

Council work session agenda

Tuesday, April 22, 2025

11:00 AM

**Metro Regional Center, Council chamber,
<https://zoom.us/j/615079992> (Webinar ID:
615079992) or 253-205-0468 (toll free)**

This work session will immediately follow the Council meeting.

Start times for agenda items are estimates.

Work session will begin following the conclusion of the Metro Council meeting, no earlier than 11:00 a.m. Agenda item times are estimated and the order of items may be subject to change.

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://zoom.us/j/615079992> (Webinar ID: 615 079 992)

11:00 Call to Order and Roll Call

11:00 Work Session Topics:

11:00 Venues (Portland's, Expo Center, Oregon Convention Center) Budget Presentation [25-6238](#)

Presenter(s): Craig Stroud, General Manager of Visitor Venues
Ashley Sloan, Finance Manager, Metropolitan Exposition
Recreation Commission

Attachments: [Staff Report](#)
[Attachment 1 - FY 2025-26 Expo Proposed Budget Overview](#)
[Attachment 2 - FY 2025-26 OCC Proposed Budget Overview](#)
[Attachment 3 - FY 2025-26 P5 Proposed Budget Overview](#)

12:30 The Council will take a brief recess and reconvene at 1:30 p.m.

1:30 Oregon Zoo Budget Presentation [25-6239](#)

Presenter(s): Utpal Passi, Deputy Director, Oregon Zoo
Caleb Ford, Deputy Chief Financial Officer, Metro

Attachments: [Staff Report](#)
[Attachment 1 - FY 2025-26 Zoo Proposed Budget Overview](#)

2:30 Housing Budget Presentation [25-6240](#)

Presenter(s): Patricia Rojas, Housing Director
Liam Frost, Deputy Housing Director

Attachments: [Staff Report](#)

[Attachment 1 - FY 2025-26 Housing Proposed Budget Overview](#)

3:00 Council Budget Discussion

4:45 Chief Operating Officer Communication

4:50 Councilor Communication

4:55 Adjourn

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

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**Venues (Portland'5, Expo Center, Oregon
Convention Center) Budget Presentation**
Work Session Topics

Metro Council Work Session
Tuesday, April 22, 2025

STAFF REPORT

DEPARTMENT BUDGET PRESENTATIONS: PORTLAND'5, PORTLAND EXPO CENTER, OREGON CONVENTION CENTER

Date: March 28, 2025

Prepared by:
Cinnamon Williams, Financial Planning Director
Amanda Akers, Budget Manager

Department: Portland'5, Portland Expo Center; Oregon Convention Center

Presented by:
Craig Stroud, General Manager of Visitor Venues
Ashley Sloan, Finance Manager MERC

Meeting date: April 22, 2025

Length: 90 minutes

ISSUE STATEMENT

This work session will provide Council, acting as the Budget Committee, the opportunity to hear how the Portland'5, Portland Expo Center and Oregon Convention Center FY 2025-26 budgets align with Council priorities, strategic targets, racial equity outcomes and climate action goals. Information shared at the work session will help guide development of the FY 2025-26 Approved Budget.

ACTION REQUESTED

Council discussion and feedback on the departments' proposed budget.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2025-26 Metro budget that aligns with Council priorities.

POLICY QUESTIONS

What are the policy implications and trade-offs that will result from the department's budget? Specific factors for Council consideration *may* include:

- How well do the department's programs align with Council priorities and direction?
- Does the budget represent a good investment in and advance the Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs and/or projects?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Each department's budget has individual items that should achieve outcomes specifically addressed by Council through the strategic targets. Council can support the budget in whole or in part and modify individual items or larger program requests.

STAFF RECOMMENDATIONS

The Chief Operating Officer and Chief Financial Officer recommend that the Council review all the department submissions prior to determining their support for the departments' proposed budgets.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Each department's FY 2025-26 base budget was developed following the Chief Financial Officer's budget instructions released in early December 2024. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New and/or reduced programs, projects, appropriations and FTE are requested through the department's modification request process. These requests were reviewed and analyzed by the Chief Operating Officer, Deputy Chief Operating Officers and Chief Financial Officer. Approved requests were built into the Proposed Budget, released on April 4, 2025, and presented by the Chief Operating Officer on April 10, 2025, with their budget message.

Legal Antecedent

The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. The Chief Financial Officer, acting in their capacity as the designated Budget Officer, is required to present a balanced budget to Council, acting in their capacity as our Budget Committee.

BACKGROUND

Each department will provide information pertaining to their proposed budget, including budget modification requests approved by the Chief Operating Officer.

Proposed Budget - Department Overview

FY 2025-26

Expo, 3/17/2025



Summary of Department Budget for FY26 Proposed Budget

- **Major Programs:** For many decades, the Portland Expo Center has been known as the Community's Gathering Place and the home for numerous sporting activities, treasured Consumer-Public Shows and Cirque du Soleil. But the Expo is more than that – it is also the home of many key and significant cultural moments and memories.
- **Funding Sources:** Total Expo revenue in the FY26 budget is \$7M. The majority (85%) of this revenue is enterprise activity, rental fees, parking, and event services.
 - Additional funding sources include:
 - **Government Support:** 7% (\$518,000) from the Visitor Facilities Trust Account
 - Historically, Expo has received ~\$200k in Transient Lodging Tax Pooled Capital. Due to VFTA constraints, there are no allocations projected in FY26.
 - **Internal Transfers:** 6% (\$400,000) from the Metro General Fund
 - **Other Support:** 2% from interest earnings and miscellaneous sources
- **Accomplishments/work over the fiscal year:**
 - Successfully hosted Cirque du Soleil's Kooza from Aug 21 – Oct 6. This event featured 53 performances and welcomed over 78,000 attendees, generating \$1.1 million in gross revenue.
 - Maintained legacy events including Rose City Dog Show and Pacific NW Sportsmen's Show.
 - Staff actively contributed to the Expo Future initiative. Their involvement supported the resolutions passed by both the MERC Commission and Metro Council.
 - Final payment on the Exhibit Hall D Debt Service was paid in FY25. A \$1.1 million annual obligation since the building's completion in 2001.
- **Total Costs (appropriations budget)**
 - The Expo Center's \$6.1 million in operating expenses for FY26 are allocated as follows:
 - **Personnel Services:** 48% (\$2.8 million)
 - **Materials and Services:** 37% (\$2.3 million)
 - **Cost Allocation Plan (Metro Support):** 17% (\$1 million)
 - As in FY25 a request for an Internal Transfer from the General Fund was made in the amount of \$400k for FY26. This support drives funding to our ending fund balance and looks to sustain the venue while the Sports pivot is in process and VFTA recovery is realized.
- **FTE to support proposed service level**
 - The Expo Center has 13 full-time equivalent (FTE) positions budgeted for FY26.

Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

Challenges:

- **Flat Book of Business for FY26:** Bookings are flat in a non-Cirque year
- **Rising Operational Costs:** High inflation, upward wage pressure, and an increase in the PERS rate have contributed to a significant increase in expenses.

Opportunities:

- **Rate Development:** Adjustments to parking rates (base rate increased to \$14)

Proposed Budget - Department Overview

FY 2025-26



Expo, 3/17/2025

- **Dynamic Pricing Strategies:** Target parking, ticketing, and food and beverage services
- **Cost Recovery:** Policy refinements aimed at improving cost recovery while maintaining affordability for clients and patrons

Reductions in FY26

- \$70k (3%) Materials & Service reduction
- \$733k (21%) Personnel reduction
 - 5 FTE Reduction (17 total down to 13)

Highlighted Significant Changes from FY25 Budget

The Expo Center continues to operate within a lean budget structure. However, several financial pressures present challenges in FY26, including rising labor costs, flat revenue projections in a non-Cirque du Soleil year, and continued constraints on the Visitor Facilities Trust Account and Transient Lodging Tax Capital Fund.

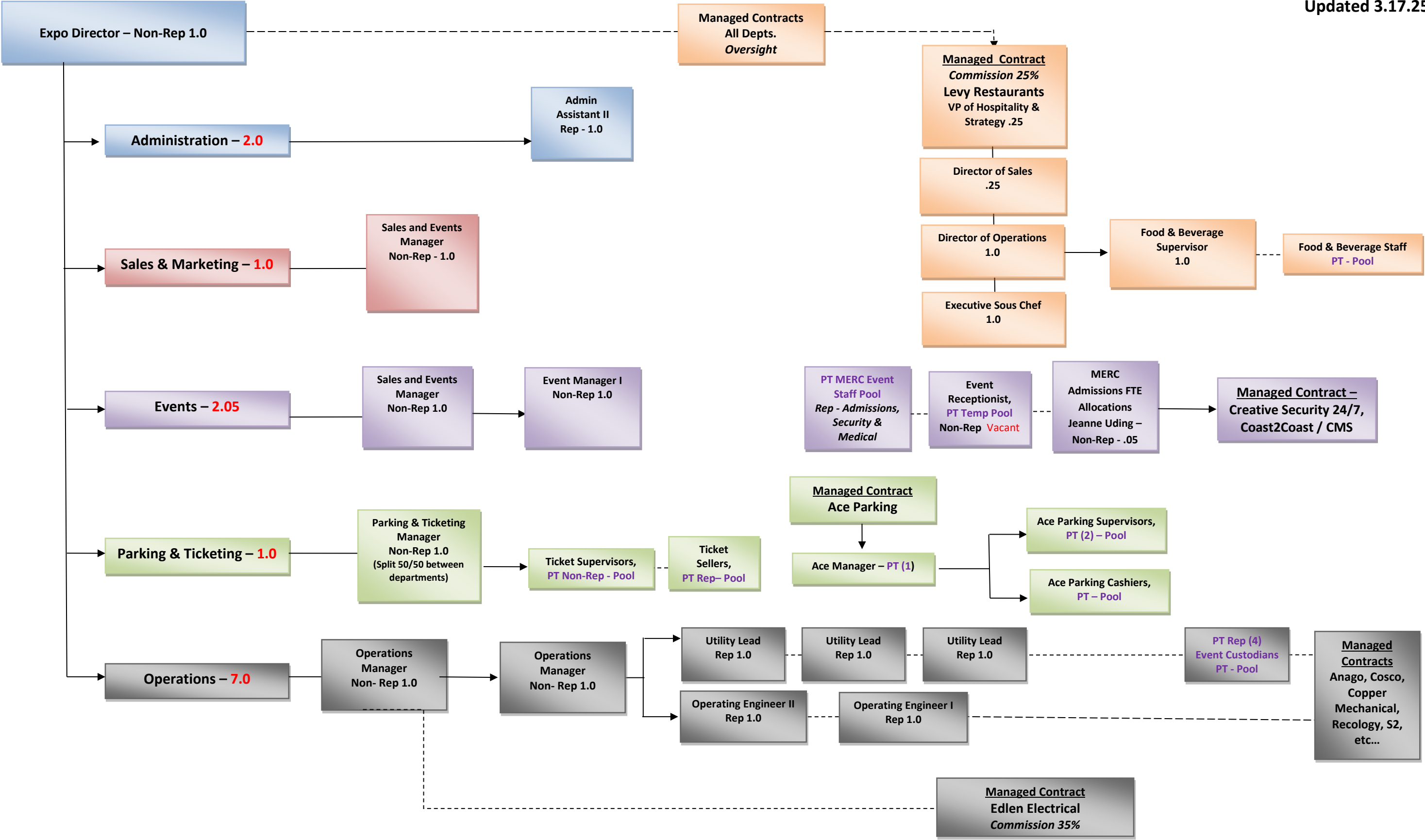
To address the financial conditions, challenges, and opportunities noted above, Expo Center targeted revenue enhancement strategies, including adjustments to parking rates, dynamic pricing for services, and policy refinements aimed at improving cost recovery while maintaining affordability for clients and patrons. In addition, Expo Center collaborated internally and with the Oregon Convention Center to identify ways to reduce costs through changes to service delivery, technology deployment, and shared management. Those collaborations resulted in the consolidation of management for Expo Center Sales, Event Management, Ticketing, Parking, Facilities, and Administrative Support within the Oregon Convention Center's management structure. The three MERC venues also identified opportunities to align technology use by deploying best practices existing in one venue to the others. Management believes these changes will allow reductions in costs for Materials and Services and Personnel while maintaining service delivery, and desired experiences for clients, guests, and staff. With the reductions and collaboration efforts noted above, Expo Center was able to reduce a starting operating deficit of \$500k and achieve a forecast operating surplus of \$920 thousand.

Any Other Overall Impacts that Require Council Direction and/or Attention

To extend the fund balance for the Expo in a non-Cirque year, a repeat of the Operations funding support of \$400k from the General Fund is requested.

Attachments:

Org Chart



Proposed Budget - Department Overview

FY 2025-26

Oregon Convention Center, 3/17/2025



Summary of Department Budget for FY26 Proposed Budget

Inspired by the region and centrally located in Portland, the Oregon Convention Center (OCC) serves as a premier venue for conventions, trade shows, consumer events, and community gatherings. The center is committed to fostering economic impact, promoting sustainability, and supporting equity and inclusion. OCC plays a pivotal role in attracting out-of-town visitors while also providing space for local events that enrich Portland's cultural and economic landscape.

- **Funding Sources:** Total OCC revenue in the FY26 budget is \$49M. The majority (64%) of this revenue is enterprise activity, rental fees, parking, and food and beverage sales.
 - Additional funding sources include:
 - **Government Support:** 35% (\$17M) from the Visitor Facilities Trust Account
 - Historically, OCC has received ~\$1.2M in Transient Lodging Tax Pooled Capital. Due to VFTA constraints, there are no allocations projected in FY26.
 - **Other Support:** 1% from interest earnings and miscellaneous sources
- **Accomplishments/work over the fiscal year:**
 - **Sustainable Events Platinum Certification:** OCC earned Platinum-level certification from the Event Industry Council's Sustainable Events Standard Certificate Program, recognizing excellence in sustainability, diversity, and social impact.
 - **Space to Grow Program:** program established to expand event access for historically underrepresented communities. \$150,000 has been allocated in in-kind support.
- **Total Costs (appropriations budget)**
 - The OCC's \$51M in operating expenses for FY26 are allocated as follows:
 - **Personnel Services:** 27% (\$14M)
 - **Materials and Services:** 57% (\$29M)
 - **Cost Allocation Plan (Metro Support):** 16% (\$8.1M)
- **FTE to support proposed service level**
 - The OCC has 91 full-time equivalent (FTE) positions budgeted for FY26.

Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

Challenges:

- **Declining Event Bookings:** OCC's future booking pace is currently 20-30% below historical averages for 2026-2029. The shift toward shorter booking windows (now two to three years instead of three to five) also impacts revenue forecasting and pricing strategies.
- **Rising Operational Costs:** Inflationary pressures have increased expenses across utilities, supplies, and contracted services.
- **Reduced Transient Lodging Tax Revenue:** Lower hotel occupancy and average daily rates have affected tax revenue, limiting available funding for capital projects and marketing.

Opportunities:

- **Staff Retention and Development:** Investing in employee engagement and development reduces turnover costs and enhances service quality.

Proposed Budget - Department Overview

FY 2025-26



Oregon Convention Center, 3/17/2025

- **Technology Investments:** Strategic adoption of digital tools can improve guest experiences, security, and operational efficiency.
- **Process Optimizations:** Streamlining workflows and resource management enhances productivity and cost-effectiveness.

Reductions in FY26

- \$1.9M (6%) Materials & Service reduction
- \$4M (23%) Personnel reduction
 - 16 FTE Reduction (107 total down to 91)

Highlighted Significant Changes from FY25 Budget

To address the financial conditions, challenges, and opportunities noted above, OCC is planning increased rates for some services and expansion of dynamic pricing strategies. In addition, OCC collaborated internally and with Portland's and Expo Center to identify ways to reduce costs through changes to service delivery, technology deployment, and shared management. Those collaborations resulted in the consolidation of Expo Center Sales, Event Management, Ticketing, Parking, Facilities, and Administrative Support within the OCC management structure. In addition, Portland's Public Safety management will consolidate under OCC management. The three MERC venues also identified opportunities to align technology use by deploying best practices existing in one venue to the others. Management believes these changes will allow reductions in costs for Materials and Services and Personnel while maintaining service delivery, and desired experiences for clients, guests, and staff. With the reductions and collaboration efforts noted above, OCC was able to reduce a starting operating deficit of \$7M to \$1.1M, which will be funded by OCC's fund balance.

Any Other Overall Impacts that Require Council Direction and/or Attention

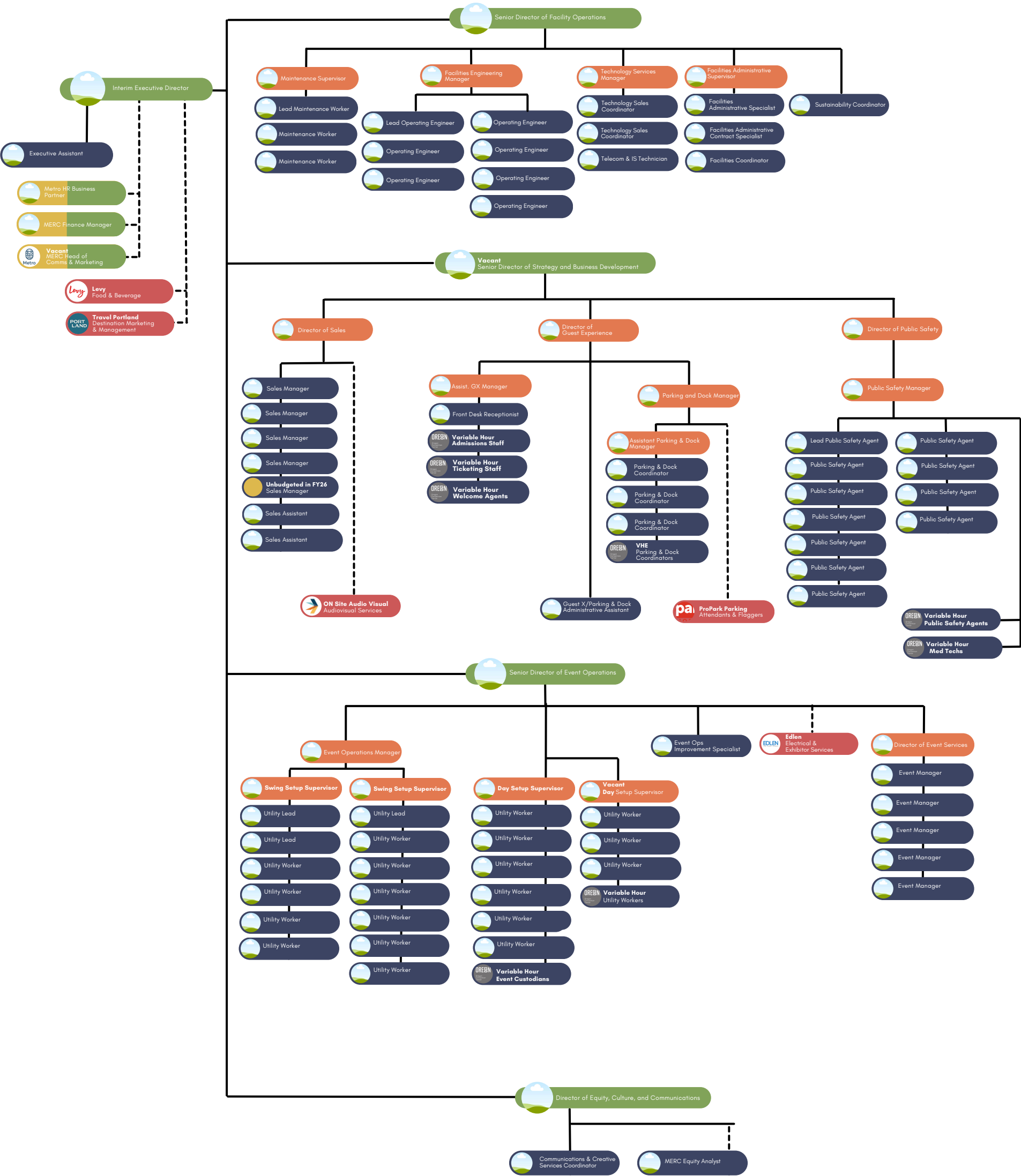
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Attachments:

Org Chart

ORGANIZATION CHART

Updated March 14, 2025



Proposed Budget - Department Overview

FY 2025-26



Portland's Centers for the Arts, 3/17/2025

Summary of Department Budget for FY26 Proposed Budget

Portland's Centers for the Arts brings nearly 1,000 music, theatre, dance, and lecture performances to Portland each year because we know that art matters. Art brings joy, inspires the mind, and unites communities. Art changes lives.

