
experienced staff

Confidence in project  
delivery and impact





# Proposed Phase II investment areas

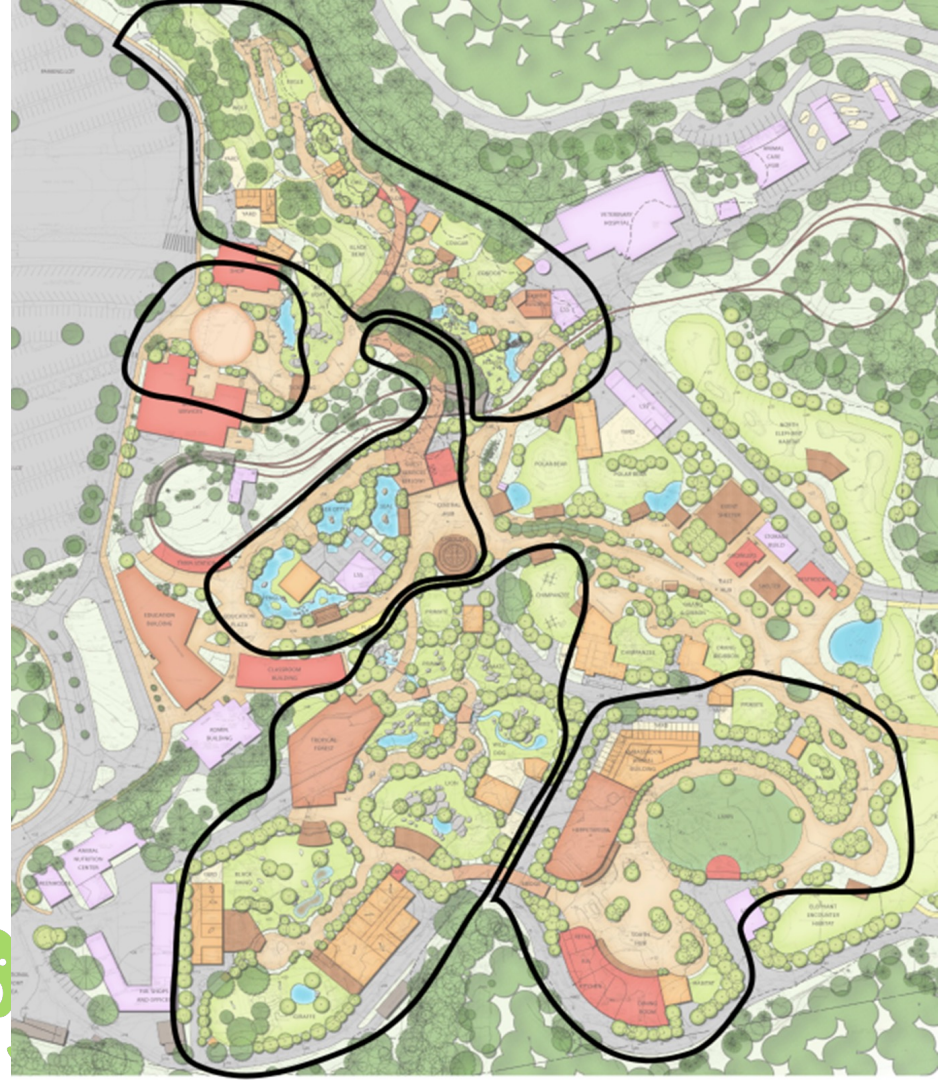
Coastal Shores & Central Hub

Great Northwest

African Savanna

Herpetarium & South Hub

Zoo Entry



