



600 NE Grand Ave.  
Portland, OR 97232-2736

## Metropolitan Exposition Recreation

### Commission (MERC) agenda

---

Wednesday, July 2, 2025

12:30 PM

[https://us02web.zoom.us/j/81411140803?](https://us02web.zoom.us/j/81411140803?pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1)

[pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1](https://us02web.zoom.us/j/81411140803?pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1)

---

This meeting will be held electronically.

You can join the meeting on your computer or other device by using this link

[https://us02web.zoom.us/j/81411140803?](https://us02web.zoom.us/j/81411140803?pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1)

[pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1](https://us02web.zoom.us/j/81411140803?pwd=RATb1kMK7VnTrbyy1ObzzKefkj949G.1)

**1. Call To Order and Roll Call**

**2. Public Communication**

Public comment may be submitted in writing. It will also be heard in person and by electronic communication (video conference or telephone). Written comments should be submitted electronically by emailing [amy.nelson@oregonmetro.gov](mailto:amy.nelson@oregonmetro.gov). Testimony on agenda and non-agenda items will be taken at the beginning of the meeting.

Those wishing to testify orally are encouraged to sign up in advance by either: (a) contacting Amy Nelson by phone at 503-314-2360 and providing your name and the agenda item on which you wish to testify; or (b) registering by email by sending your name and the agenda item on which you wish to testify to [amy.nelson@oregonmetro.gov](mailto:amy.nelson@oregonmetro.gov). Those wishing to testify in person should fill out a card located on the table directly outside the meeting room door.

Those requesting to comment virtually during the meeting can do so by joining the meeting using this link: <https://us02web.zoom.us/j/87607282304?pwd=SFBiOVJHdWp0RVIRZU1uMDA0Vitqdz09> and using the "Raise Hand" feature in Zoom or emailing [amy.nelson@oregonmetro.gov](mailto:amy.nelson@oregonmetro.gov). Individuals will have three minutes to testify unless otherwise stated at the meeting.

**3. Commission/Council Liaison Communication**

**4. General Manager Communications**

**5. Financial Update**

5.1 MERC Finance Report

[MERC 25-31](#)

Presenter(s): Ashley Sloan, MERC Finance Manager

Attachments: [Finance Report](#)

---

**6. Venue Business Reports**

**7. Consent Agenda**

- 7.1 In Consideration of the June 4, 2025 MERC Meeting Minutes [MERC 25-32](#)  
Attachments: [Meeting Minutes](#)

**8. Presentations**

- 8.1 Expo Future Project and Sports Marketing Update [MERC 25-33](#)

Presenter(s): Craig Stroud, (he/him) GM of Visitor Venues  
Cindy Wallace, (she/her) Interim Executive Director, OCC + Expo  
Monica, Pea, (she/her) Director of Sales, OCC + Expo  
Jamie McCool, (she/her) National Account Director, Travel Portland  
Jenn Dooher, (she/her) Director of Sports Tourism, Sport Oregon Metro

Attachments: [Expo Future Update](#)

- 8.2 Performing Arts Venue Workgroup Recommendations [MERC 25-34](#)

Presenter(s): Rachael Lembo, (she/her) Executive Director, Portland's Centers for the Arts

Attachments: [Performing Arts Venues Workgroup Recommendations](#)

**9. Adjourn**

## Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964, Title II of the Americans with Disabilities Act, Section 504 of the Rehabilitation Act and other 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 [oregonmetro.gov/civilrights](http://oregonmetro.gov/civilrights) or call 503-797-1890. 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. Individuals with service animals are welcome at Metro facilities, even where pets are generally prohibited. For up-to-date public transportation information, visit TriMet's website at [trimet.org](http://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](http://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 503-797-1700 (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](http://www.oregonmetro.gov/civilrights). або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

### Metro 的不歧視公告

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](http://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503-797-1700（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](http://www.oregonmetro.gov/civilrights). Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatiid kullanka dadweynaha, wac 503-797-1700 (8 galka hore illaa 5 galka dambe maalmaha shaqada) shan maalmo shaqa ka hor kullanka si loo tixgaliyo codsashadaada.

### Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

### Metro의 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](http://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503-797-1700（平日午前8時～午後5時）までお電話ください。

### សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

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

### إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يرجى زيارة الموقع الإلكتروني [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

### 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](http://www.oregonmetro.gov/civilrights). Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (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

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](http://www.oregonmetro.gov/civilrights). Si necesita asistencia con el idioma, llame al 503-797-1700 (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](http://www.oregonmetro.gov/civilrights). Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

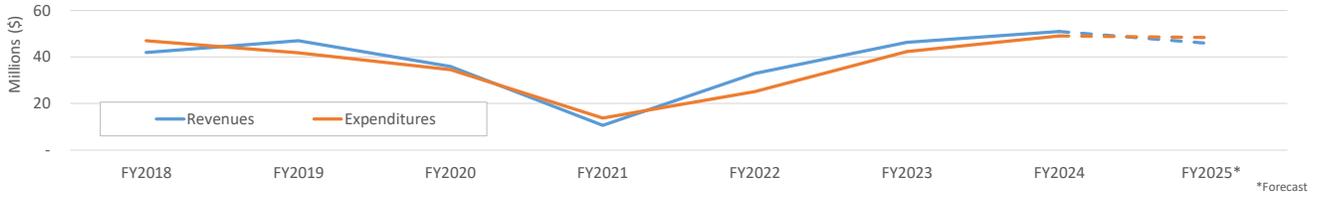
### Avizul Metro privind nediscriminarea

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](http://www.oregonmetro.gov/civilrights). Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (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 ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib [www.oregonmetro.gov/civilrights](http://www.oregonmetro.gov/civilrights). Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntawm lub rooj sib tham.