Among the largest performing arts centers in the country, Portland's is a national leader in keeping art and culture thriving in the region. We operate the Arlene Schnitzer Concert Hall, Keller Auditorium, and Antoinette Hatfield Hall, which includes the Newmark, Dolores Winningstad, and Brunish Theatres. The buildings are owned by the City of Portland and operated by Metro under an intergovernmental agreement.

- **Major Programs:**
 - Performing arts events
 - Resident Art Companies: Oregon Symphony, Portland Opera, Oregon Ballet Theatre, Oregon Children's Theatre, and Portland Youth Philharmonic
 - Other local arts groups
 - Broadway Across America
 - Commercial events
 - Department of Culture & Community
 - Facilitated across four areas: the Youth Arts Program (YAP), the Community Arts and Culture Program (CACP), organizational culture, and social equity work.
 - Portland's Presents
 - Event promoted by Portland's to increase theatre usage and raise additional net revenue
 - Includes Music on Main summer performances
- **Funding Sources:** Total P's revenue in the FY26 budget is \$27M. The majority (85%) of this revenue is client-driven revenues such as theatre rental and reimbursed labor, and patron-driven revenues such as ticket service charges and food and beverage sales.
 - Additional funding sources include:
 - **Government Support:** 13% (\$3.5M) from the Visitor Facilities Trust Account and City of Portland
 - **Other Support:** 2% from interest earnings and miscellaneous sources
- **Accomplishments/work over the fiscal year:**
 - **Performing Arts Venues Workgroup**
 - In October 2024, Metro Council and the City of Portland established this group to evaluate management of Portland's arts facilities. Charged with examining challenges and opportunities with the current operating model and exploring alternative operating models, findings will be presented to Council by June 2025
- **Total Costs (appropriations budget)**
 - P's's \$26.5M in operating expenses for FY26 are allocated as follows:
 - **Personnel Services:** \$12.7M (48%)
 - **Materials and Services:** \$9.4M (35%)
 - **Cost Allocation Plan (Metro Support):** \$4.5M (17%)

Proposed Budget - Department Overview

FY 2025-26



Portland's Centers for the Arts, 3/17/2025

- **FTE to support proposed service level**
 - P'5 has 60 full-time equivalent (FTE) positions budgeted for FY26.

Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

Challenges:

- **Attendance Decline:** The number of events and annual attendance have not recovered to pre-pandemic levels, which impacts revenues for both Portland's and our clients.
- **Rising Operational Costs:** High inflation, upward wage pressure, and an increase in the PERS rate have contributed to a significant increase in expenses.
- **Capital Funding:** In the current year, only a small number of projects focused on safety and event continuity are budgeted, due to limited funding.

Opportunities:

- **Rate Development:** Revenue rate increases include a 3% increase on flat-rate theatre rental and increases of up to 12% on reimbursed labor. The increases balance the need to generate revenue to cover costs and the desire to limit rate increases on clients already facing financial challenges.
 - Portland's provides various discounts to non-profit clients, most significantly on theatre rental rates: 70% discount for resident companies, 50% discount for featured tenants, and 20% for other non-profits.
- **Venue Workgroup:** Discussions occurring in Venue Workgroup to strategize challenges P'5 faces.

Reductions in FY26

- \$2.3M (15%) Personnel reduction
 - 12 FTE (17%) Reduction (72 total down to 60)

Highlighted Significant Changes from FY25 Budget

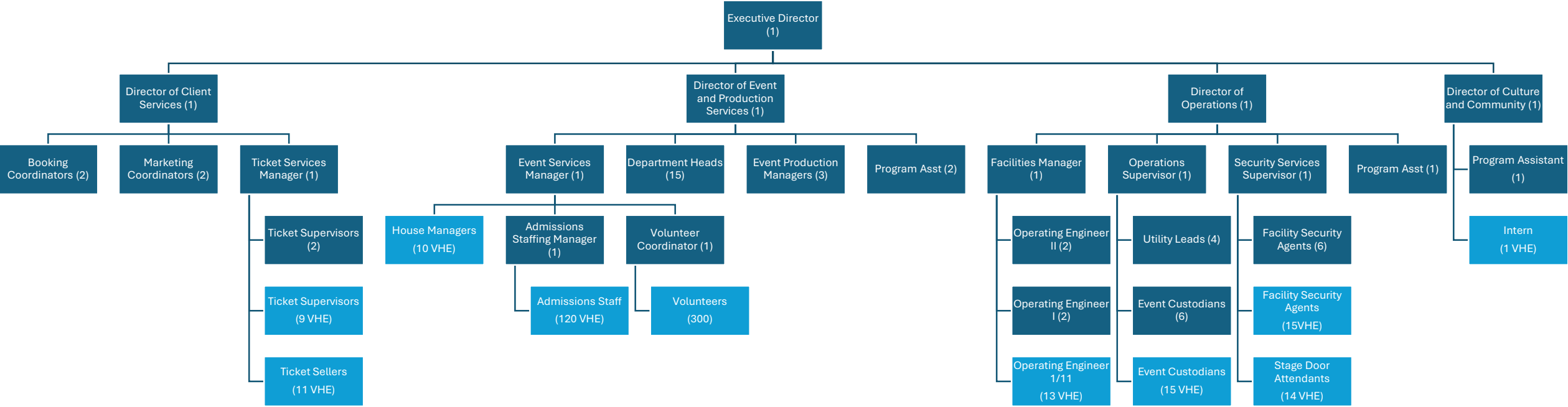
To balance the budget, Portland's considered additional rate increases and reductions in both personnel and materials and services. Due to the client impacts of additional rate increases, and the previous year's reductions in materials and services to address budget issues, the operating budget gap was primarily addressed through a reduction in personnel. In addition, Portland's collaborated with Expo Center and the Oregon Convention Center to identify ways to reduce costs through changes to service delivery, technology deployment, and shared management. Those collaborations resulted in the consolidation of Portland's Public Safety management under the Oregon Convention Center. The three MERC venues also identified opportunities to align technology use by deploying best practices existing in one venue to the others. In the coming year, Portland's will focus on ensuring event continuity and limiting service reductions to clients and patrons.

Any Other Overall Impacts that Require Council Direction and/or Attention : N/A

Attachments: Org Chart

PORTLAND'S

CENTERS FOR THE ARTS



Full Time
Employee (FTE)

Variable Hour
Employee (VHE)

Oregon Zoo Budget Presentation
Work Session Topics

Metro Council Work Session
Tuesday, April 22, 2025

STAFF REPORT

DEPARTMENT BUDGET PRESENTATIONS: OREGON ZOO

Date: March 28, 2025

Prepared by:
Cinnamon Williams, Financial Planning Director
Amanda Akers, Budget Manager

Department: Oregon Zoo

Presented by:
Utpal Passi, Deputy Director Oregon Zoo
Caleb Ford, Metro Deputy Chief Financial Officer

Meeting date: April 22, 2025

Length: 60 minutes

ISSUE STATEMENT

This work session will provide Council, acting as the Budget Committee, the opportunity to hear how the Oregon Zoo FY 2025-26 budget aligns with Council priorities, strategic targets, racial equity outcomes and climate action goals. Information shared at the work session will help guide development of the FY 2025-26 Approved Budget.

ACTION REQUESTED

Council discussion and feedback on the department's proposed budget.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2025-26 Metro budget that aligns with Council priorities.

POLICY QUESTIONS

What are the policy implications and trade-offs that will result from the department's budget?
Specific factors for Council consideration *may* include:

- How well do the department's programs align with Council priorities and direction?
- Does the budget represent a good investment in and advance the Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs and/or projects?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Each department's budget has individual items that should achieve outcomes specifically addressed by Council through the strategic targets. Council can support the budget in whole or in part and modify individual items or larger program requests.

STAFF RECOMMENDATIONS

The Chief Operating Officer and Chief Financial Officer recommend that the Council review all the department submissions prior to determining their support for the department's proposed budgets.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Each department's FY 2025-26 base budget was developed following the Chief Financial Officer's budget instructions released in early December 2024. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New and/or reduced programs, projects, appropriations and FTE are requested through the department's modification request process. These requests were reviewed and analyzed by the Chief Operating Officer, Deputy Chief Operating Officers and Chief Financial Officer. Approved requests were built into the Proposed Budget, released on April 4, 2025, and presented by the Chief Operating Officer on April 10, 2025, with their budget message.

Legal Antecedent

The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. The Chief Financial Officer, acting in their capacity as the designated Budget Officer, is required to present a balanced budget to Council, acting in their capacity as our Budget Committee.

BACKGROUND

Each department will provide information pertaining to their proposed budget, including budget modification requests approved by the Chief Operating Officer.

Proposed Budget - Department Overview

FY 2025-26



Zoo, March 17, 2025

Summary of Department Budget for FY26 Proposed Budget

For FY 2026 the zoo's main operating fund has a total appropriations budget of \$75.6 million, \$3 million less than FY 2025 due to a smaller required transfer to the Capital Fund to cover CIP projects. The zoo's Capital Projects fund, responsible for funding internal capital and renewal & replacement projects, has an appropriations budget of \$15.1 million for FY 2026, about \$7 million less than FY 2025. The 2024 zoo bond fund, established in FY2025 to fund construction projects as part of the 2024 campus plan, has an appropriations budget of \$69 million for FY 2026. For FY 2026, the total number of budgeted FTEs for the zoo is 210.1, which includes a total of 10.0 FTEs on the zoo design & construction team.

The zoo's funding sources for FY 2026 are about the same as FY 2025: 40% of revenues coming from the permanent property tax rate, 55% of revenues coming from charges for service, attendance-based revenue and memberships, and about 5% from the Oregon Zoo Foundation.

The zoo's main operating fund continues to have six major program areas include the following: Animal Health & Animal Care, Conservation & Education, Facilities, Business Operations, Zoo Administration, Marketing and Communications.

This past year the zoo welcomed approximately 1.32 million visitors, an increase of 8% over the previous year. This included 70,000 school students from more than 650 schools, almost 400,000 Oregon Zoo members, and 100,000 discounted and free tickets, including those for low-income community members.

In February 2025, Asian elephant Rose-Tu gave birth to a healthy female calf. The new arrival, named Tula-Tu, has brought excitement to the elephant family, a spark of joy to the community, and hope for her endangered counterparts in the wild. In March of 2025 the zoo celebrated the completion of a new 3-year Strategic Plan, focusing on transforming the zoo campus, increasing our conservation impact, and enhancing the zoo experience for everyone.

Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

The main area of growth for the zoo in FY 2026 is in the zoo bond fund which receives funding from the recent voter approved zoo bond and has approximately \$21 million in budgeted capital projects for FY 2026. An additional 4.0 FTEs are requested for the zoo bond fund for FY 2026. Otherwise, for FY 2026, the main area of growth for the zoo is in admissions-based revenues, such as ticket sales, membership sales, and events, where the zoo has budgeted an increase of almost 5% in revenue compared to FY 2025. With the modest growth in revenue in the main operating fund, the zoo has requested an additional 4.0 FTEs to its main operating fund for FY2026. This includes 4 Animal Keepers, two full-time and two part-time positions. In addition, the zoo has requested a full-time Program Coordinator position to help coordinate and support current and future conservation and species recovery partnerships and funding.

Proposed Budget - Department Overview

FY 2025-26



Zoo, March 17, 2025

Highlighted Significant Changes from FY25 Budget

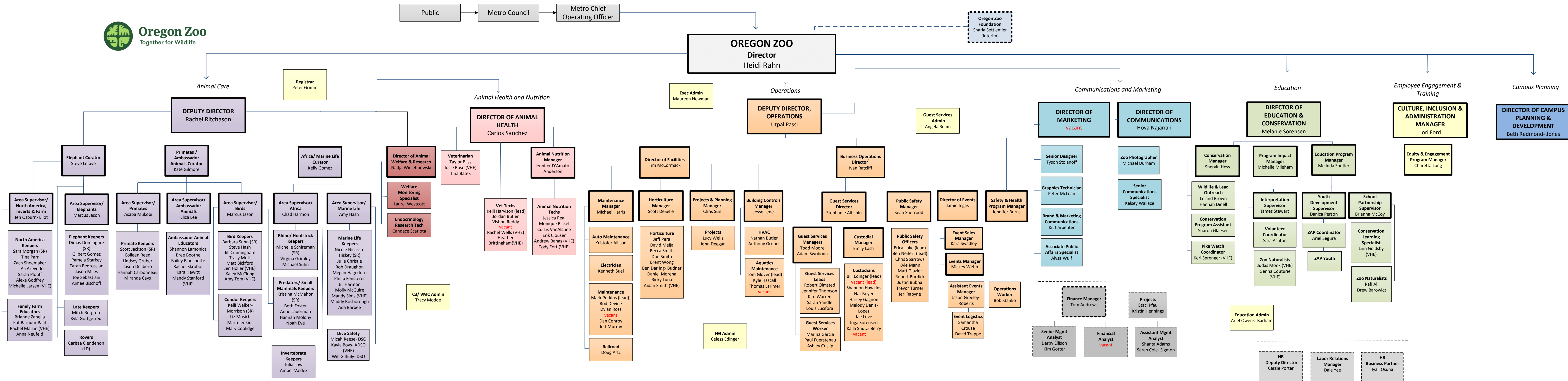
Overall, for FY 2026 there are only minor changes compared to the FY 2025 budget and no significant changes in the zoo's main operating fund. No zoo admission cost increases are planned for FY 2026.

Any Other Overall Impacts that Require Council Direction and/or Attention

For the zoo's FY 2026 proposed budget there are no other overall impacts that require council direction and/or attention. The zoo is presenting a balanced budget and projecting revenues to both fund the requested additional positions and has budgeted reserves above minimum target levels for the upcoming fiscal year. Approval of the zoo's proposed budget allows the zoo to move forward on ballot measure commitments and conservation action.

Attachments:

Org Chart



- Bold outline denotes manager/supervisor
■ Member of administrative team
- - - Dotted line relationship; reports to another department
1 Event Network contract
1 Mystery Pix contract
1 Levy (food service) contract

Housing Budget Presentation
Work Session Topics

Metro Council Work Session
Tuesday, April 22, 2025

STAFF REPORT

DEPARTMENT BUDGET PRESENTATIONS: HOUSING

Date: March 28, 2025

Prepared by:
Cinnamon Williams, Financial Planning Director
Amanda Akers, Budget Manager

Department: Housing

Presented by:
Patricia Rojas, Housing Director
Liam Frost, Housing Deputy Director

Meeting date: April 22, 2025

Length: 30 minutes

ISSUE STATEMENT

This work session will provide Council, acting as the Budget Committee, the opportunity to hear how the Housing FY 2025-26 budget aligns with Council priorities, strategic targets, racial equity outcomes and climate action goals. Information shared at the work session will help guide development of the FY 2025-26 Approved Budget.

ACTION REQUESTED

Council discussion and feedback on the departments' proposed budget.

IDENTIFIED POLICY OUTCOMES

Development of a FY 2025-26 Metro budget that aligns with Council priorities.

POLICY QUESTIONS

What are the policy implications and trade-offs that will result from the department's budget?
Specific factors for Council consideration *may* include:

- How well do the department's programs align with Council priorities and direction?
- Does the budget represent a good investment in and advance the Council priorities?
- Has the department demonstrated sufficient planning to successfully implement any new programs and/or projects?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

Each department's budget has individual items that should achieve outcomes specifically addressed by Council through the strategic targets. Council can support the budget in whole or in part and modify individual items or larger program requests.

STAFF RECOMMENDATIONS

The Chief Operating Officer and Chief Financial Officer recommend that the Council review all the department submissions prior to determining their support for the departments' proposed budgets.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

Each department's FY 2025-26 base budget was developed following the Chief Financial Officer's budget instructions released in early December 2024. The base budgets allow the departments to continue existing programs and projects as adjusted for various factors such as inflation, COLAs, etc.

New and/or reduced programs, projects, appropriations and FTE are requested through the department's modification request process. These requests were reviewed and analyzed by the Chief Operating Officer, Deputy Chief Operating Officers and Chief Financial Officer. Approved requests were built into the Proposed Budget, released on April 4, 2025, and presented by the Chief Operating Officer on April 10, 2025, with their budget message.

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BACKGROUND

Each department will provide information pertaining to their proposed budget, including budget modification requests approved by the Chief Operating Officer.

Proposed Budget - Department Overview

FY 2025-26



Housing, 3/17/2025

Summary of Department Budget for FY26 Proposed Budget

The Metro Housing Department is responsible for the implementation of the Affordable Housing Bond and Supportive Housing Services programs.