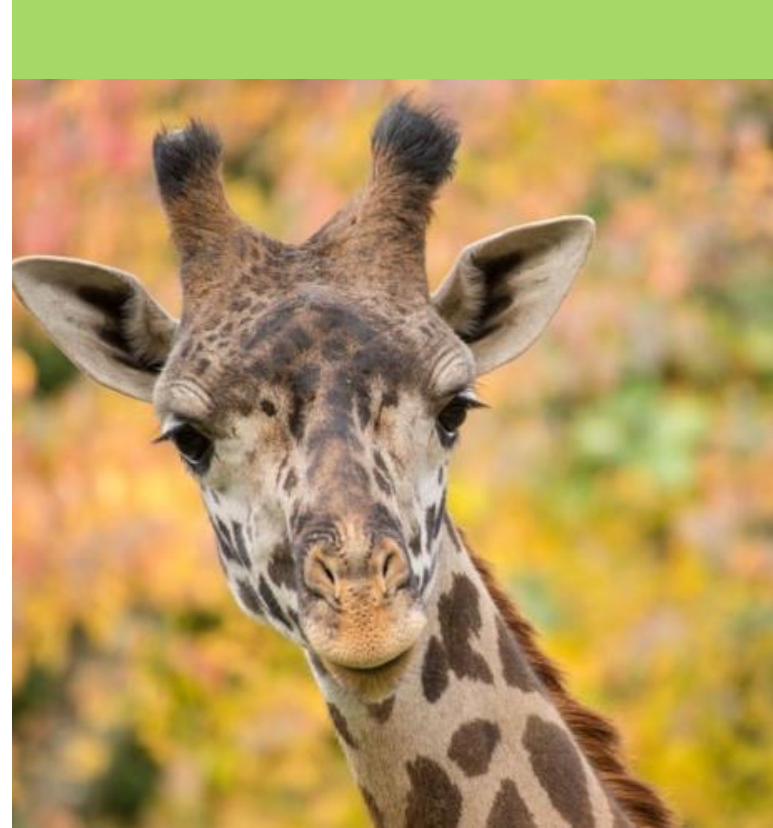
# Phase II priorities: Estimated cost

**Draft capital  
cost estimate**

\$350-\$400 million

**Investment timeline**

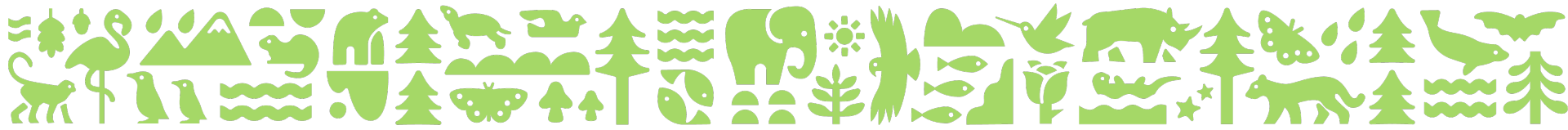
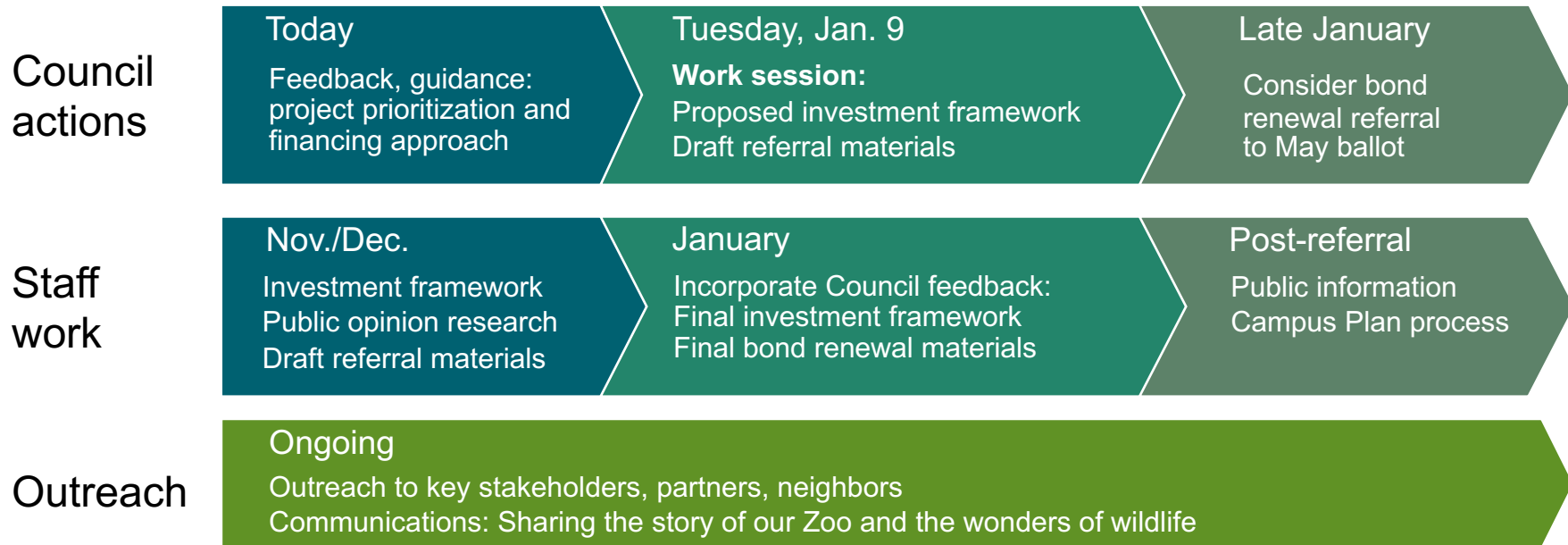
Est. 10-15 years