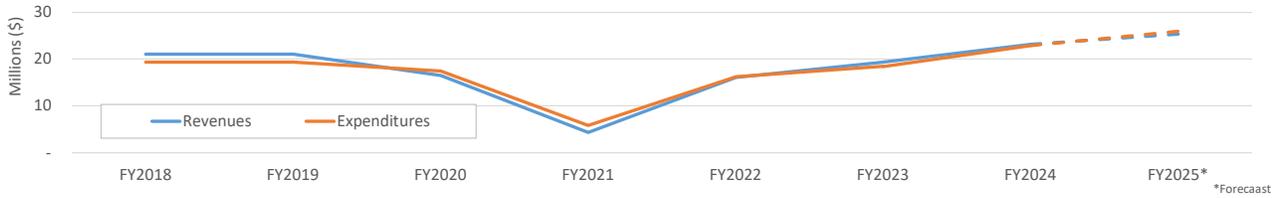
## OREGON CONVENTION CENTER



2024-25 Budget to Actual				Current Month vs Prior Year Month				YTD vs Prior Fiscal Year		
OPERATIONS	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
<b>REVENUES</b>										
<b>Charges for Services</b>										
Food & Beverage	14,864,290	13,308,033	90%	1,285,064	1,333,562	-4%	(48,499)	16,676,561	-20%	(3,368,528)
Facility Rentals	5,800,184	4,516,289	78%	456,745	431,225	6%	25,520	5,174,836	-13%	(658,547)
Audio Visual	2,940,000	2,761,273	94%	180,201	307,522	-41%	(127,321)	3,141,857	-12%	(380,584)
Parking Revenue	2,305,000	2,018,499	88%	153,794	108,211	42%	45,583	1,949,149	4%	69,350
All Other (Utility, Telecom, Etc.)	3,904,964	4,137,326	106%	592,250	394,041	50%	198,209	4,383,227	-6%	(245,900)
<b>Local Government Shared Revenues</b>										
Lodging Excise Tax	14,901,200	10,684,449	72%	1,571,436	1,491,858	5%	79,579	10,794,640	-1%	(110,192)
Visitor Facilities Trust Account	2,683,500	2,209,500	82%	2,209,500	-	-	2,209,500	-	-	2,209,500
Grants	-	23,126	-	1,000	407,147	-100%	(406,147)	407,147	-94%	(384,021)
Interest Earnings	384,311	488,687	127%	45,171	71,708	-37%	(26,537)	620,198	-21%	(131,510)
Miscellaneous Revenue	13,500	66,422	492%	5,261	7,388	-29%	(2,127)	61,367	8%	5,055
<b>REVENUE TOTAL</b>	<b>47,796,949</b>	<b>40,213,605</b>	<b>84%</b>	<b>6,500,422</b>	<b>4,552,662</b>	<b>43%</b>	<b>1,947,760</b>	<b>43,208,982</b>	<b>-7%</b>	<b>(2,995,377)</b>
<b>EXPENDITURES</b>										
Food & Beverage	11,319,385	11,831,422	105%	1,625,973	1,432,491	14%	193,482	12,821,125	-8%	(989,703)
Administration	2,364,053	1,330,125	56%	7,289	138,445	-95%	(131,156)	1,417,904	-6%	(87,779)
<b>Strategy &amp; Business Development</b>										
Marketing & Sales	6,870,429	5,886,705	86%	192,240	716,462	-73%	(524,222)	6,447,626	-9%	(560,921)
Admissions	337,636	366,821	109%	65,688	26,982	143%	38,706	300,169	22%	66,653
Ticket Services	8,074	30,845	382%	5,253	1,626	223%	3,627	20,094	54%	10,751
Guest Experience	668,555	673,631	101%	81,361	70,824	15%	10,538	558,245	21%	115,386
Parking	1,291,793	1,158,599	90%	134,362	116,368	15%	17,994	789,394	47%	369,206
<b>Facilities &amp; Operations</b>										
Facility Management	6,194,304	4,967,163	80%	509,816	647,357	-21%	(137,540)	4,640,864	7%	326,299
Utility Services	937,500	1,072,526	114%	152,607	120,554	27%	32,053	1,102,666	-3%	(30,140)
Audio Visual	2,226,000	2,121,177	95%	138,619	209,253	-34%	(70,635)	2,413,709	-12%	(292,532)
Telecommunications	926,259	697,828	75%	79,067	56,127	41%	22,940	527,090	32%	170,739
<b>Event Services</b>										
Setup	4,690,076	3,701,534	79%	523,435	433,476	21%	89,959	3,685,421	0%	16,113
Event Operations	1,367,307	1,230,357	90%	140,012	132,731	5%	7,281	1,069,664	15%	160,692
Public Safety	2,482,699	2,167,770	87%	236,769	240,756	-2%	(3,986)	2,125,381	2%	42,389
<b>Non-Dept.</b>										
Materials and Services	886,500	204,750	23%	-	-	-	-	170,625	20%	34,125
CAP Transfers	6,341,845	5,813,358	92%	528,487	461,752	14%	66,735	5,079,272	14%	734,086
<b>EXPENDITURE TOTAL</b>	<b>48,912,415</b>	<b>43,254,613</b>	<b>88%</b>	<b>4,420,976</b>	<b>4,805,202</b>	<b>-8%</b>	<b>(384,226)</b>	<b>43,169,249</b>	<b>0%</b>	<b>85,364</b>
<b>NET OPERATIONS</b>	<b>(1,115,466)</b>	<b>(3,041,008)</b>		<b>2,079,446</b>	<b>(252,540)</b>			<b>39,733</b>		

FY2024 -25 Capital Projects				FY2024 Capital Projects						
	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
REVENUES	1,860,355	200,000	11%	-	-	-	-	276,180	-28%	-
EXPENSES	7,352,250	3,777,388	51%	625,970	255,713	145%	370,257	3,004,383	26%	773,004
<b>NET</b>	<b>(5,491,895)</b>	<b>(3,577,388)</b>		<b>(625,970)</b>	<b>(255,713)</b>	<b>145%</b>	<b>(370,257)</b>	<b>(2,728,204)</b>	<b>31%</b>	<b>1,279,285</b>