- The 2018 Affordable Housing (AH) Bond, which issued \$652.8 million in general obligation bonds in FY 2018-19, set an original goal of producing 3,900 affordable housing units.
- In 2020 voters funded through income tax the Metro Supportive Housing Services (SHS) to fund homelessness services and rent assistance—representing the largest per-capita investment in homeless services in U.S. history.

In FY24, the Metro Housing Department made significant strides in delivering on promises towards ending our regions housing crisis. Metro set out to add 3,900 units of affordable housing across the region through the 2018 Affordable Housing Bond. We expect to far exceed those goals.

- As of December 2024, there were 60 bond-funded projects underway that will provide 4,988 new affordable homes. These homes represent 128% of the bond's total unit production target of 3,900 affordable homes.
- By December 2024, 3,877 people had moved into their new homes in 21 bond-funded projects located in Beaverton, Cornelius, Forest Grove, Gladstone, Gresham, Happy Valley, Hillsboro, Lake Oswego, Oregon City, Portland and Tigard.
- In 2024 the first affordable homeownership project funded by the bond broke ground and the program supported a strategic acquisition of market rate building for affordable housing.

Significant progress was also made in the implementation of Supportive Housing Services in partnership with our county implementation partners. Counties partnered with 103 providers, including 19 culturally-specific providers to deliver Supportive Housing Services. All three implementation partners made improvements to the contracting administration practices to reduce unnecessary barriers and process in invoicing.

In the third year of implementation, county implementation partners served thousands of individuals across the region with a variety of services that are responsive to needs in the community.

- 3, 127 households received homelessness prevention services
- 1, 357 households received rapid rehousing services
- 1, 253 households were placed into permanent supportive housing
- 1, 220 long term rent assistance vouchers were brought into operation
- 1, 430 shelter beds were created or sustained

There were also several accomplishments that advance the regionalization of Supportive Housing Services:

- Finalizing SHS Data Sharing Agreement
- Completing implementation plans for all six regional goals identified by the Tri-County Planning Body (TCPB)
- Launching new training and technical assistance pilot programs for non-profit service providers in alignment with the goals of the TCPB

Total Costs of maintaining current FTE

Proposed Budget - Department Overview

FY 2025-26

Housing, 3/17/2025



The total Proposed Budget for FY 2025-26 is \$663.6 million, including \$157.1 million for the Affordable Housing Bond and \$506.4 million for the Supportive Housing Services Program supporting 45.7 FTE (including 5.0 Limited Duration) in Metro Housing Department. Most of these resources (95%, excluding contingency) fund costs in other jurisdictions for affordable housing projects and homeless services.

Ongoing Department Growth and/or Reductions included in FY26 Proposed Budget

The housing department has proposed no increases or reductions to the FY26 budget. There are several existing positions that have been frozen while the department conducts an organizational assessment to ensure effective and efficient use of FTE. As Metro Council provides new direction regarding reforms, the housing department will leverage existing capacity wherever possible and work with the office of the COO and Metro Council to identify new and emerging bodies of work should they require additional capacity.

Highlighted Significant Changes from FY25 Budget

There are no significant changes from the FY25 budget

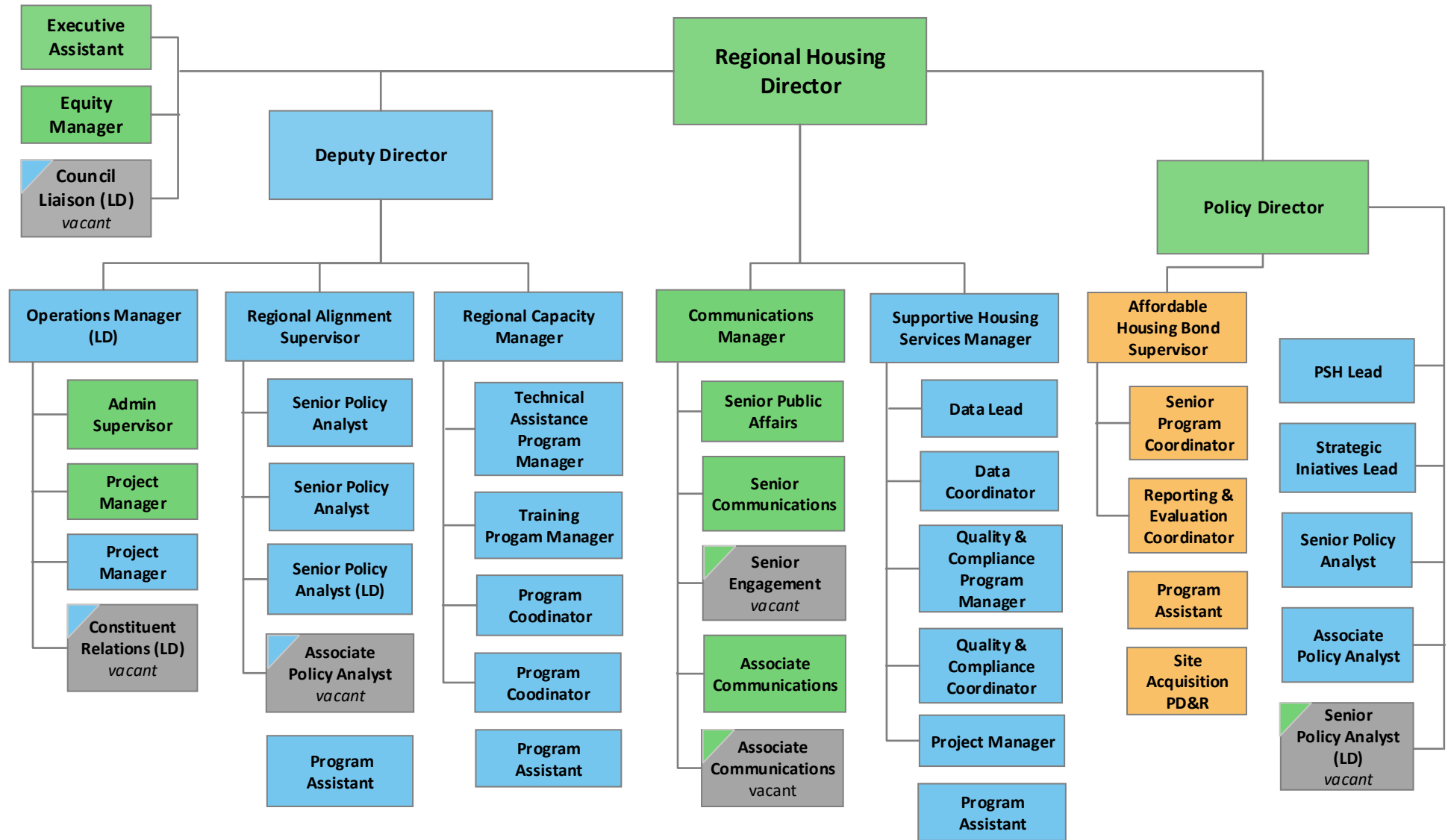
Any Other Overall Impacts that Require Council Direction and/or Attention

The Housing Department has proposed to remain budget neutral for FY26. There are no decisions that require Council direction or attention at this time.

Attachments:

Organizational Chart

Housing Department by FTE status, funding & reporting structure



- SHS Funds (100%)
- AHB Funds (100%)
- Combination SHS & AHB Funds
- Frozen

LD = Limited Duration (Approved through June 2026)

FTE allocations subject to change based on project needs.

Materials following this page were distributed at the meeting.



Metro



MERC FY26 Proposed Budget

April 22, 2025

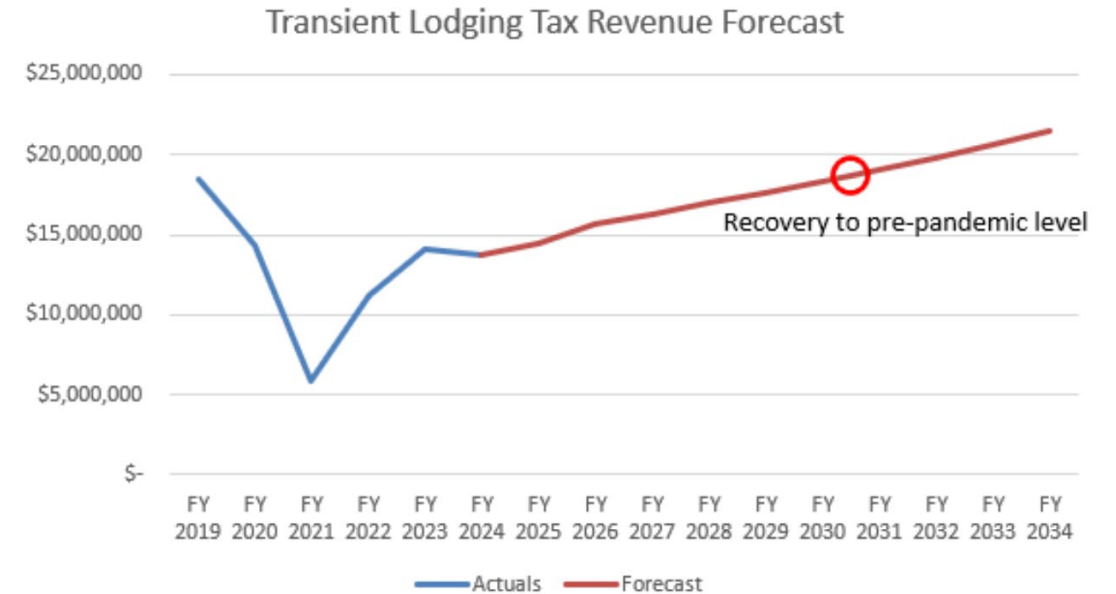
Agenda

- Welcome
 - Budget Context
- Venue Budget Overviews
 - OCC - Cindy Wallace, Interim Executive Director
 - Expo - Craig Stroud, General Manager Visitor Venues
 - P'5 - Rachael Lembo, Interim Executive Director
- Council Discussion

Venue Budget Context

Transient Lodging Tax

- Recovery of Portland economy slower than originally forecasted
- Original forecast set to recover to FY19 rates by 2025
- Now forecast to rebound by 2030
 - It is important to note that these are not inflation-adjusted dollars.

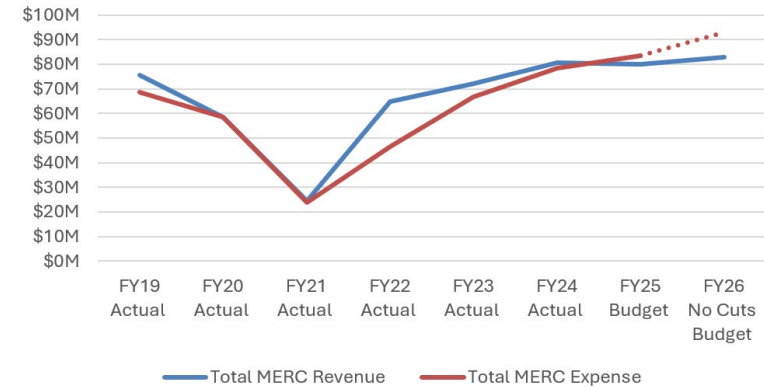


Venue Budget Context

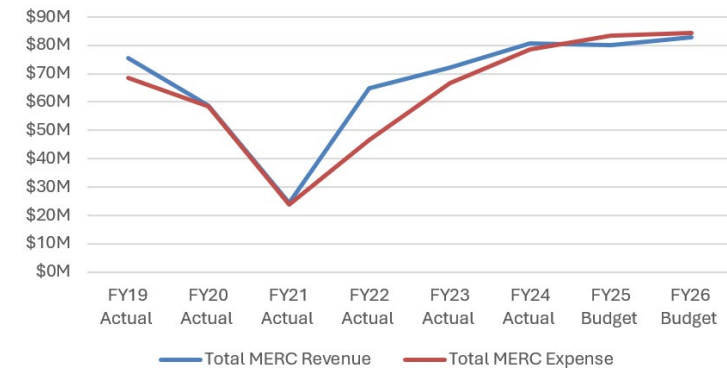
Expenses Outpacing Revenue

- From FY23 -25, **revenue** grew at an average of ~6%
- From FY23 -25, **expenses** grew at an average of ~17%
- The FY26 proposed budget aligns expenses to revenue growth, through significant budget cuts in each of the venues.

Trajectory Without Cuts



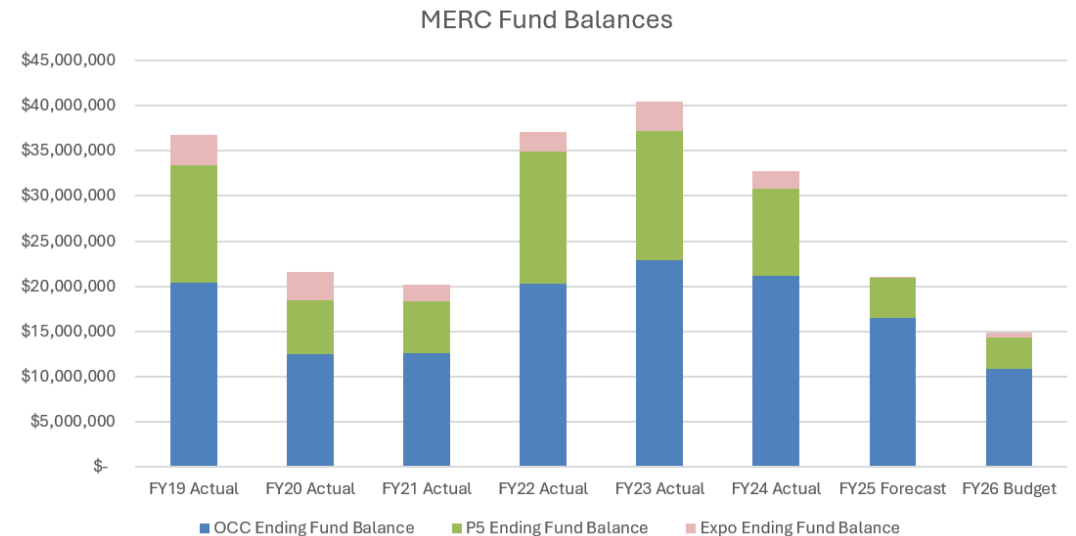
Realigned FY26 Budget



Venue Budget Context

Fund Balances

- Venues are Enterprise Funds and use fund balances to cover operating losses and capital spending
- Transient Lodging Tax pooled capital revenues were not received in FY24. They are also not expected in FY25 or FY26. This is an important source of capital funding for OCC and Expo
- Of the three venues, only OCC has recommended fund balance reserves in FY26



Venue Collaboration Project

- **Goals:**
 - Conserve and leverage resources
 - Maintain services and expectations of clients, guests, and staff
 - Share best practices, processes, skills, and technology
- **OCC and Expo Collaboration**
 - OCC and Expo will be combining management teams and staffing within the OCC structure to serve the operational needs of both facilities
 - Sales, event management, parking, ticketing, facilities, public safety, and administrative support areas will merge and support both venues
- **OCC, Expo, and P'5 Collaboration**
 - OCC's Director of Public Safety will oversee P'5s Public Safety team
 - P'5 will provide ticketing expertise and support to Expo and OCC



OCC Proposed Budget FY26

OCC FY26 Overview

FY25 Investment Progress

- Sustainable Events Platinum Certification
- Space to Grow Fund program
- Career Development Scholarship



OCC FY26 Overview

FY25 Current State

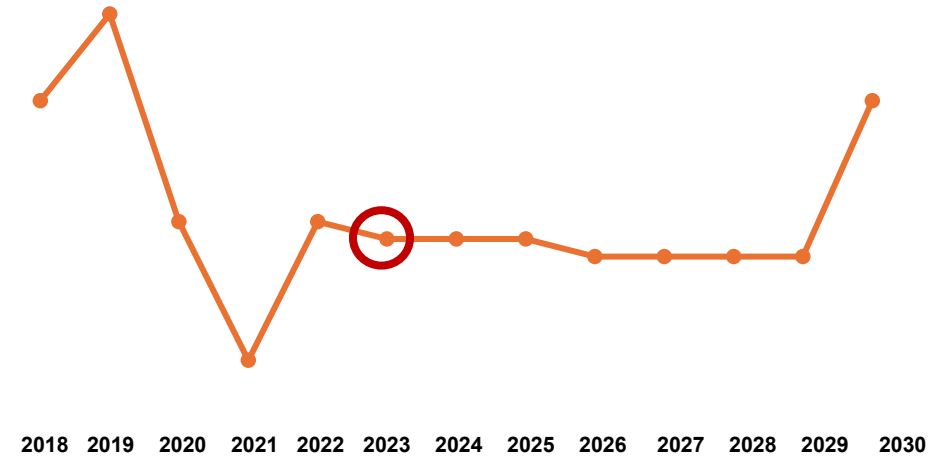
- Revenue growth is lagging expense growth.
- Future pace bookings are trending 20-30% **below** historical averages.
- Convention booking windows have shortened significantly.

Future Convention Booking Pace - Room Nights			
How Many Years Out	Year	Future Pace	Historical Average
1	2026	65%	97%
2	2027	60%	88%
3	2028	48%	82%
4	2029	46%	71%
5	2030	89%	55%

OCC FY26 Overview

FY25 Current State

- We have half as many annual events compared to pre-pandemic years.
- Attendance levels are less since 2020.
- Pooled capital from transient lodging tax is being forecasted at \$0 for FY26.



OCC FY26 Overview

Competitive Set

Destination	Occupancy Rate	Average Daily Rate
Vancouver, BC	71%	\$149.63
Austin, TX	68%	\$173.94
San Jose/Campbell, CA	67%	\$179.95
Dallas, TX	66%	\$136.30
Seattle, WA	62%	\$150.43
San Francisco, CA	61%	\$214.06
Portland, OR	60%	\$127.34
Spokane, WA	55%	\$115.62
Reno, NV	54%	\$132.47

Out of 9 competitive destinations we came in 7th for occupancy and second to last for Average Daily Rate.

February 2025 occupancy was up 7% and Average Daily Rate was down 2% from this time last year.

OCC FY26 Overview

Operating Environment

- Ensure continuity of essential operations and core services.
- Manage financial constraints through strategic cost reductions and creative revenue solutions.
- Redirect resources to support vital programs and services.
- Prioritize critical infrastructure upkeep through the Capital Improvement Plan (CIP).