## Proposed next steps







# Oregon Zoo

Together for Wildlife

The Oregon Zoo is part of Metro.



Metro



Metro Council Work Session | Nov. 21, 2023

**Additional  
informational slides  
if needed**

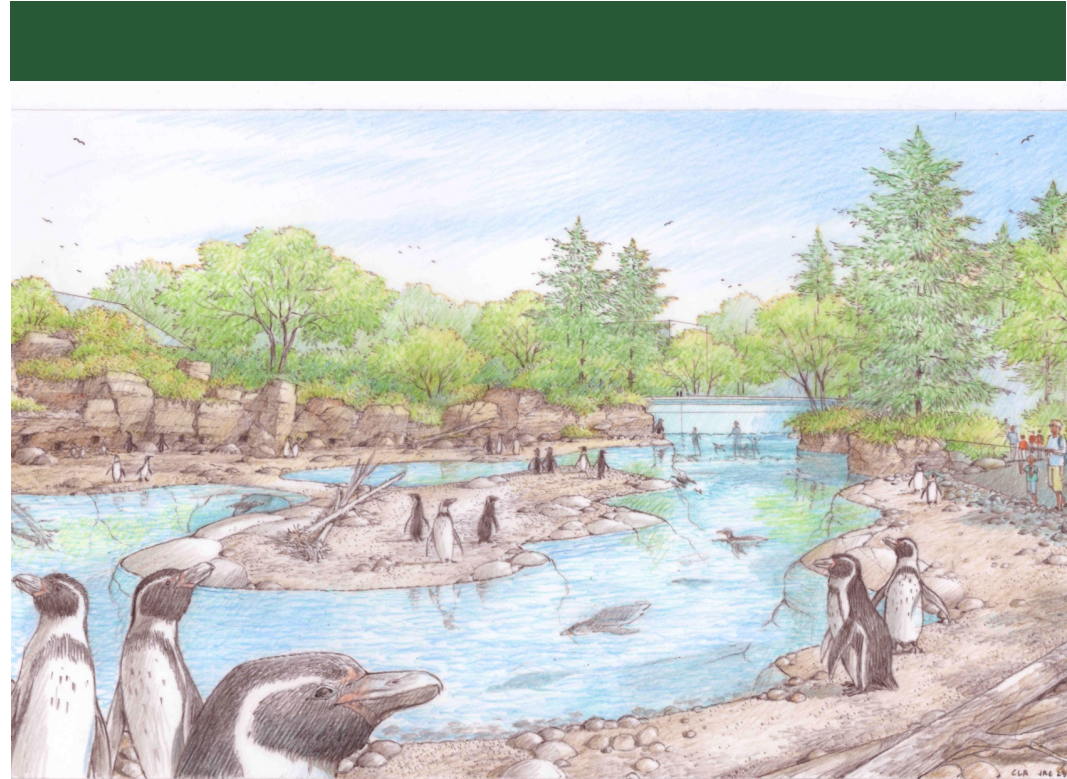
# Coastal Shores

- Address aging infrastructure
- Showcase keystone marine species
- Sea otters and kelp ecosystem