**PORTLAND'S PERFORMING ARTS VENUES**



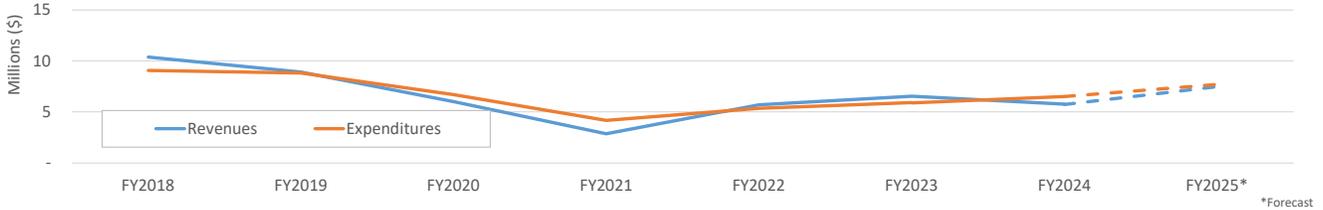
2024-25 Budget to Actual				Current Month vs Prior Year Month				YTD vs Prior Fiscal Year		
OPERATIONS	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
<b>REVENUES</b>										
<b>Charges for Services</b>										
Food & Beverage	1,572,208	1,707,578	109%	179,929	191,213	-6%	(11,284)	1,564,132	9%	143,446
Ticket Services	7,344,054	7,395,429	101%	680,534	775,055	-12%	(94,521)	7,015,211	5%	380,217
Production Services	3,522,659	2,998,038	85%	320,453	359,665	-11%	(39,212)	2,504,509	20%	493,529
Booking & Sales	2,700,470	2,442,133	90%	304,587	291,237	5%	13,351	2,259,296	8%	182,837
P5 Presents	1,485,750	862,952	58%	27,222	324	8302%	26,898	969,923	-11%	(106,971)
Admissions	2,056,206	1,674,466	81%	195,574	168,239	16%	27,335	1,379,797	21%	294,669
All Other (Utility, Telecom, Etc.)	2,204,326	1,890,241	86%	205,295	267,377	-23%	(62,082)	1,913,753	-1%	(23,512)
<b>Local Government Shared Revenues</b>										
Lodging Excise Tax	1,603,971	1,130,372	70%	166,252	163,006	2%	3,246	1,179,461	-4%	(49,090)
Visitor Facilities Trust Account	684,000	684,000	100%	684,000	-	-	684,000	-	-	684,000
All Other	-	-	-	-	-	-	-	-	-	-
<b>Contributions from Governments</b>	1,125,135	1,175,255	104%	587,626	-	-	587,626	559,700	110%	615,555
<b>Contributions from Private Sources</b>	109,580	-	0%	-	-	-	-	-	-	-
<b>Grants</b>	-	84,938	-	37,938	700	5320%	37,238	-	-	84,938
<b>Interest Earnings</b>	292,149	617,062	211%	58,570	73,960	-21%	(15,390)	737,271	-16%	(120,209)
<b>Miscellaneous Revenue</b>	43,000	(38,365)	-89%	(1,274)	56,638	-102%	(57,911)	83,504	-146%	(121,869)
<b>Transfers-R</b>	125,000	75,000	60%	-	-	-	-	-	-	75,000
<b>REVENUE TOTAL</b>	<b>24,868,508</b>	<b>22,699,099</b>	<b>91%</b>	<b>3,446,705</b>	<b>2,347,413</b>	<b>47%</b>	<b>1,099,292</b>	<b>20,166,558</b>	<b>13%</b>	<b>2,532,541</b>