OCC Proposed FY26 Budget

Budget Contractions

- Reduction of 16 FTE, 14% of full-time staff
 - All OCC departments were impacted
 - 10 vacant positions
 - 6 filled positions
 - 3 represented and 3 non-rep

FY25 Personnel
Cost Increases
FTE Reduction
FY26 Personnel

OCC	
\$	15,610,302
\$	2,583,670
\$	(4,033,174)
\$	14,160,798

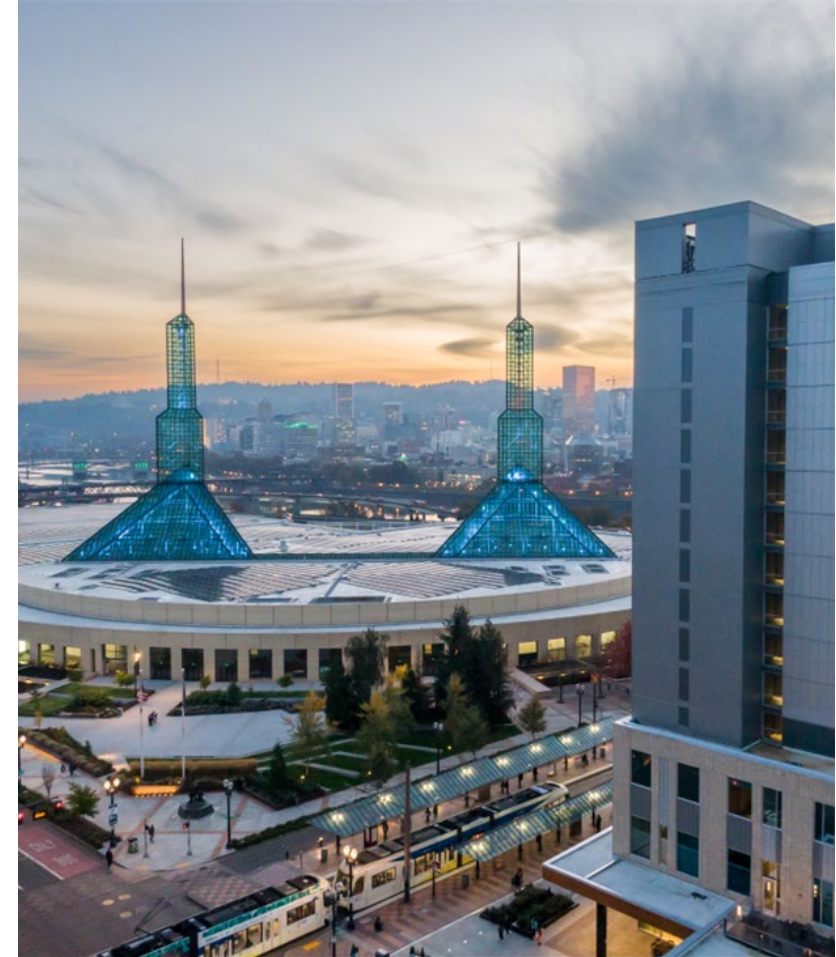
FY25 FTE
FTE Reduction
FY26 FTE

114
(16)
98

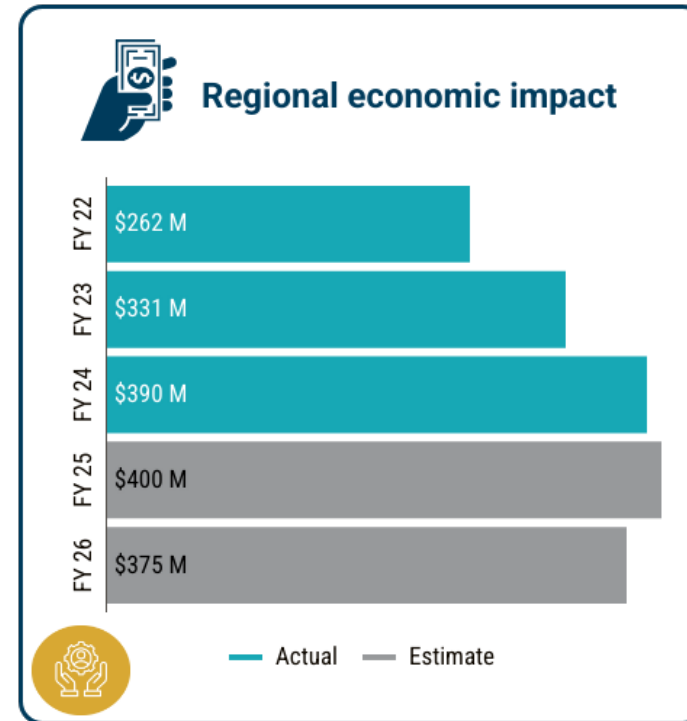
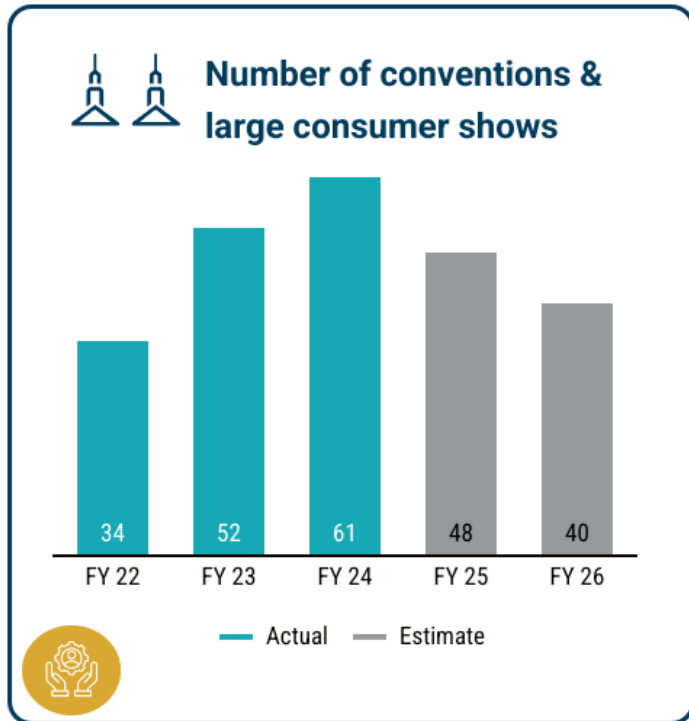
OCC Proposed FY26 Budget

FY26 Budget Development Approach

- Commitment to equity and transparency.
- Health and sustainability of our departments.
- Evaluated vacant funded positions and natural attrition before considering staff reductions.
- Focused on the roles, functions and services rather than individual employees in those positions.
- Continue to monitor for any service-level risks and adapt as needed to support our teams and clients.



OCC FY26 Performance Measures



OCC FY26 Equity Metric

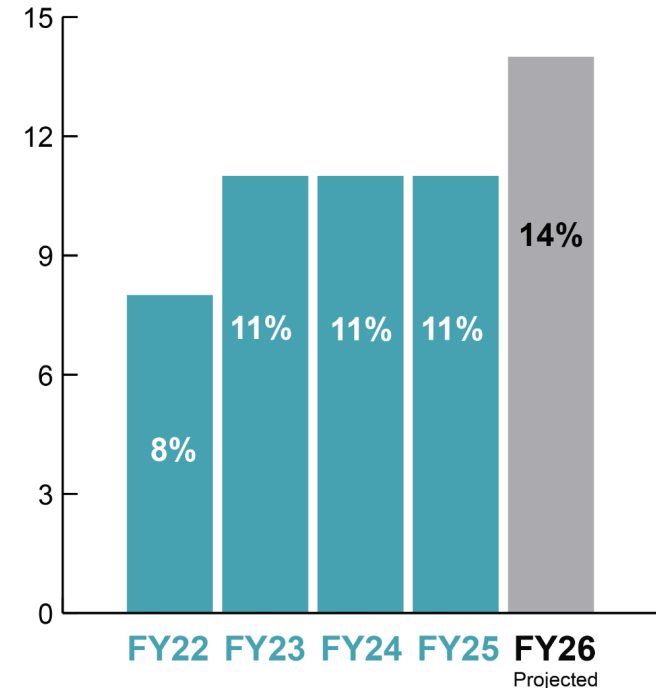
Desired Outcome: Increase access to OCC for historically underrepresented communities by reducing barriers to hosting culturally significant, community-building events.

Measure: Annual event count and percentage of events led by or serving diverse groups:

- FY25 Total Event Count: 150
- FY25 Diverse Group Event Count: 17
- % of Diverse Group Events to Total Events: 11%
- Anticipated Diverse Group Event Attendance: 28,000 visits

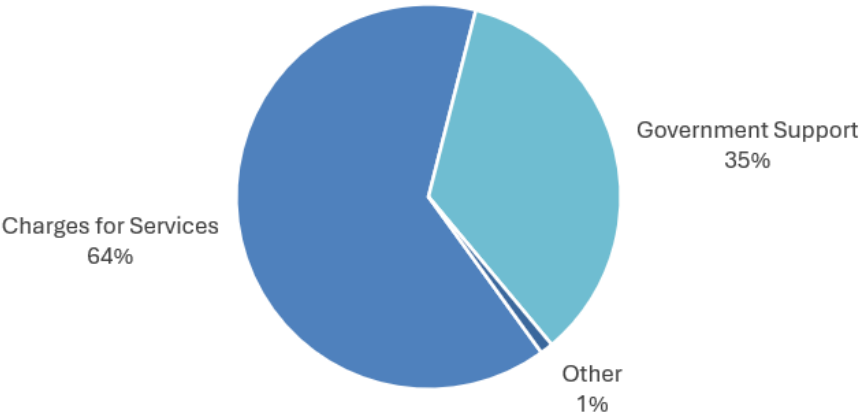
FY26 Impact: OCC will continue investing in diverse group business development by reallocating existing resources, including \$150,000 annually through the Space to Grow program.

Annual Events Led by or Serving Diverse Groups

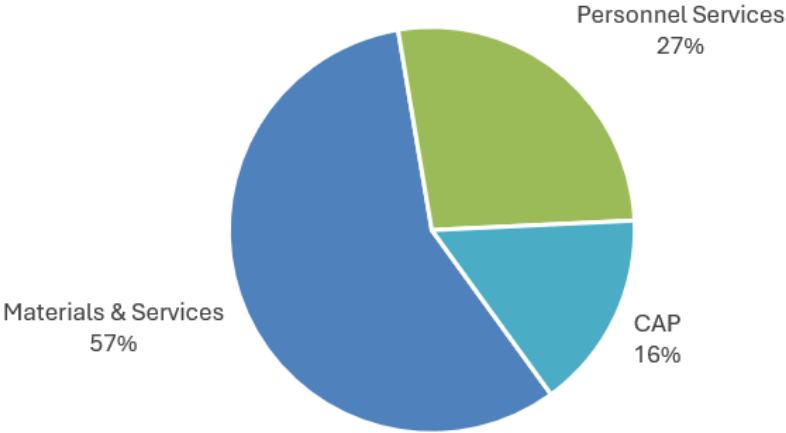


OCC Proposed FY26 Budget

OCC Revenue



OCC Expense



OCC Proposed FY26 Budget

OREGON CONVENTION CENTER

	Actuals	Actuals	BUDGET	BUDGET	YoY \$ Δ	YoY % Δ
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26		
Beginning Fund Balance	\$ 20,280,838	\$22,934,553	\$19,215,573	\$ 17,163,321		
Charges for Services	\$ 29,715,440	\$33,819,168	\$29,814,438	\$ 31,262,121	\$ 1,447,683	5%
Local Government	\$ 15,522,105	\$16,356,558	\$17,584,700	\$ 17,087,690	\$ (497,010)	-3%
Interest Earnings	\$ 447,229	\$ 741,476	\$ 384,311	\$ 514,900	\$ 130,589	34%
Miscellaneous Revenue	\$ 661,512	\$ 358,892	\$ 13,500	\$ 9,000	\$ (4,500)	-33%
Total Operating Revenue	\$ 46,346,286	\$51,276,094	\$47,796,949	\$ 48,873,711	\$ 1,076,762	2%
Personnel Services	\$ 11,036,521	\$13,286,557	\$15,610,302	\$ 14,160,798	\$ (1,449,504)	-9%
Materials & Services	\$ 25,961,288	\$30,212,243	\$26,960,268	\$ 29,440,423	\$ 2,480,155	9%
CAP Transfers Out	\$ 5,395,824	\$ 5,541,036	\$ 6,341,845	\$ 8,066,359	\$ 1,724,514	27%
Total Operating Expenses	\$ 42,393,633	\$49,039,836	\$48,912,415	\$ 51,667,580	\$ 2,755,165	6%
Net Operations	\$ 3,952,653	\$ 2,236,258	\$ (1,115,466)	\$ (2,793,869)	\$ (1,678,403)	150%
Net Capital	\$ (1,298,938)	\$ (4,007,488)	\$ (5,691,895)	\$ (3,049,250)		
Ending Fund Balance	\$ 22,934,553	\$21,163,323	\$12,408,212	\$ 11,320,202		

Revenue

Charges for Services:

- Flat Year over Year
 - \$1.4M listed increase due to accounting change to F&B, not actual increase in net profit

Expenses

Materials and Services:

- Budgeted 3% increase for inflation
- Accounting Changes
 - \$1.7M increase to Food and Beverage M&S

* All funds related to capital within Net Capital

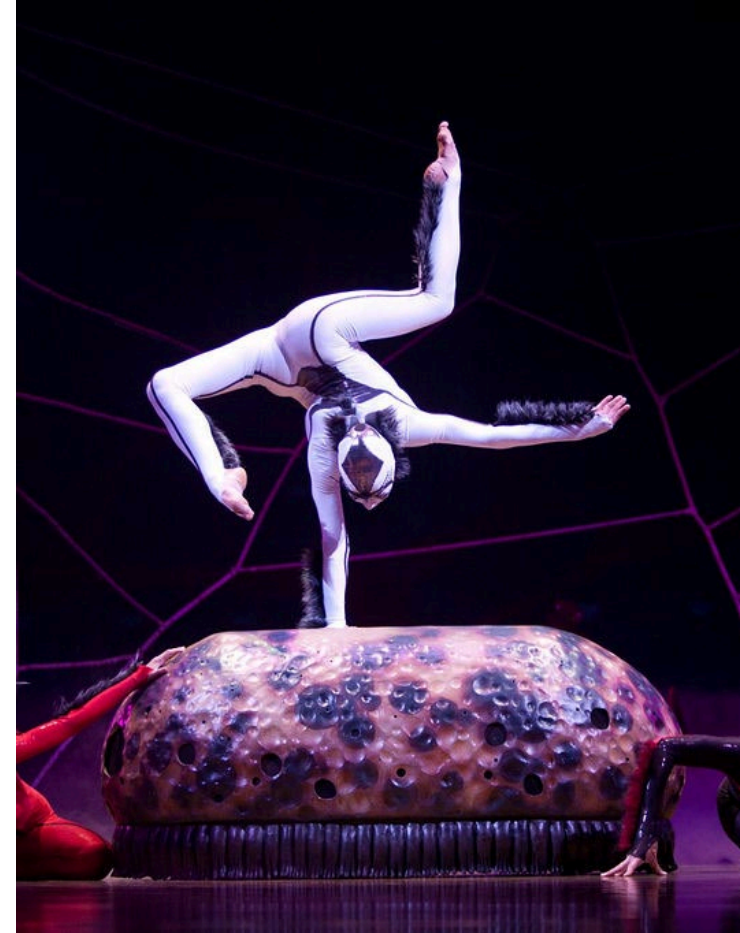


Expo Proposed Budget FY26

Expo FY26 Overview

FY25 Investment Progress

- *Kooza!* by Cirque du Soleil featured 53 performances and welcomed 78,000 guests
- Expo Future phase 2 supported with staff time and input
- Debt service for Halls D&E was **paid off** in FY25, a \$1.1M annual obligation



Expo FY26 Overview

FY25 Current State

- Some traditional event attendance is flat or contracting which dampens Expo's associated revenues
- FY26 does not have a Cirque du Soliel event, meaning the operating budget will not realize the revenue boost from this important every other year event
- Positive revenues earned with initiatives for pre-sale ticketing/parking and dynamic pricing strategies
- New business development opportunities being pursued
- Many key infrastructure and campus systems are reaching end of life

Expo FY26 Overview

Operating Environment

- Ensure continuity of essential operations and core services.
- Manage financial constraints through strategic cost reductions and creative revenue solutions.
- Redirect resources to support vital programs and services.
- Low ending fund balance with growing deferred maintenance is a risk to manage



Portland's Taco's, Tequila, & Tamales Festival 2025.
Photo by JR Media

Expo Proposed FY26 Budget

Budget Contractions

- Personnel Services - \$733k reduction
- 5 FTE affected cross-departmentally
 - 28% of full-time staff
- Ensure delivery of core services
- Limit employee reductions as much as possible

FY25 Personnel

Cost Increases

FTE Reduction

FY26 Personnel

FY25 FTE

FTE Reduction

FY26 FTE

Expo	
\$	3,266,646
\$	274,741
\$	(732,936)
\$	2,808,451

18
(5)
13

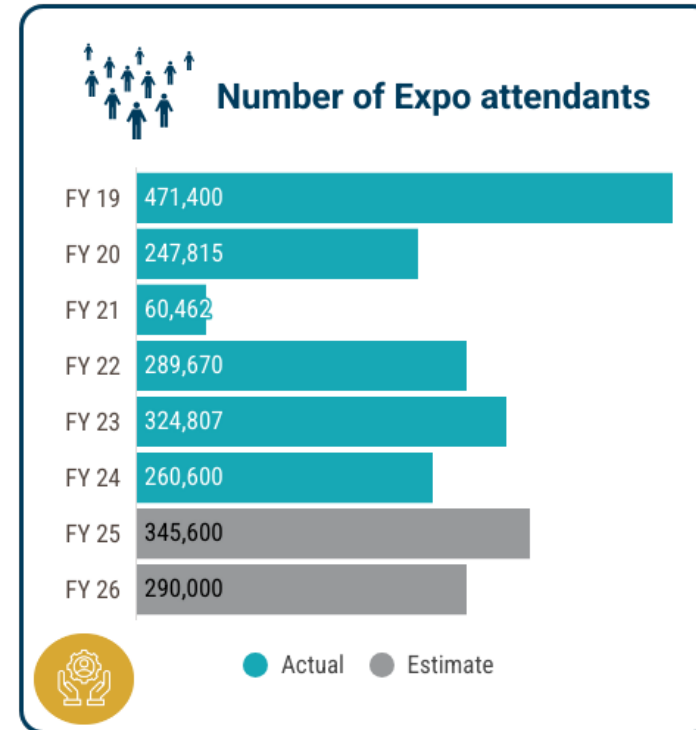
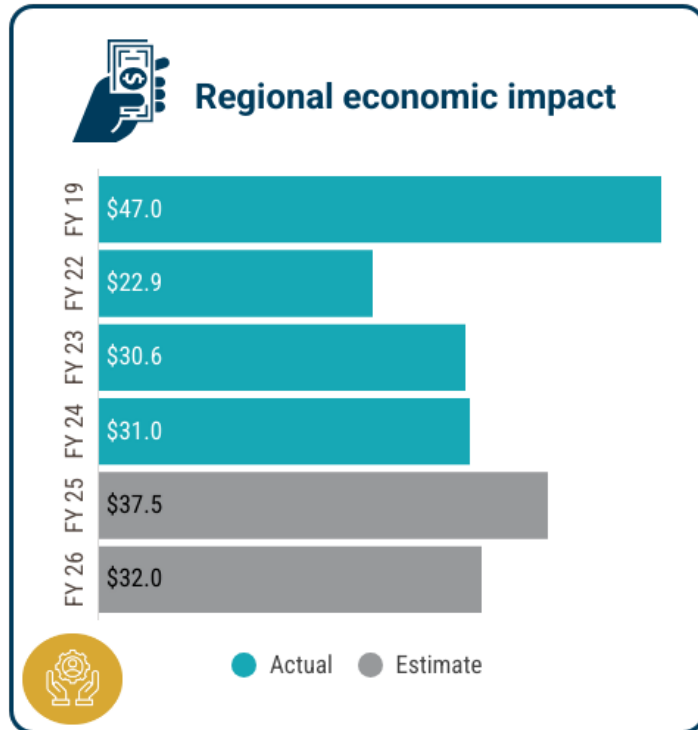
Expo Future Investments