# Design concepts

New outdoor habitat  
to replace outdated  
Penguinarium







## Great Northwest

- Maintain immersive forest experience
- Improve pathways
- Modernize animal habitats and keeper areas
- Highlight zoo's Northwest species recovery work



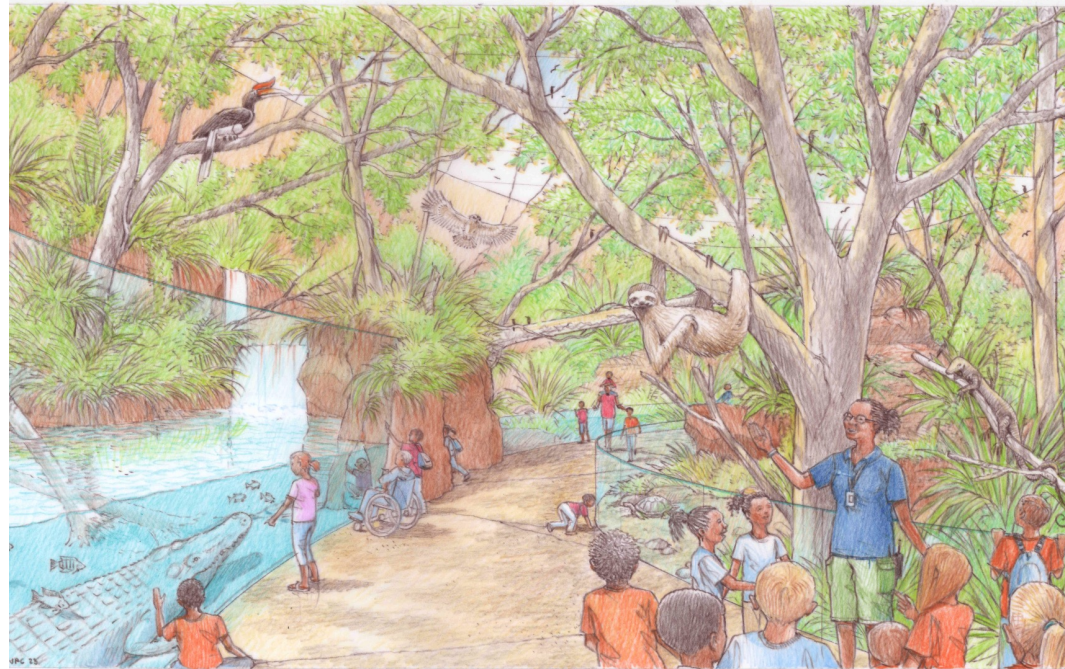
# African Savanna

- Modernize facilities
- Improve accessibility
- New interactive opportunities
- Improve hillside experience
- Indoor tropical bird and botanical gardens



# Herpetarium/South Hub

Indoor “herpetarium”  
and home for zoo’s  
ambassador animal  
program



# South Hub

- Expand guest amenities and food options
- New concentration of Asian animals allows better conservation storytelling
- Improve play, rest and event areas





# Entry Plaza

New entry plaza with improved wayfinding and protection from the elements





# Advancing Council priorities

- Clean air construction
- Construction career pathways
- Contracting equity



# Sustainability

Conserving natural  
resources and  
inspiring sustainable  
practices



# Campus Plan Timeline



★ *Future design, construction:  
Ongoing engagement with  
Council, community*