EXPENDITURES				Current Month vs Prior Year Month				YTD vs Prior Fiscal Year		
OPERATIONS	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
<b>Food &amp; Beverage</b>	100,000	86,989	87%	73,932	-	-	73,932	70,729	23%	16,261
<b>Administration</b>	1,420,489	1,181,042	83%	69,180	124,720	-45%	(55,540)	1,175,533	0%	5,509
<b>Sales &amp; Promotion</b>										
Booking & Sales	587,801	453,277	77%	59,353	56,732	5%	2,621	453,506	0%	(229)
Marketing & Advertisement	452,953	348,810	77%	43,398	35,304	23%	8,094	282,222	24%	66,587
Promoted Shows (P5 Presents)	1,457,886	977,425	67%	73,757	4,548	1522%	69,209	946,298	3%	31,126
<b>Culture &amp; Community</b>	725,278	465,670	64%	43,151	56,705	-24%	(13,554)	489,116	-5%	(23,447)
<b>Youth Arts Program</b>	144,330	121,820	84%	27,402	-	-	27,402	-	-	121,820
<b>Facility Operations</b>										
Maintenance & Custodial	5,151,339	4,964,652	96%	482,497	541,472	-11%	(58,974)	4,699,297	6%	265,355
Security	2,558,629	1,720,054	67%	428,389	121,653	252%	306,736	1,056,905	63%	663,150
<b>Event Services</b>										
Event Coordination	1,638,805	1,506,122	92%	81,723	114,548	-29%	(32,825)	810,030	86%	696,092
Production Services	3,751,143	3,201,512	85%	366,365	485,491	-25%	(119,126)	3,311,903	-3%	(110,391)
Front of House	1,746,141	1,498,238	86%	192,705	217,368	-11%	(24,663)	1,758,570	-15%	(260,332)
Volunteer Services	154,710	118,747	77%	19,750	13,251	49%	6,499	108,219	10%	10,527
<b>Ticket Services</b>	2,959,590	2,856,242	97%	239,729	242,564	-1%	(2,835)	2,475,665	15%	380,576
<b>Non-Dept</b>										
Grants and Loans	125,000	75,000	60%	-	-	-	-	-	-	75,000
CAP Transfers	3,625,450	3,323,329	92%	302,121	279,497	8%	22,624	3,074,467	8%	248,862
<b>EXPENDITURE TOTAL</b>	<b>26,599,544</b>	<b>22,898,929</b>	<b>86%</b>	<b>2,476,051</b>	<b>2,293,852</b>	<b>8%</b>	<b>182,198</b>	<b>20,712,462</b>	<b>11%</b>	<b>2,186,467</b>

<b>NET OPERATIONS</b>	<b>(1,731,036)</b>	<b>(199,830)</b>		<b>970,654</b>	<b>53,560</b>			<b>(545,904)</b>		
-----------------------	--------------------	------------------	--	----------------	---------------	--	--	------------------	--	--

FY2024-25 Capital Projects				FY2024 Capital Projects						
	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
REVENUES	2,000,000	1,024,374	51%	-	-	-	-	-	100%	-
EXPENSES	7,589,200	4,931,130	65%	(17,386)	80,520	-122%	(97,906)	4,011,514	23%	919,616
<b>NET</b>	<b>(5,589,200)</b>	<b>(3,906,756)</b>		<b>17,386</b>	<b>(80,520)</b>	<b>-122%</b>	<b>97,906</b>	<b>(4,011,514)</b>	<b>-3%</b>	<b>104,758</b>

**PORTLAND EXPO CENTER**



2024-25 Budget to Actual				Current Month vs Prior Year Month				YTD vs Prior Fiscal Year		
OPERATIONS	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
<b>Charges for Services</b>										
Food & Beverage	579,000	567,402	98%	67,084	59,200	13%	7,883	464,314	22%	103,089
Facility Rentals	2,142,042	2,018,102	94%	162,255	109,901	48%	52,354	1,829,581	10%	188,522
Parking Revenue	2,202,158	2,070,792	94%	227,886	228,188	0%	(302)	1,557,287	33%	513,504
Ticket Services	389,730	411,372	106%	32,857	29,470	11%	3,387	412,329	0%	(956)
All Other (Utility, Telecom, Etc.)	927,975	864,488	93%	75,737	104,796	-28%	(29,059)	751,064	15%	113,424
<b>Local Government Shared Revenues</b>										
Visitor Facilities Trust Account	517,500	517,500	100%	517,500	-	-	517,500	-	-	517,500
Interest Earnings	75,000	19,865	26%	1,136	-	-	1,136	83,058	-76%	(63,193)
Miscellaneous Revenue	82,500	63,756	77%	4,865	3,583	36%	1,282	34,482	85%	29,274
Transfers-R	400,000	-	0%	-	-	-	-	-	-	-
<b>REVENUE TOTAL</b>	<b>7,315,905</b>	<b>6,533,277</b>	<b>89%</b>	<b>1,089,319</b>	<b>535,139</b>	<b>104%</b>	<b>554,180</b>	<b>5,132,113</b>	<b>27%</b>	<b>1,401,164</b>