The proposed budget includes Expo Future investments:

- \$2.0 million in one-time funds to invest in the initial sports equipment and infrastructure to support local resident use and sports-tourism.
- \$450,000 of materials and services to fund the activities noted in Metro Council's January 2025 resolutions, including:
 - Professional services financial and transactional advisors
 - Feasibility assessments for the recommendations put forth in the Historical Significance & Memorialization Committee Recommendations Report
 - Structural and architectural assessments of Hall A



Expo FY26 Performance Measures

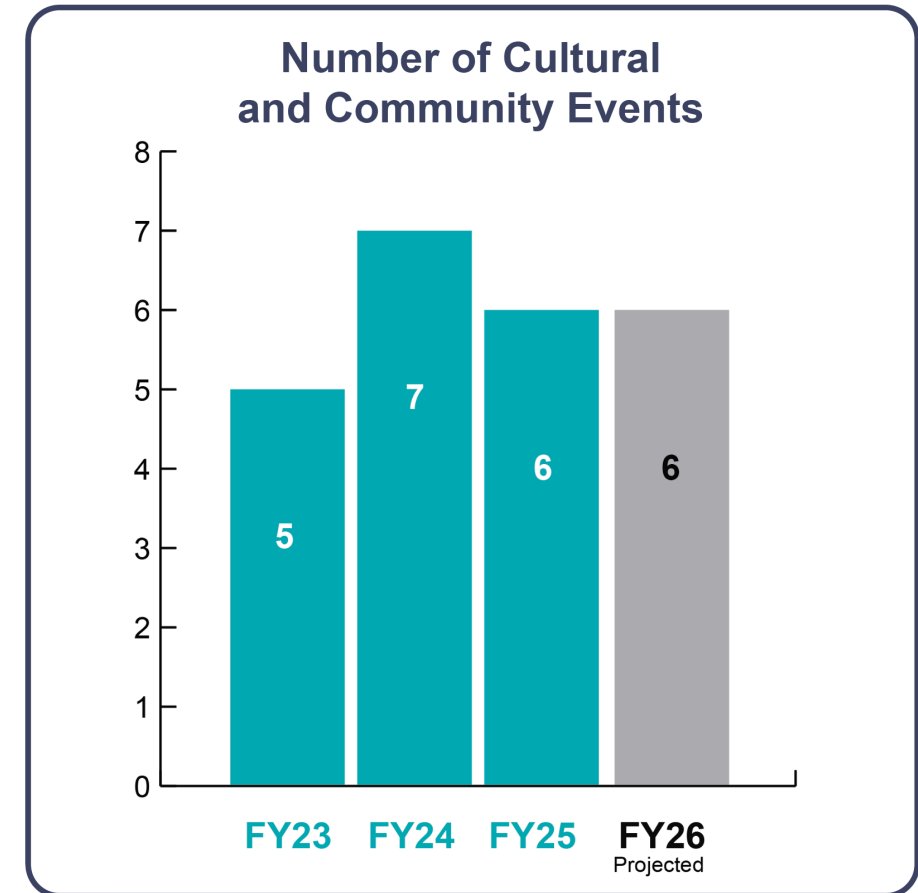


Expo FY26 Equity Metric

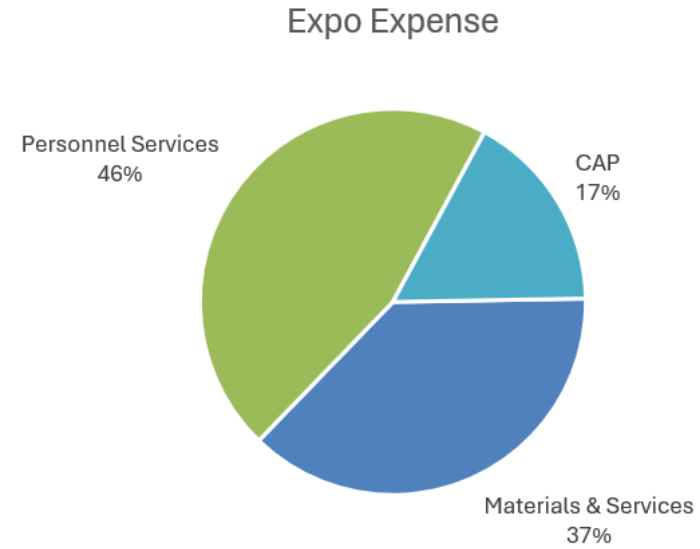
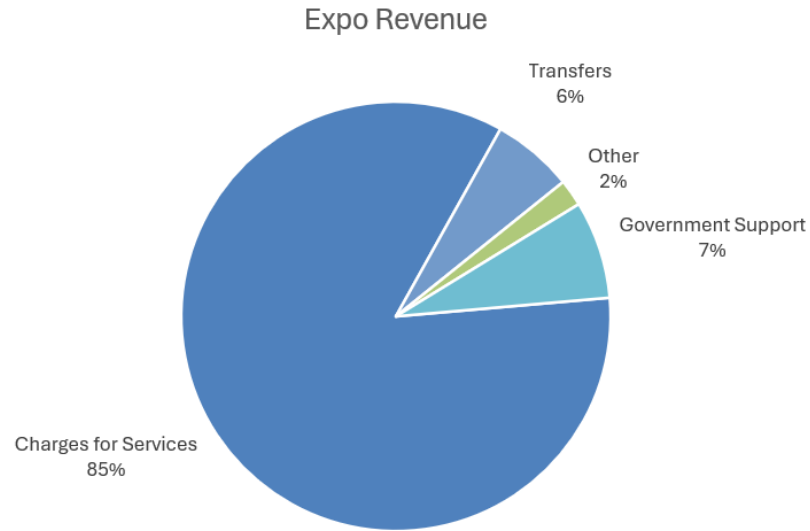
Desired Outcome: Increase access to Portland Expo Center for underrepresented communities by supporting events that celebrate culture, build partnerships, and foster belonging.

Measure: Number of cultural and community events that increase representation, build partnerships, and improve access for underrepresented groups.

FY26 Impact: The venue collaboration project offers a chance to enhance our equity strategy by both improving access and the number of events and focusing on removing barriers and using shared resources to create more effective community and staff impacts.



Expo Proposed FY26 Budget



Expo Proposed FY26 Budget

EXPO

	Actuals	Actuals	BUDGET	BUDGET	YoY \$	YoY %
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Δ	Δ
Beginning Fund Balance	\$ 2,145,976	\$ 3,303,754	\$ 2,100,000	\$ 593,769		
Charges for Services	\$ 5,513,292	\$ 5,155,242	\$ 6,240,905	\$ 5,934,690	\$ (306,215)	-5%
Local Government	\$ 373,750	\$ 431,250	\$ 517,500	\$ 517,500	\$ -	0%
Interest Earnings	\$ 66,987	\$ 99,418	\$ 75,000	\$ 50,000	\$ (25,000)	-33%
Miscellaneous Revenue	\$ 97,622	\$ 68,223	\$ 82,500	\$ 131,500	\$ 49,000	59%
Transfers In	\$ 480,000	\$ -	\$ 400,000	\$ 430,000	\$ 30,000	8%
Total Operating Revenue	\$ 6,531,651	\$ 5,754,133	\$ 7,315,905	\$ 7,063,690	\$ (252,215)	-3%
Personnel Services	\$ 1,847,708	\$ 2,236,885	\$ 3,266,646	\$ 2,808,451	\$ (458,195)	-14%
Materials & Services	\$ 2,189,200	\$ 2,364,829	\$ 2,717,276	\$ 2,308,957	\$ (408,319)	-15%
CAP & Debt Service Transfers	\$ 1,866,679	\$ 1,906,222	\$ 1,966,569	\$ 1,025,488	\$ (941,081)	-48%
Total Operating Expenses	\$ 5,903,587	\$ 6,507,936	\$ 7,950,491	\$ 6,142,896	\$ (1,807,595)	-23%
Net Operations	\$ 628,064	\$ (753,803)	\$ (634,586)	\$ 920,794	\$ 1,555,380	-245%
Net Capital	\$ (529,714)	\$ 573,096	\$ 1,116,096	\$ -		
Ending Fund Balance	\$ 3,303,754	\$ 1,976,855	\$ 349,318	\$ 1,514,563		

Revenue

- Charges for Services:
 - Non-Cirque year dampens revenues
 - Rate Increases
 - Dynamic Pricing models
 - Policy refinements to increase cost recovery
- Government Funds:
 - Zero Pooled Capital TLT expected

Expenses

- Materials & Services: Cut 15% YoY
- Transfers:
 - Debt Service finished -> lowered by \$1.1M



Portland's Proposed Budget FY26

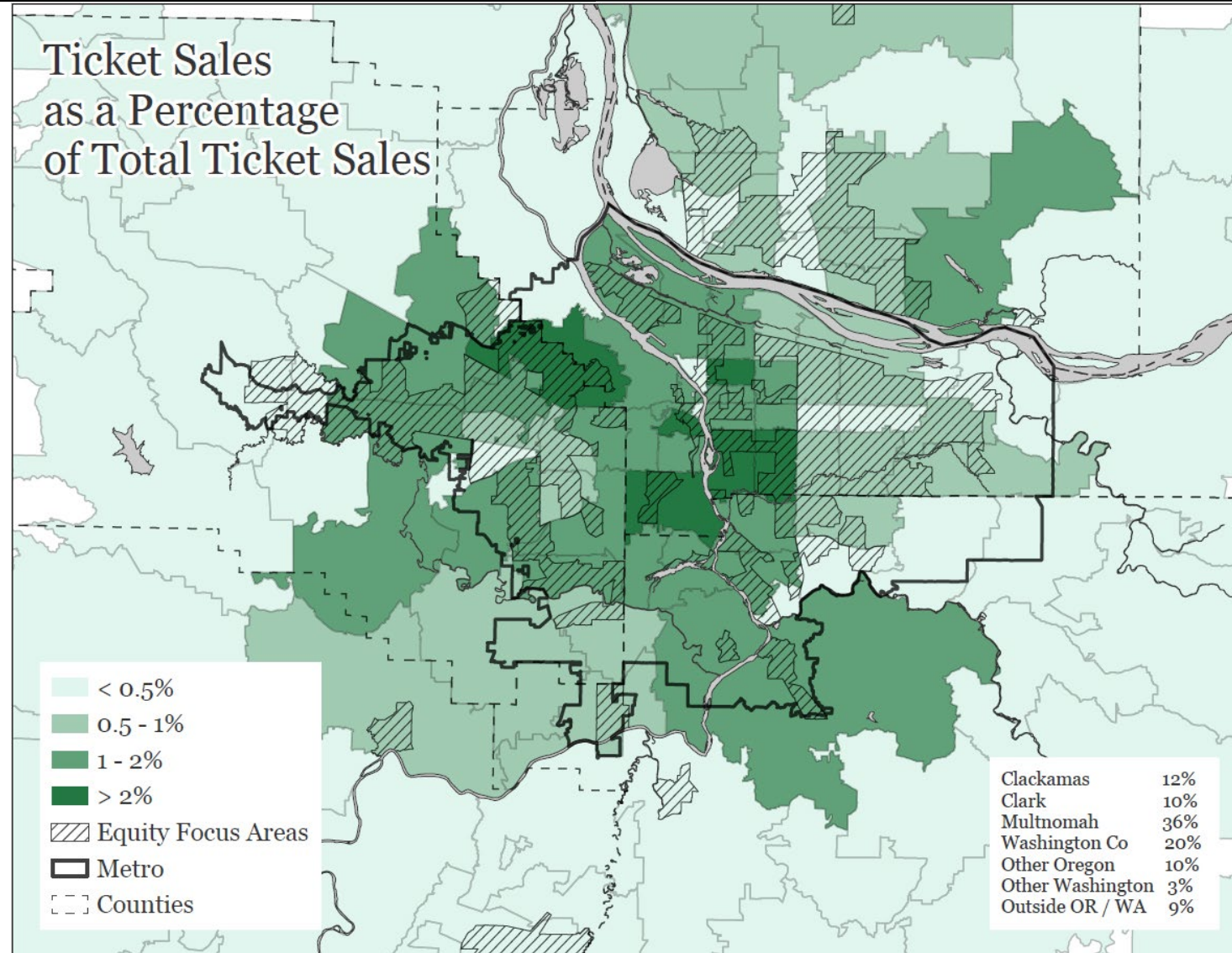
P'5 FY26 Overview

FY25 Investment Progress

- The inaugural Community and Cultural Arts Grant program awarded six grants. Events will occur this calendar year.
- The Youth Arts Program has continued to grow, holding 15 events this year.
- The Performing Arts Venues Workgroup was established to evaluate management of the P'5 facilities.



P'5 FY26 Overview

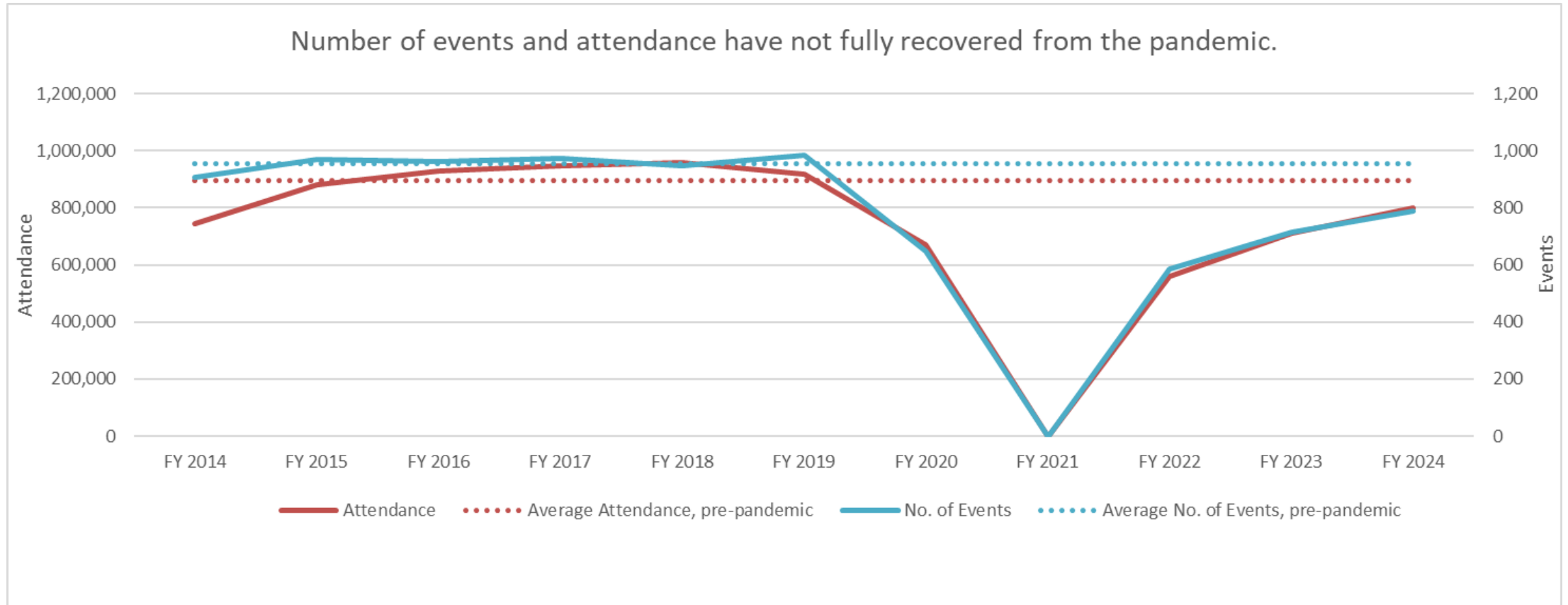


P'5 FY26 Overview

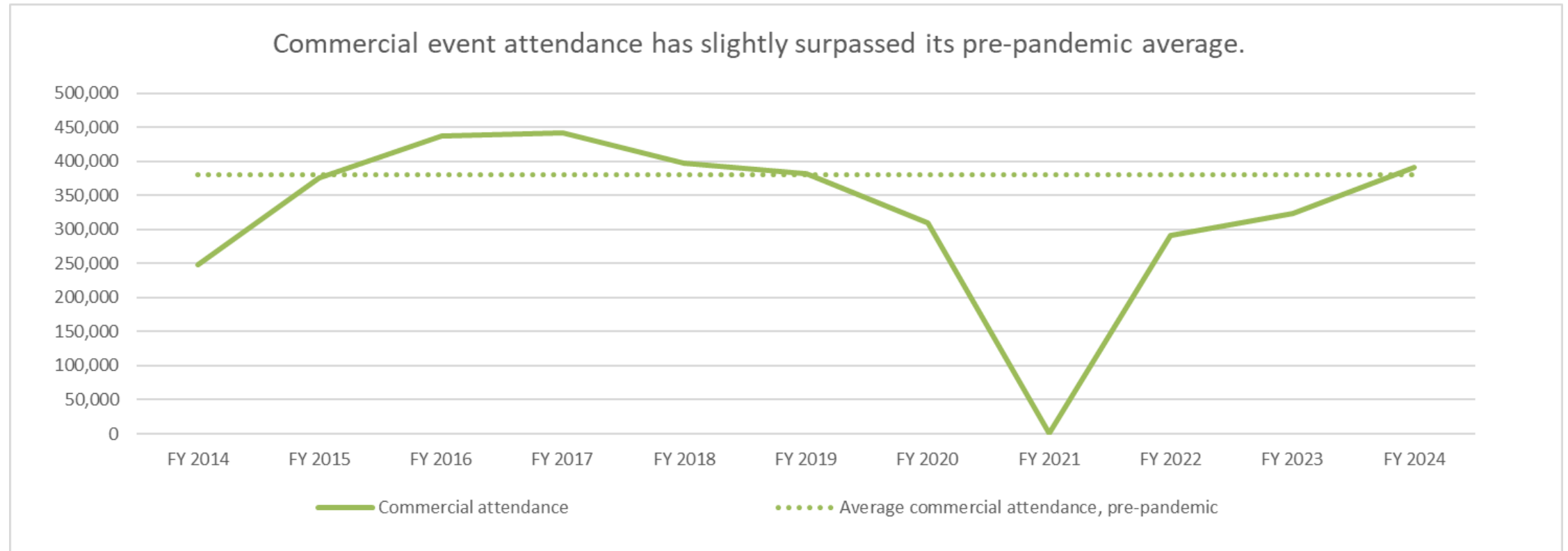
P5 faced significant financial challenges this budget year.

- Operational costs increasing faster than revenues.
- Attendance has not returned to pre-pandemic levels.
- Opportunities for high-revenue commercial shows are limited due to heavy calendar use by resident companies.
- Unfunded capital improvement projects pose a significant risk. Only a small number of projects focused on safety and event continuity are budgeted, due to limited funding.

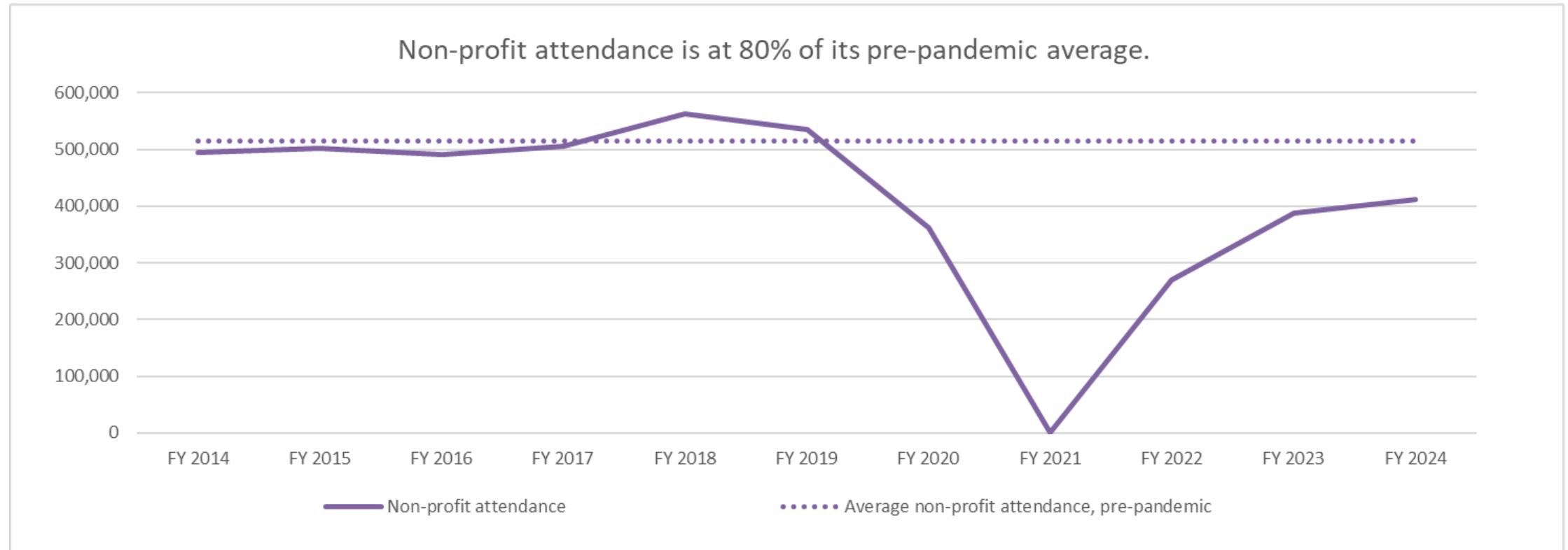
P'5 Attendance



P'5 Attendance

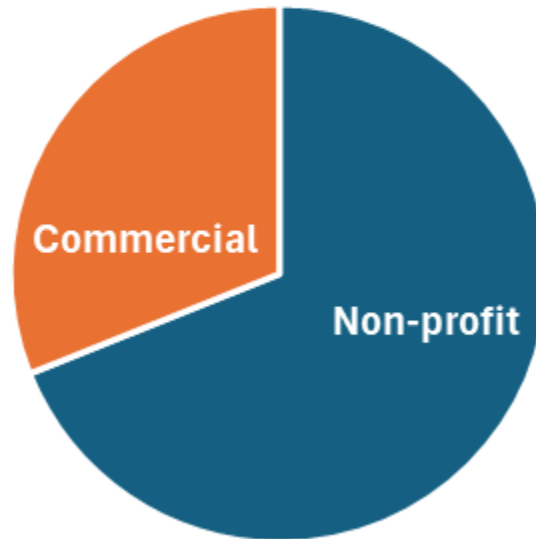


P'5 Attendance

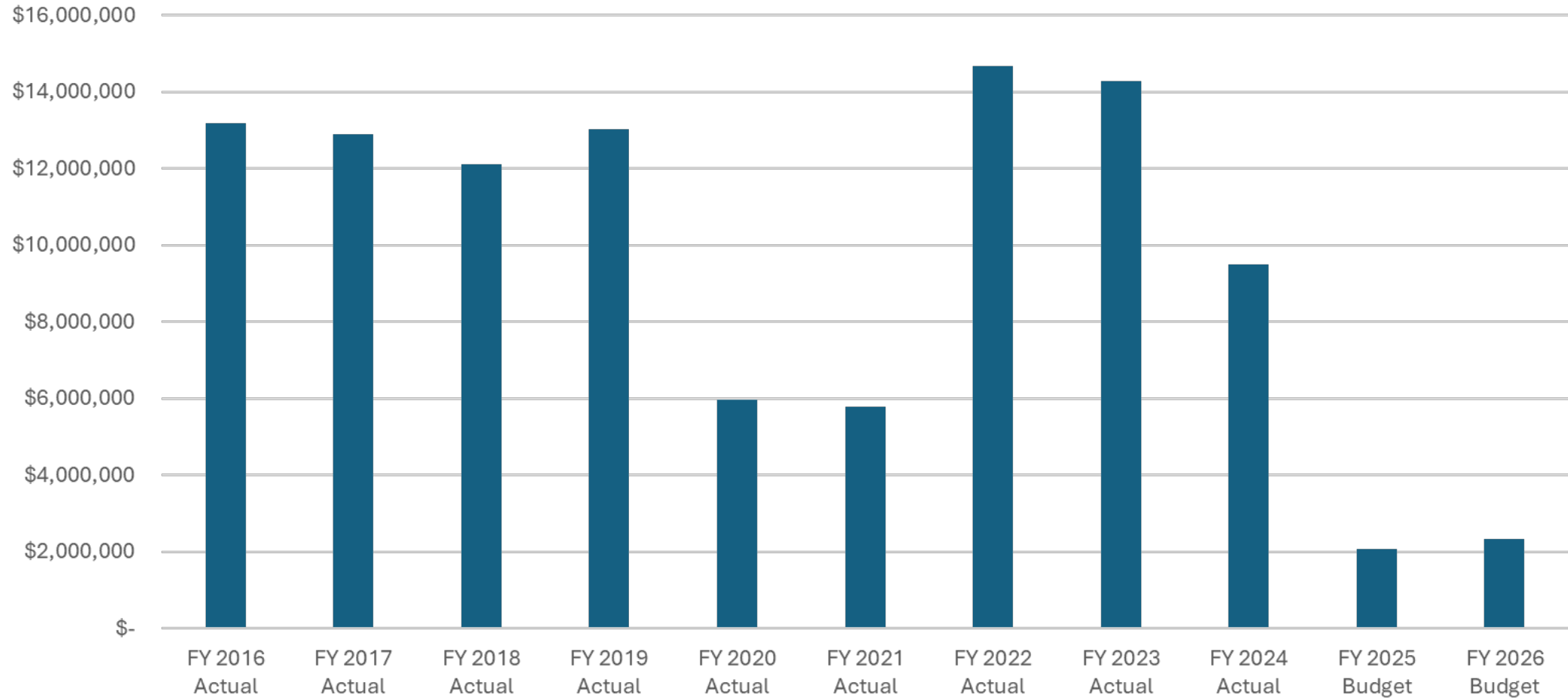


P'5 Building Usage

Non-profits accounted for 70% of use days at
Portland'5 in FY23-24



P'5 Fund Balance



P'5 FY26 Overview

Mission: We change the world through arts. We build community, create welcoming and safe spaces, and make the arts accessible so that everyone feels connected.

- To maintain our mission, P5 needs a sustainable and balanced operating budget.
- We focused on ensuring event continuity and limiting service reductions to clients and patrons.
- Increases in rates balance additional revenue needs with client impacts.
- Estimated event activity highlights:
 - 14 weeks of Broadway (11 in FY25)
 - Fewer concerts based on current year activity
 - No Oregon Children's Theatre (previously ~150 performances)

P'5 Budget Contractions

Budget Contractions

- To balance our operating budget, P5 had to reduce costs.
- Previous year's reductions in materials and services limited the ability to further reduce.
- Reduction of 12 FTE, 17% of full-time staff
 - All P5 departments and all levels were impacted
 - 7 non-rep and 5 represented staff
- We are now focused on rebalancing operations in a financially sustainable way, with the ability to scale back up as audiences return.

FY25 Personnel

Cost Increases

FTE Reduction

FY26 Personnel

FY25 FTE

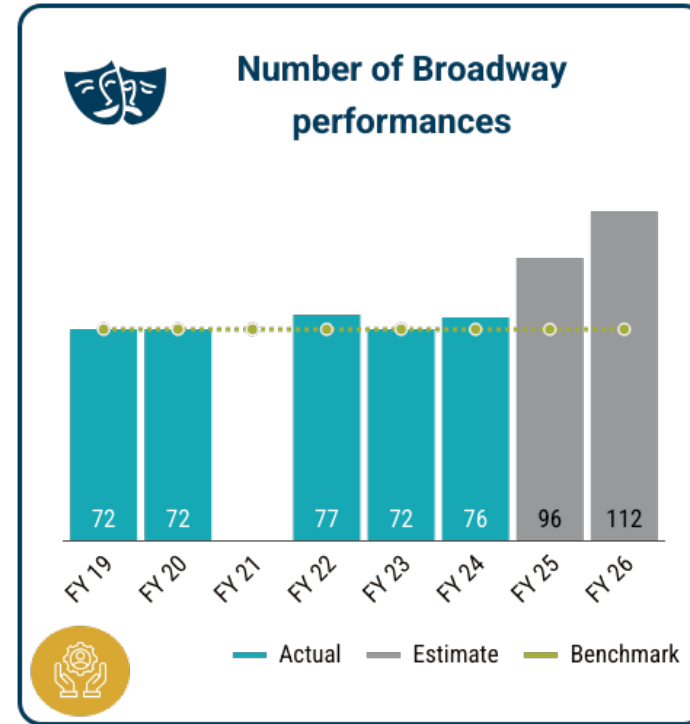
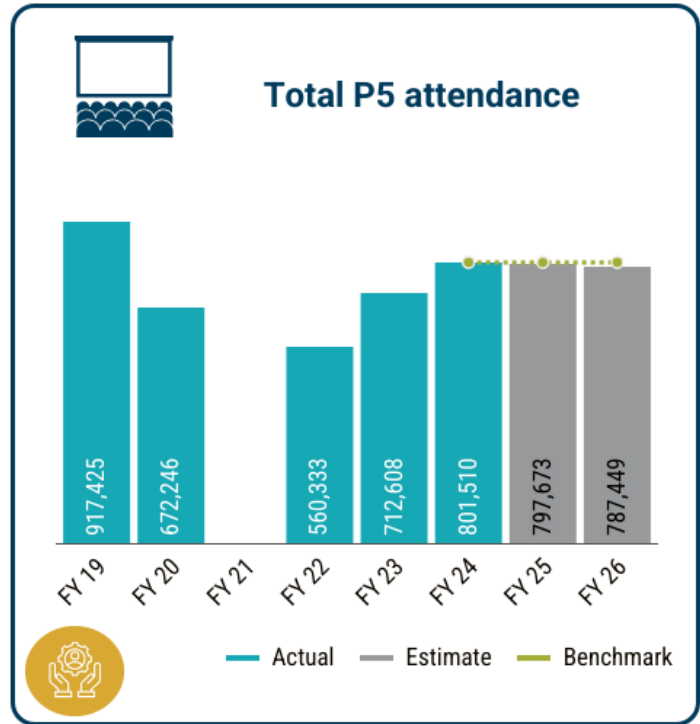
FTE Reduction

FY26 FTE

P'5	
\$	13,655,676
\$	1,203,118
\$	(2,256,288)
\$	12,602,506

72
(12)
60

P'5 FY26 Performance Measures



P'5 FY26 Equity Metric

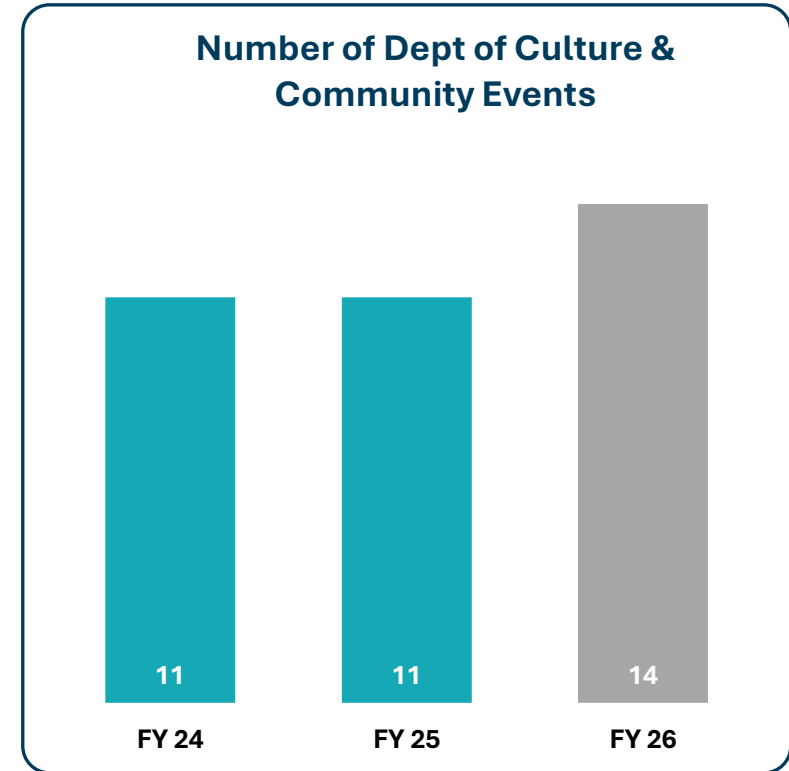
Desired Outcome: Programming that reflects and celebrates the stories of our communities, including BIPOC, queer, trans, disabled/of varied ability, and other marginalized community members.

Measure: Number of events programmed by the two community councils facilitated by the Department of Culture & Community:

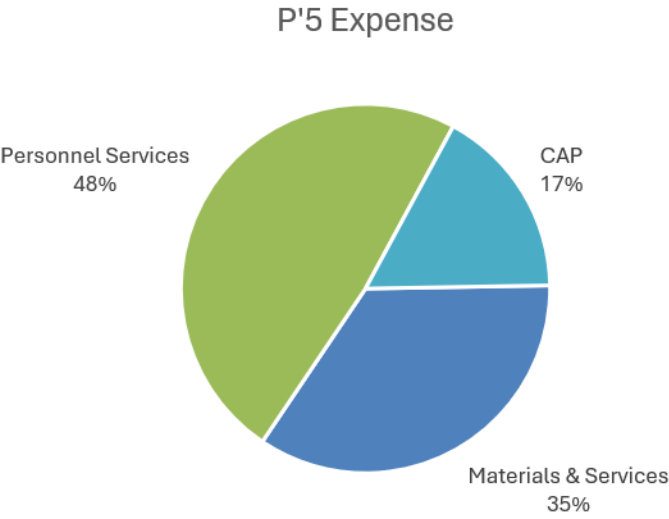
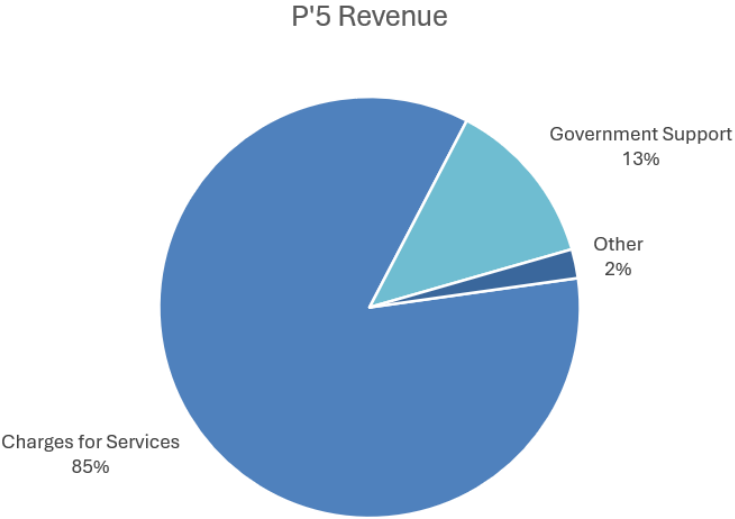
- Community Arts and Culture Council
- Youth Arts Council

FY26:

- Includes six events funded by Community and Cultural Arts grants.
- Staff reductions will result in fewer youth events.