EXPENDITURES				Current Month vs Prior Year Month				YTD vs Prior Fiscal Year		
Food & Beverage	46,000	4,854	11%	364	6,062	-94%	(5,698)	16,696	-71%	(11,842)
Administration	732,460	864,043	118%	278,363	66,470	319%	211,894	511,506	69%	352,537
Sales & Marketing	434,658	358,471	82%	35,125	37,426	-6%	(2,301)	288,434	24%	70,037
Facility Operations	2,783,447	2,342,043	84%	258,554	234,068	10%	24,485	1,855,578	26%	486,464
Special Services	554,014	350,629	63%	17,091	39,666	-57%	(22,575)	410,567	-15%	(59,938)
Event Coordination	544,477	572,375	105%	108,897	76,981	41%	31,916	451,978	27%	120,397
Admissions	88,851	89,007	100%	12,649	9,382	35%	3,267	75,509	18%	13,498
Ticket Services	277,422	249,740	90%	28,440	9,144	211%	19,296	153,666	63%	96,074
Parking	522,593	392,535	75%	27,210	34,762	-22%	(7,551)	322,465	22%	70,070
<b>Non-Dept</b>										
CAP Transfers	1,966,569	1,887,157	96%	78,874	89,390	-12%	(10,516)	1,831,915	3%	55,242
<b>EXPENDITURE TOTAL</b>	<b>7,950,491</b>	<b>7,110,854</b>	<b>89%</b>	<b>845,567</b>	<b>603,351</b>	<b>40%</b>	<b>242,217</b>	<b>5,918,314</b>	<b>20%</b>	<b>1,192,540</b>

<b>NET OPERATIONS</b>	<b>(634,586)</b>	<b>(577,577)</b>	<b>243,751</b>	<b>(68,211)</b>	<b>(786,201)</b>
-----------------------	------------------	------------------	----------------	-----------------	------------------

FY2024-25 Capital Projects				FY2024 Capital Projects						
	Adopted Budget	Actual thru May 2025 (91.7% of the Fiscal Year)	% Budget thru May 2025	May-25	May-24	% Var	\$ Var	Actual thru May 2024	% Var	\$ Var
REVENUES	558,004	-	0%	-	-	-	-	-	-	-
EXPENSES	1,674,100	1,547,319	92%	5,147	1,800	186%	3,347	401,716	285%	1,145,603
<b>NET</b>	<b>(1,116,096)</b>	<b>(1,547,319)</b>		<b>(5,147)</b>	<b>(1,800)</b>	<b>186%</b>	<b>(3,347)</b>	<b>(401,716)</b>	<b>285%</b>	<b>(1,145,603)</b>

# Expo Future MERC Update

May 24 to June 24, 2025



## Phase 3 major activities, as resolved by MERC and Metro Council

Representation & memorialization of histories and cultures at the site	Sports pivot and redevelopment
<p>H1. Assess feasibility of HSMC’s recommendations</p> <p>H2. Develop implementation strategy for feasible recommendations</p> <p>H3. Conduct a cultural resources assessment</p> <p>H4. Conduct engineering study of Hall A’s integrity, reuse capacity</p> <p>H5. Discuss engineering findings with community and develop recommendations for future use of Hall A</p> <p>H6. Engage with interested Tribes re: memorialization and representation in partnership with Tribal Affairs</p> <p>H6. Identify approach to governance and engagement for development of site interpretive plan</p> <p>H7. Develop site interpretive plan</p>	<p>S1. Continue analysis and refinement of preferred sports scenario</p> <p>S2. Propose interim investment in sports equipment for Halls D &amp; E</p> <p>S3. Develop and present criteria for solicitation of public-private partnership by June 30, 2025</p> <p>S4. Ensure that the pursuit of sports uses at Expo supports R &amp; M recommendations and does not commodify or harm involved partners and communities</p> <p>S5. Make every effort to pursue sports events at Expo (specific to Expo Center staff)</p>