P'5 Proposed FY26 Budget



P'5 Proposed FY26 Budget

PORTLAND'5

	Actuals	Actuals	BUDGET	BUDGET	YoY \$	YoY %
	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Δ	Δ
Beginning Fund Balance	\$ 14,672,560	\$ 14,274,665	\$ 8,650,000	\$ 3,366,945		
Charges for Services	\$ 15,787,928	\$ 19,350,964	\$ 20,885,673	\$ 22,912,626	\$ 2,026,953	10%
Local Government	\$ 2,007,179	\$ 2,155,995	\$ 2,287,971	\$ 2,287,971	\$ -	0%
City of Portland Contributions	\$ 1,053,584	\$ 1,119,400	\$ 1,125,135	\$ 1,206,637	\$ 81,502	7%
Interest Earnings	\$ 468,637	\$ 846,239	\$ 292,149	\$ 291,050	\$ (1,099)	0%
Miscellaneous Revenue	\$ 63,205	\$ 51,854	\$ 152,580	\$ 274,950	\$ 122,370	80%
Transfers In	\$ -	\$ -	\$ 125,000	\$ 35,000	\$ (90,000)	-72%
Total Operating Revenue	\$ 19,380,533	\$ 23,524,452	\$ 24,868,508	\$ 27,008,234	\$ 2,139,726	9%
Personnel Services	\$ 9,371,678	\$ 11,642,056	\$ 13,655,676	\$ 12,602,506	\$ (1,053,170)	-8%
Materials & Services	\$ 6,577,829	\$ 7,947,121	\$ 9,318,418	\$ 9,391,260	\$ 72,842	1%
CAP Transfers Out	\$ 2,487,855	\$ 3,353,963	\$ 3,625,450	\$ 4,454,475	\$ 829,025	23%
Total Operating Expenses	\$ 18,437,362	\$ 22,943,140	\$ 26,599,544	\$ 26,448,241	\$ (151,303)	-1%
Net Operations	\$ 943,171	\$ 581,313	\$ (1,731,036)	\$ 559,993	\$ 2,291,029	-132%
Net Capital	\$ (1,341,066)	\$ (5,189,032)	\$ (5,589,200)	\$ (1,490,000)		
Ending Fund Balance	\$ 14,274,665	\$ 9,666,946	\$ 1,329,764	\$ 2,436,938		

Revenue

- Charges for Services
 - Up 10% (\$2M) YoY
 - 14 weeks of Broadway FY26 vs 11 weeks in FY25
- Government Funds
 - TLT and VFTA Flat YoY
 - City of Portland up 7% with CPI

Expenses

- Materials & Services:
 - Flat Year Over Year

* All funds related to capital within Net Capital



Council Discussion

Oregon Zoo

FY 2025-26 Proposed Budget

[April 22, 2025](#)

Presentation Agenda

FY 2024-25 Department Investment Progress

FY 2025-26 Budget Overview

Budget Modifications

Budget Performance Measures

Council Discussion



FY 2024-25 Department Investment Progress

- FY 2025 Update and Forecast
- 202.60 regular FTE
- 2024 Zoo Bond implementation progress

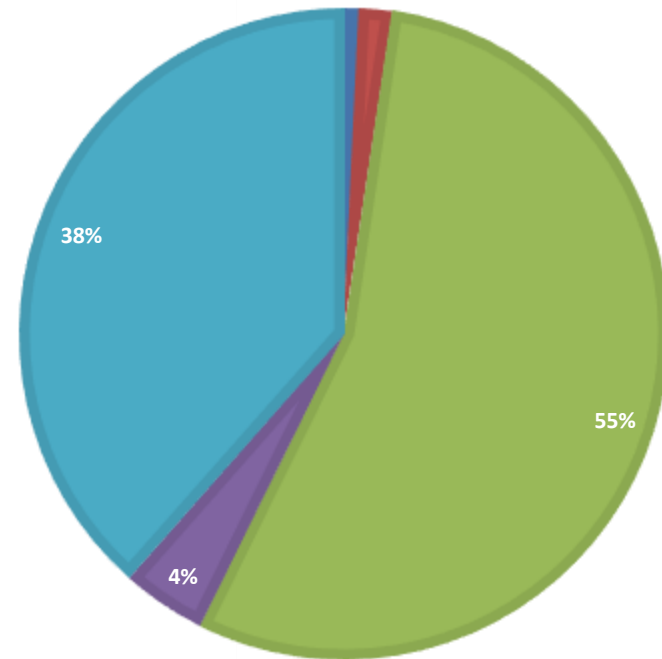


FY 2025-26 Budget Overview

Operating Fund Revenue

Earned Revenues	\$29,986,723
Fund Transfers	\$21,004,000
Contributions	\$2,280,602
Grants	\$896,584
Interest Earnings	\$400,000
Total	\$54,567,909

Interest Earnings Grants Earned Revenues Contributions Fund Transfers

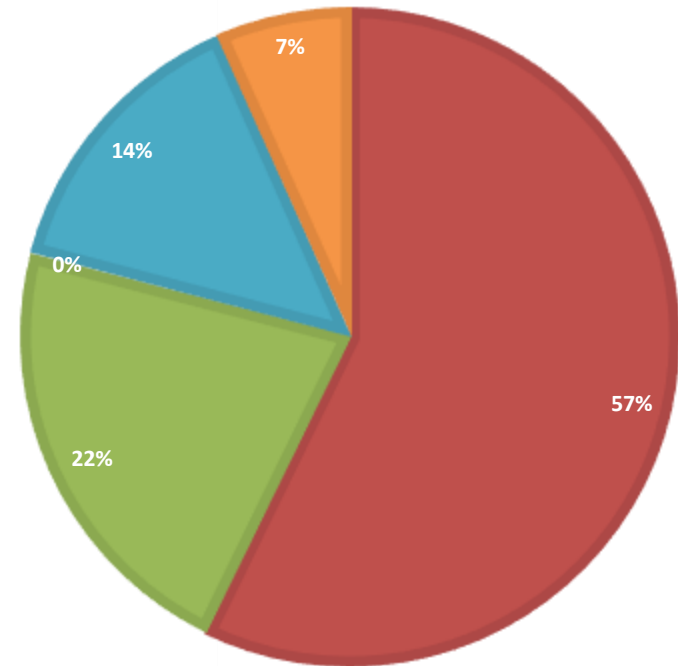


FY 2025-26 Budget Overview

Operating Fund Expenditures

Personnel	\$34,753,003
Materials and Services	\$13,247,724
Interfund Reimbursements	\$8,675,696
Fund Transfers	\$4,000,000
Capital Outlay	\$63,840
Total	\$60,740,263

Operating Fund Expenditures Personnel Materials and Services
Capital Outlay Interfund Reimbursements Fund Transfers



FY 2025-26 Budget Overview

Capital Projects Fund (\$6.9 million)

- Children's Museum Property
- Jonsson Center Modernization (*\$federal dollars)
- Elephant Plaza structure
- Various HVAC

Renewal and Replacement (\$1 million)

- Roundhouse Generator

2024 Zoo Bond Fund (\$21 million)

- Front Entry and Polar Plazas
- Coastal Shores

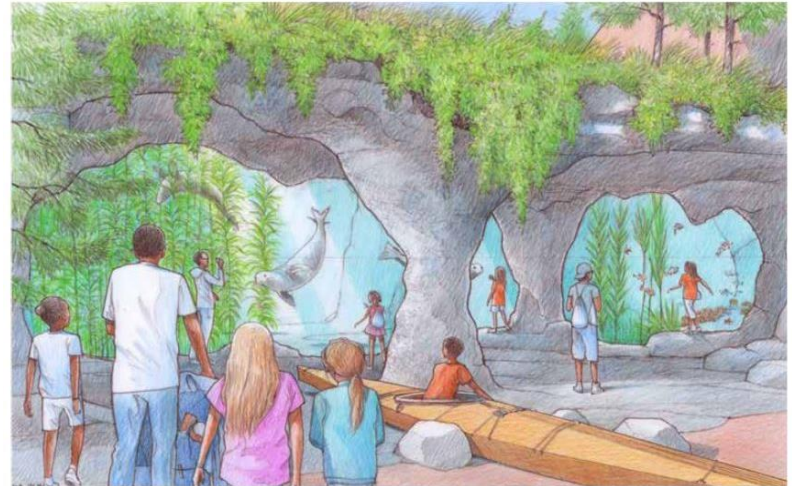
Budget Modifications - Operating

- 1.0 FTE Animal Keeper (Butterflies)
- 1.0 FTE Program Coordinator (Conservation)
- 0.5 FTE Animal Keeper increase (Africa)
- 1.0 FTE LD Animal Keeper (VHE conversion)
- 0.5 FTE LD Animal Keeper increase (Primates)



Budget Modifications - Bond

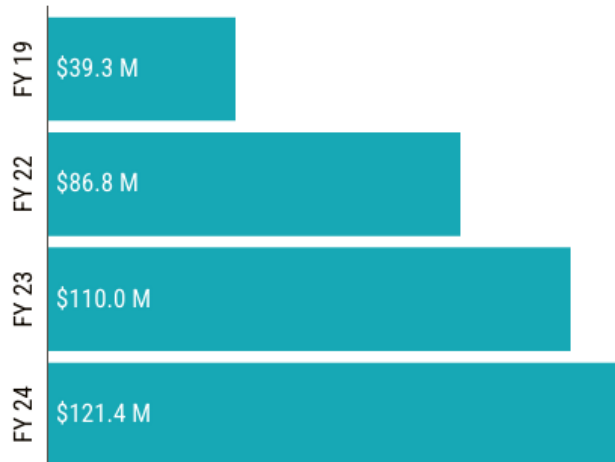
- 1.0 FTE Exhibit Developer
- 1.0 FTE Exhibit Project Manager
- 2.0 FTE Exhibit Designers



Budget Performance Measures



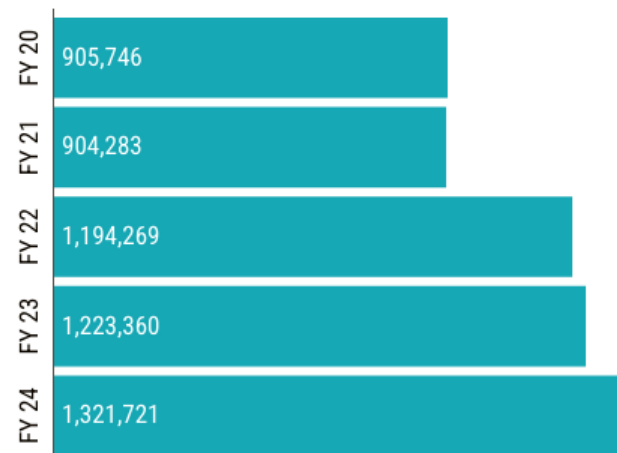
Regional Economic Impact



— Actual



Zoo Attendance



— Actual

Budget Performance Measures

Community Partner Tickets

- 25,619 tickets
- \$614,856 in value

Title 1 School Group Tickets

- 31,188 tickets
- \$152,515 in value

Discounted Tickets

- 79,664 tickets
- \$955,968 in value



Council Discussion

- Current State
- Future State
- Questions



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Housing Department FY 2025-26 Proposed Budget

April 22, 2025

Presentation Agenda

- FY 2024-25 Department Investment Progress
- FY 2025-26 Budget Overview
- Budget Performance Measures
- Council Discussion

FY 2024-25 Housing Department Investment Progress: Supportive Housing Services (SHS)

Oversight functions

- Signed data sharing agreement
- Finalizing monitoring framework
- Program evaluation development
- Improved reporting and analysis for quarterly and annual reports
- Audit follow up

Regionalization

- Regional implementation strategies:
 - Coordinated entry (*approved*)
 - Technical assistance (*approved*)
 - Healthcare system alignment
 - Employee recruitment and retention
 - Front-line worker training
- Permanent Supportive Housing
 - Technical assistance
 - PSH quality standards

Reform work

- Stakeholder Advisory Table
- Metro President's Work Group
- Subject matter expertise
- Technical research and analysis
- Planning and coordination
- Stakeholder engagement

FY 2024-25 Housing Department Investment Progress: Affordable Housing Bond (AHB)

Oversight functions

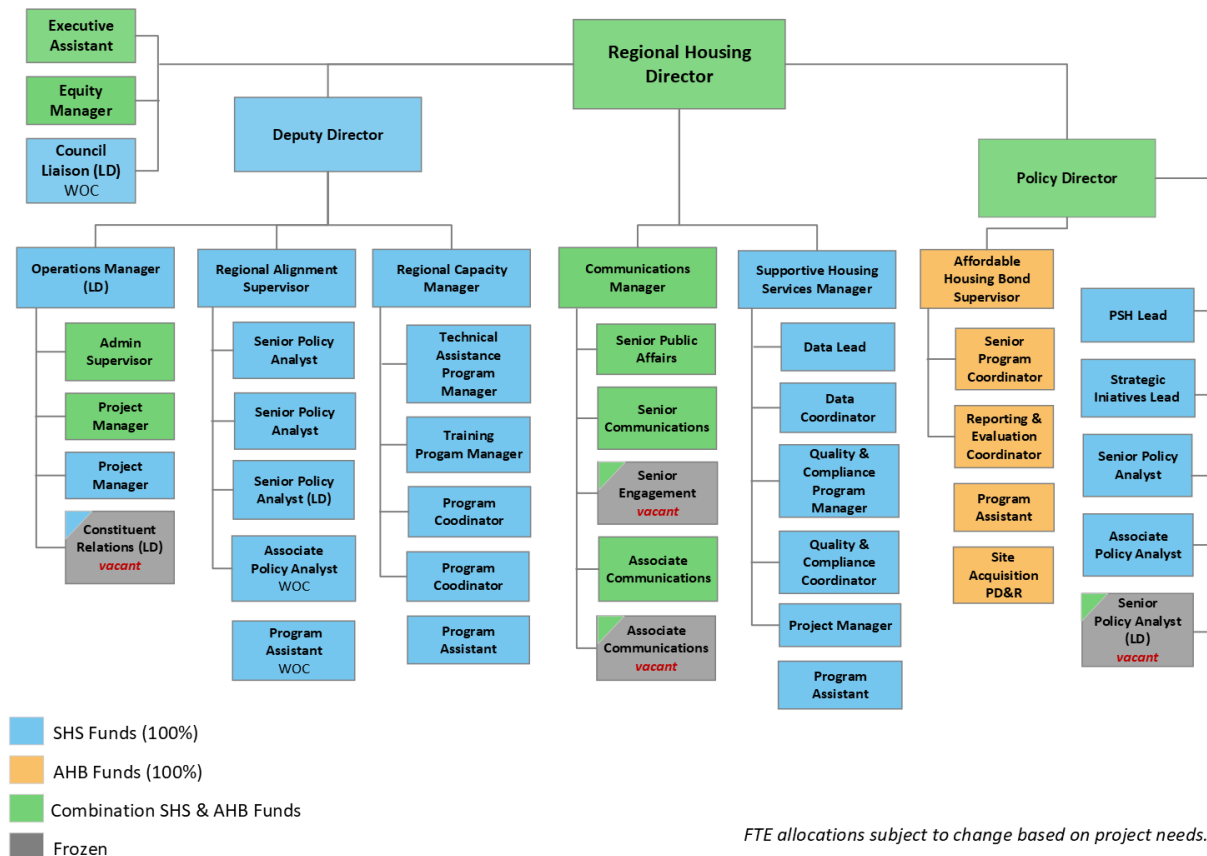
- Monitoring bond pipeline
- Partner engagement to address risks, support coordination/alignment, and advance innovating models (market-based acquisition and affordable homeownership)
- Project approvals and funding disbursement
- Outcomes evaluation
- Quarterly and annual reports

Regionalism

- Housing bond PSH pilot
- Asset management and monitoring assessment launched
- Regional Housing Coordination Strategy*

FY 2025-26 Housing Department Base Budget Programmatic Overview

Housing Department by FTE status, funding & reporting structure

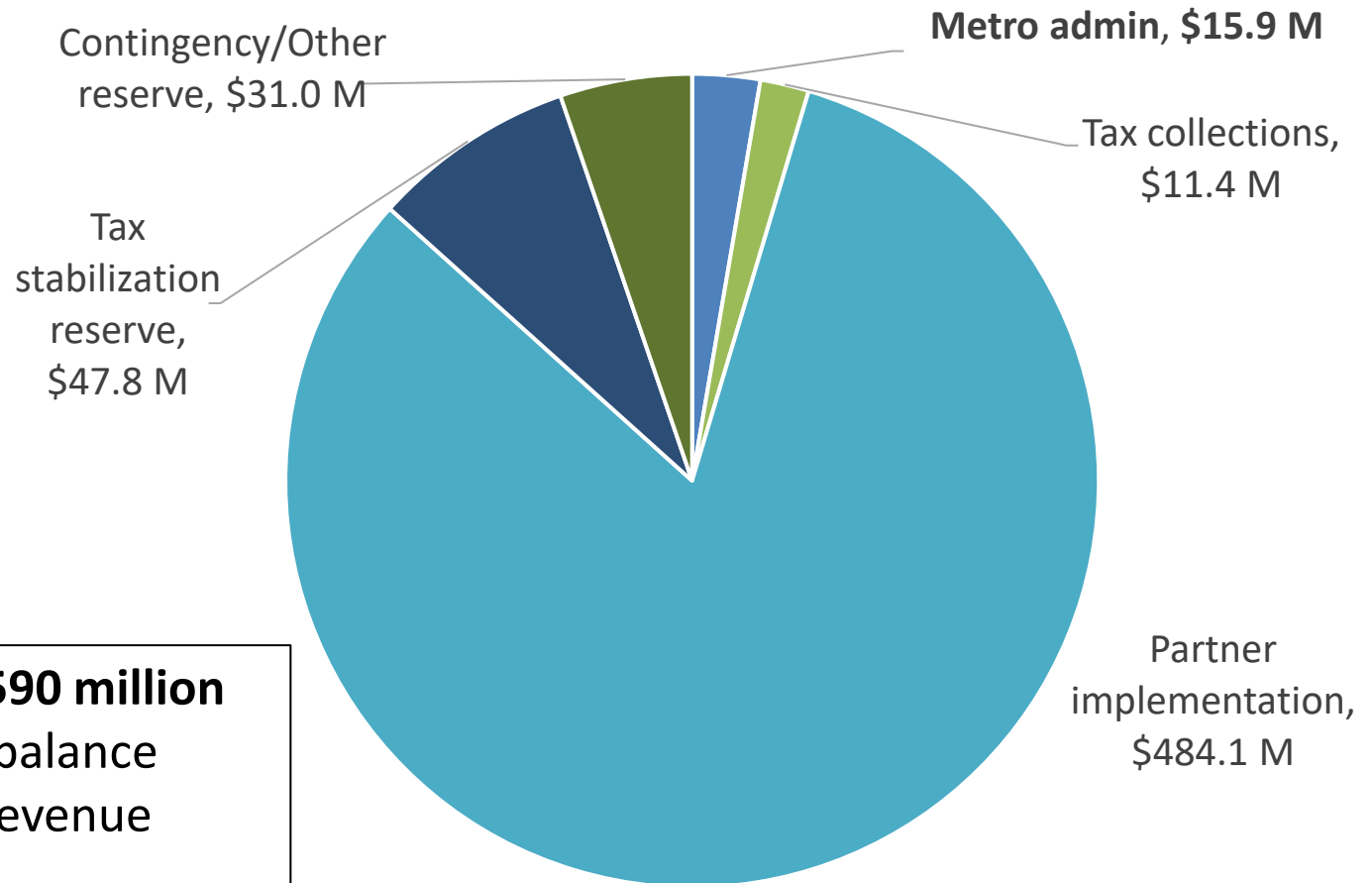


LD = Limited Duration (Approved through June 2026)