## Work completed in this reporting period

Representation & memorialization activities	Sports pivot and redevelopment activities
<ul style="list-style-type: none"> <li>Expo cultural resources assessment: Willamette Cultural Resources Associates, Ltd completed a research-only assessment to identify known and potential archaeological and historic resources, and staff are reviewing the draft report.</li> <li>Staff prepared an initial draft scope of work for a phased approach to assess Hall A’s structural integrity and its capacity to stand independently if separated from Halls B and C.</li> </ul>	<ul style="list-style-type: none"> <li>Metro Council approved a \$2 million initial interim investment in infrastructure and sports equipment/amenities in Halls D &amp; E in the fiscal year 2025-26 budget.</li> <li>Staff drafted a memo outlining suggested criteria for solicitation of a public-private partnership for Expo Future redevelopment.</li> <li>Collectively, Expo, Sport Oregon and Travel Portland have produced competitive bid submissions to bring youth, amateur and professional sporting events to the Portland Expo Center in coming years. Sales efforts will be presented to MERC and Council in July.</li> </ul>

## Key work planned for the next quarter

<ul style="list-style-type: none"> <li>Finalize and distribute cultural resources assessment report.</li> <li>Engage former HSMC members and other interested parties in the scope of work and phased approach to Hall A’s structural integrity assessment.</li> <li>Develop a project plan to invest the \$2 million budgeted for sports equipment/amenities in Halls D &amp; E, including contract approach for architect, engineering, and other services.</li> <li>Finalize and distribute the memo outlining suggested criteria for solicitation of a public-private partnership.</li> <li>Update project website sections to reflect phase 2 completion and current activities.</li> <li>Finalize project governance structure.</li> </ul>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



Council President Peterson, Metro Councilors, and City Administrator Jordan,

Thank you for the opportunity to present this recommendation to you. The Portland's Centers for the Arts venues are beloved cultural destinations in the heart of downtown, attracting over 800,000 attendees a year to a variety of events, providing stages for local arts groups to perform, and generating more than \$90 million of economic contributions for the region.

Over the last six months, the City of Portland and Metro have convened a group of stakeholders to evaluate the operations, maintenance, and long-term planning of the City-owned Metro-operated Portland's Centers for the Arts venues (Portland's). The City and Metro tasked the Workgroup with developing short- and long-term recommendations to improve the venues' operations, governance, and alignment with regional economic and cultural goals. As part of the evaluation process, the Workgroup delved into Portland's current operational and management realities; the myriad needs and wants of users, including patrons, local arts groups, commercial artists, union-represented employees, and the broader community; the current state of performing arts centers nationally; and alternative operating models.

During their time together the Workgroup explored a number of complex issues. Their recommendations list several management options, along with tensions inherent to them, and a set of values and guiding principles by which to evaluate the models in subsequent processes.

The Workgroup recommends the City of Portland be the single entity responsible for continuing this work – leading the future investigation, analysis and public engagement. The current two-government model, with the City owning the theatres and Metro managing them, is not recommended by the Workgroup. The Workgroup recommends that the City and Metro begin preparing a plan for dissolution of the intergovernmental agreement while the City works with stakeholders to continue assessing options to identify a new long-term operating model(s).

The Workgroup reached consensus that the backlog of deferred maintenance and necessary building modernization upgrades and replacements impedes Portland's ability to operate efficiently and effectively. They recommend capital planning begin immediately

– including facility condition assessments and identification of capital funding sources – and they emphasize that capital projects should not be funded by operating revenues, as is the current practice.

The Workgroup also made recommendations for improvements within the existing model, including increasing revenues through expanded bookings and enhanced food and beverage offerings, more engagement and coordination with local arts groups, and updates to booking policies. We and our staff are supportive of these recommendations. They address questions the Workgroup was asked to explore, and are responsive to considerations raised by staff, clients and other Portland’s stakeholders. Thank you for your support of this process, and for your guidance about next steps.