Revised: 4-21-2025

FY 2025-26 Budget Overview:

SHS - Metro and Implementation Partners



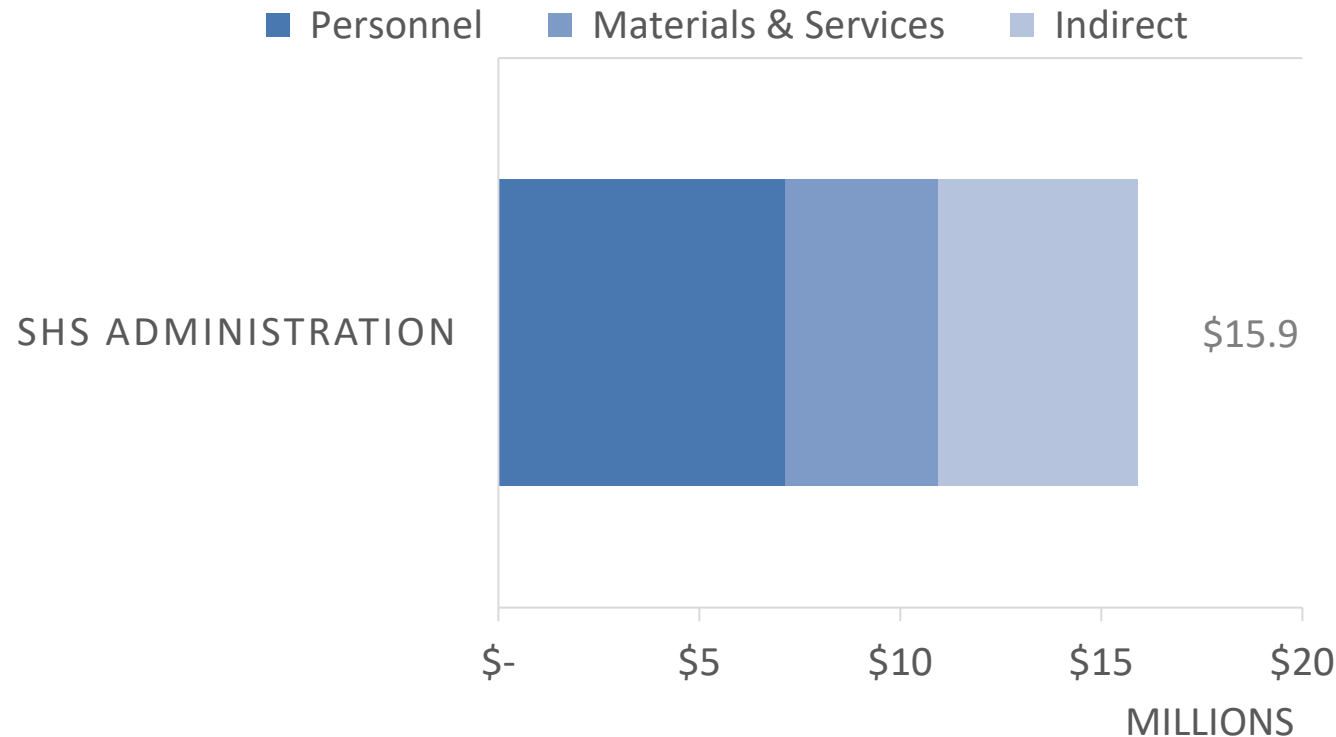
SHS Resources: \$590 million

\$260 million beg balance

\$330 million tax revenue

FY 2025-26 Budget Overview: SHS - Metro Administrative Funds

FY25-26 SHS EXPENSE BUDGET - METRO



FY 2025-26 Budget Overview:

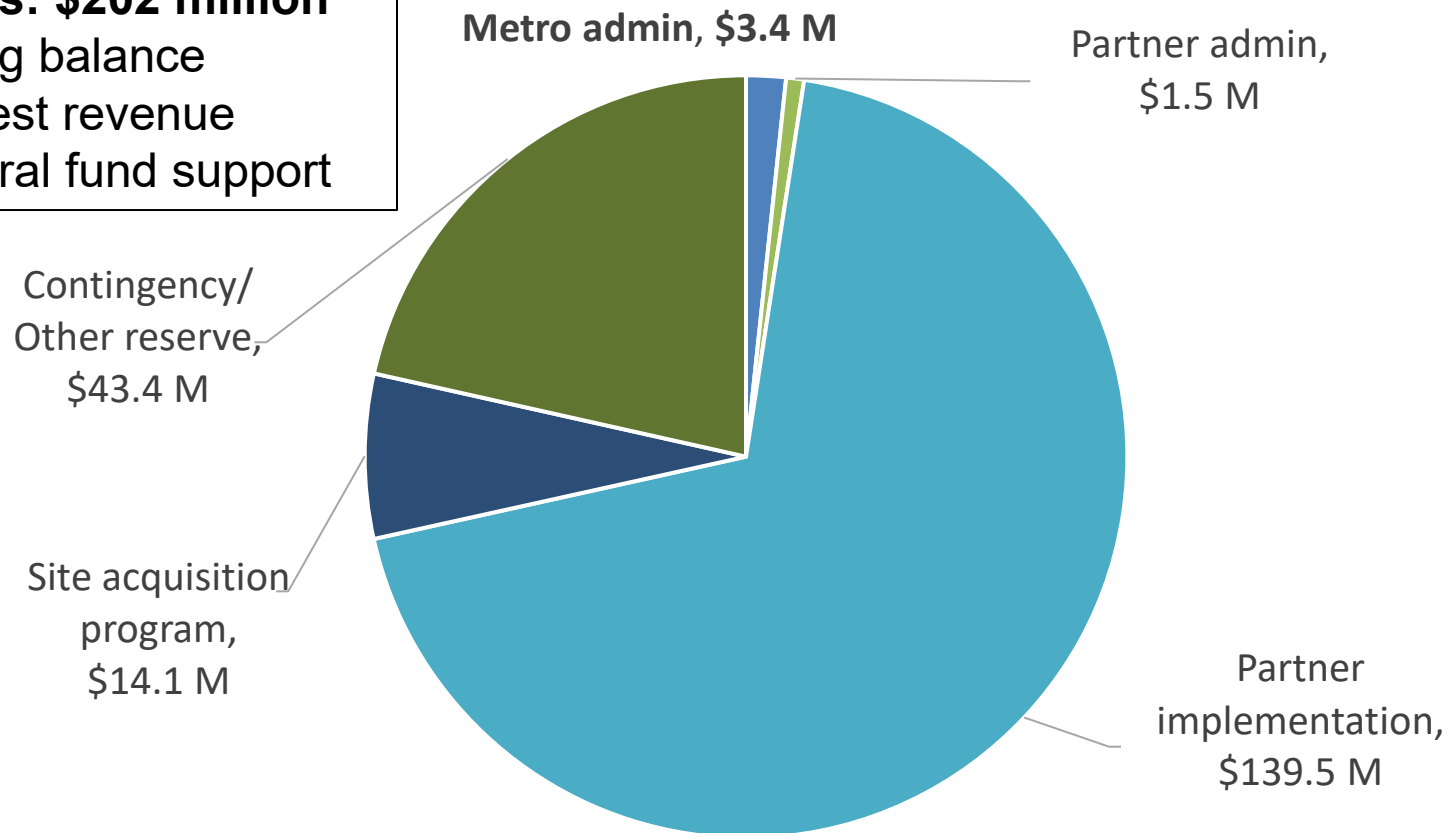
AHB - Metro and Implementation Partners

AHB Resources: \$202 million

\$197 million beg balance

\$4 million interest revenue

\$1 million general fund support

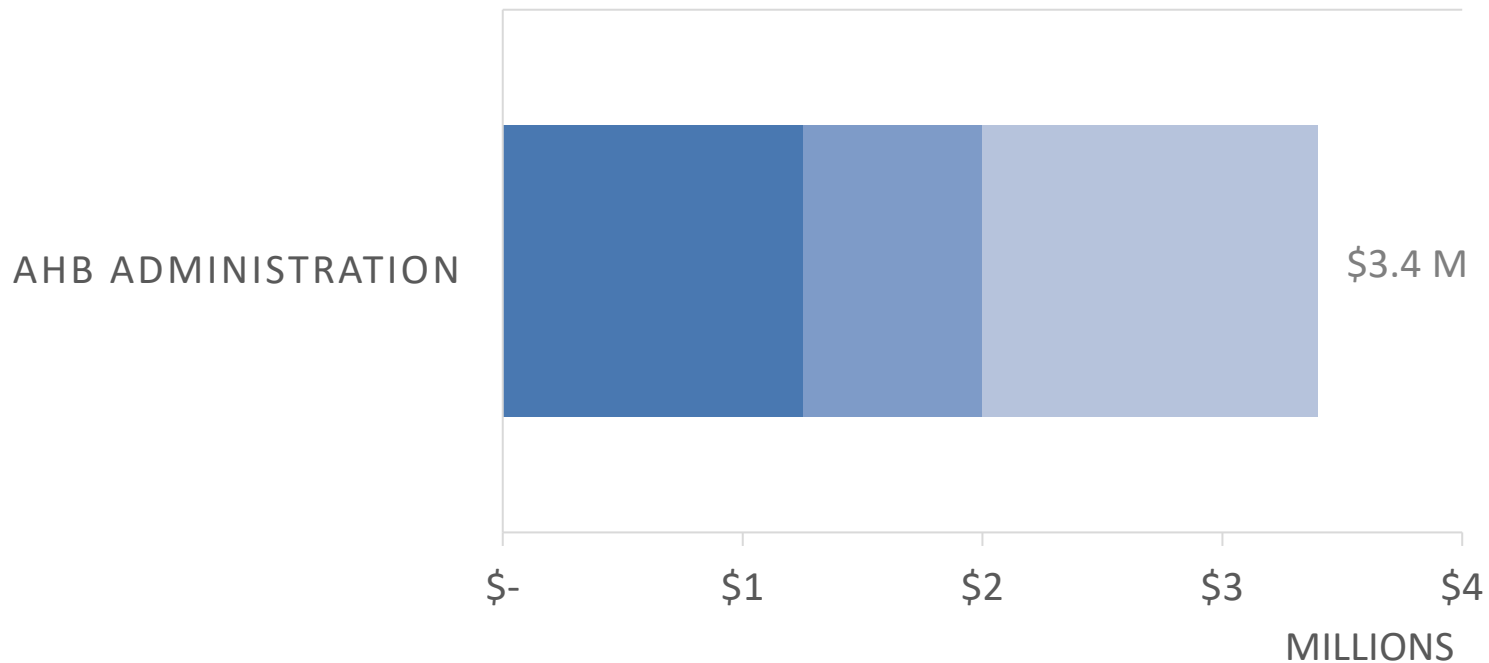


FY 2025-26 Budget Overview:

AHB - Metro Administrative Investments

FY25-26 AHB EXPENSE BUDGET - METRO

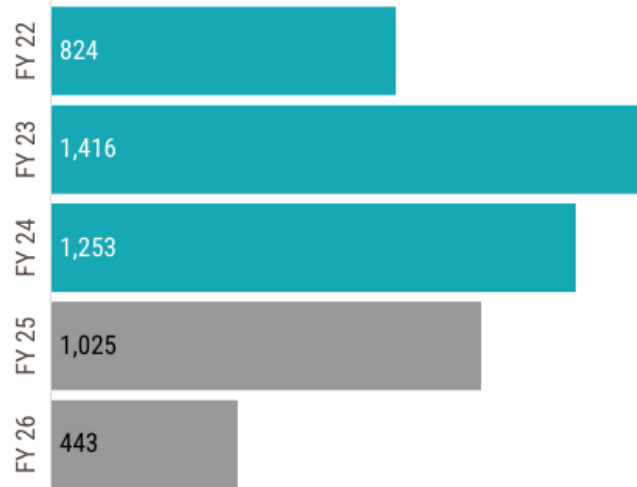
■ Personnel ■ Materials & Services ■ Indirect



Supportive Housing Services



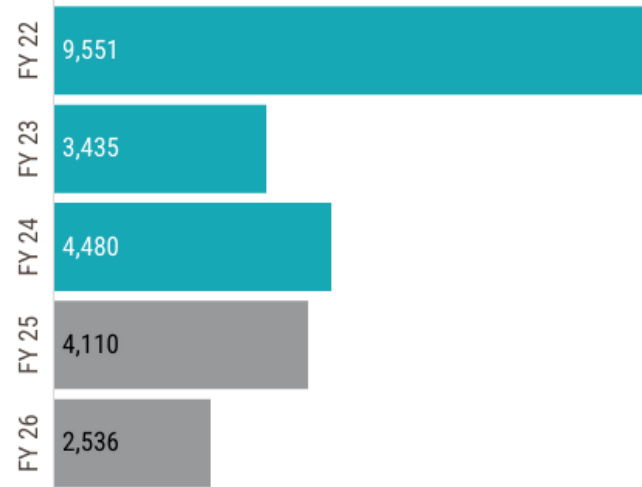
Households placed in permanent supportive housing



● Actual ● Estimate



Households stabilized through rapid re-housing or eviction prevention rent assistance



● Actual ● Estimate

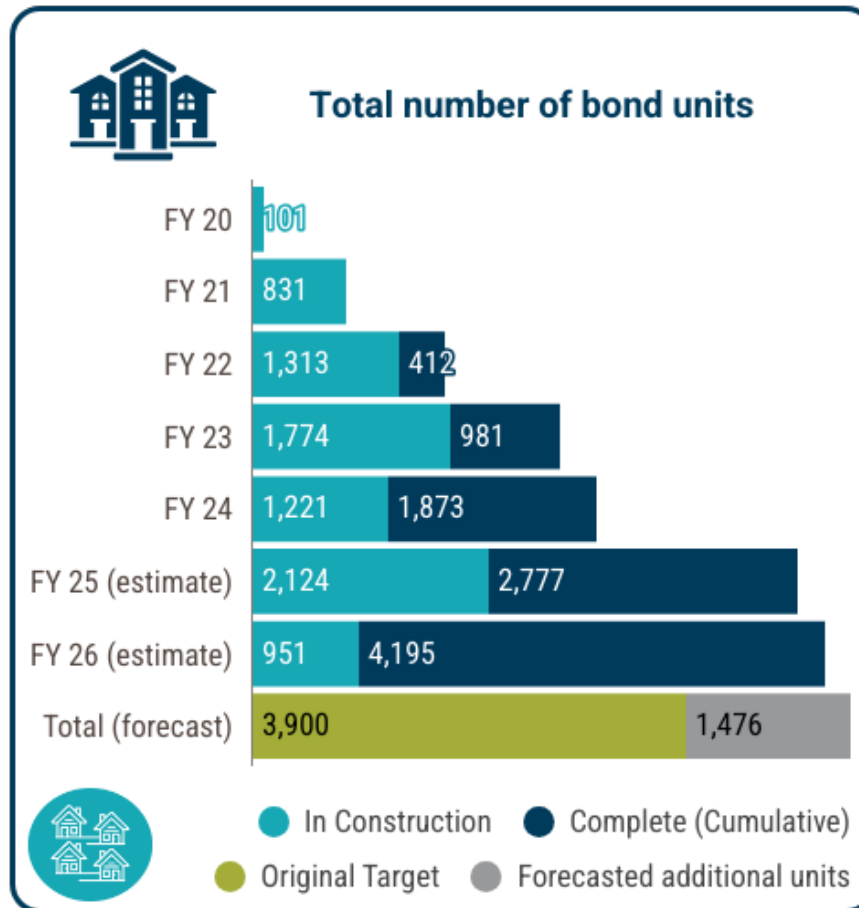
Key Equity Metric

Outcome: Increased access to housing resources for BIPOC communities

2024

- 51% of people placed in permanent supportive housing were people of color
- 58% of people placed in rapid rehousing were people of color
- 62% of people served by homelessness prevention services were people of color

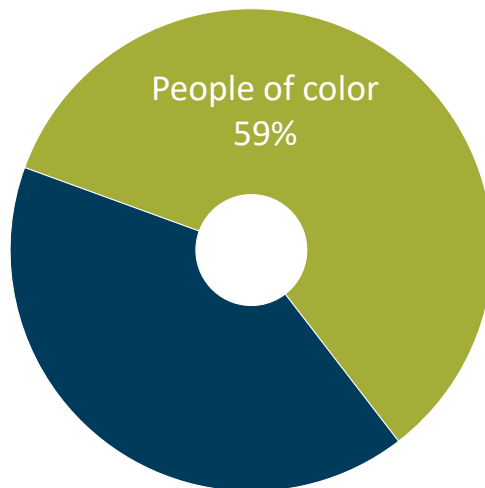
Affordable Housing Bond: KPI



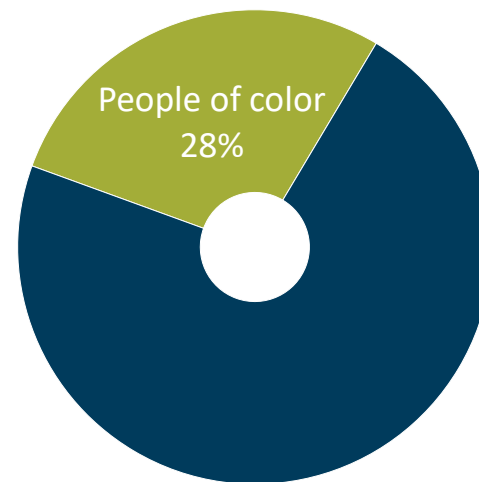
Key Equity Metric

Outcome: Increased access to housing resources for BIPOC communities

Occupants in bond-funded units that were open as of December 2024



Region



*AHB metrics are based on voluntary responses, which are not received from all occupants

Questions and Discussion



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