Craig Stroud  
General Manager of Visitor Venues



Sonia Schmanski  
Deputy City Administrator, Vibrant Communities

# Performing Arts Venues Workgroup

Recommendations Report

To the City of Portland Deputy City Administrator of  
Vibrant Communities and the Metro General  
Manager of Visitor Venues

June 2025

# Table of Contents

**Background** ..... 2  
**Introduction from the Workgroup** ..... 2  
**Short-Term Recommendations** ..... 3  
**Long-Term Recommendations**..... 4

**Appendices** See separate document

- Resolutions
- Audit
- Bios of Workgroup and Project Team
- Meeting Summaries and Slide Decks
- AMS Consulting Materials

# Background

On October 31, 2024, Portland City Council unanimously adopted Resolution #37684 and Metro Council unanimously adopted Resolution No. 24-5438 to establish a Performing Arts Venues Workgroup (Workgroup) to evaluate management of Portland's arts facilities.

The Workgroup was tasked with evaluating the operations, maintenance, and long-term planning of City-owned Metro-operated Portland's Centers for the Arts venues: Antoinette Hatfield Hall (housing the Brunish, Newmark, and Winningstad Theatres), Arlene Schnitzer Concert Hall, and Keller Auditorium. The Workgroup was asked to examine operational challenges and opportunities, with a focus on aligning management and operations with regional economic and cultural goals, and to explore alternative operating models.

The Workgroup selection process included targeted recruitment to arts organizations and key stakeholders and an open application process. The 19 Workgroup members were selected by a committee and have a breadth of experience in relevant areas including arts & culture, venue management, business, finance, labor, development and government. They also represent small, medium and large arts organizations as well as local, regional and national perspectives.

The Workgroup met for five months and explored various topics: needs and wants of users of the theatres, the current operating model, the state of performing arts centers nationally, common operating models across North America, and possible operational changes for Portland's.

## Introduction from the Workgroup

The Portland's venues<sup>1</sup> are among the most visible and impactful cultural assets in Oregon and the Pacific Northwest. As a coalition of community stakeholders and arts leaders, the Workgroup has developed values and guiding principles to help shape a resilient, responsible, and community-rooted vision for the future stewardship of the venues.

Arts and culture are moral imperatives to a healthy society and serve as galvanizing forces within society. The purpose of Portland's venues is to support the ecosystem for the greater Portland metro area, and all Oregonians.

Our goal is to ensure these venues remain drivers of cultural vitality, economic health, and civic engagement. These principles prioritize public value, service, community engagement, financial and operational sustainability, and access to the arts for all.

---

<sup>1</sup> "Portland's Centers for the Arts" is the current operating name for the management of the Arlene Schnitzer Concert Hall, Keller Auditorium, and Antoinette Hatfield Hall, which includes the Brunish, Newmark, and Winningstad Theatres. Its usage in this document refers solely to these venues and does not constitute an endorsement of, nor an objection to, the current or any future management or organizational model.

Through this framework, we affirm the Portland’s venues must be managed as public assets in service to the local artistic voices, audiences, and communities they exist to support.

## Short-Term Recommendations

**Improvements within the Existing Model:** The Workgroup recognized the limited opportunities for immediate improvements within the existing operating model, due to limited time and the desire for more information, but identified the following short-term actions:

- **Increase revenues:** The current operator should expand efforts to increase revenue by maximizing venue usage (reducing “dark days”) and invigorating food and beverage options.
- **Improve relations with local arts organizations:** The current operator should engage more frequently with local arts organizations to solicit feedback on operations, support, and coordination, and commit to actionable solutions.
- **Improve booking policies:** The current operator should develop transparent booking policies, to improve client understanding of booking options and increase use of the venues.

**Capital Planning and Funding:** Significant risks and liabilities impede Portland’s ability to operate efficiently and effectively, including the backlog of deferred maintenance and necessary building modernization upgrades and future replacement. The Workgroup recommends prioritizing the following actions:

- **Do not fund capital with operations:** A national scan of best practices conducted by AMS Consulting indicated that performing arts centers across North America do not fund capital maintenance with operations, as Portland’s currently does.
- **Begin capital planning immediately:** Work should begin immediately to initiate capital planning and identify capital funding sources.
- **Complete Facility Condition Assessments:** These should be completed so that needed capital improvements and estimated costs are known and investments prioritized.

**Accountable Entity:** This Workgroup is the beginning of a process to identify the most effective operating model for Portland’s, and a single entity must lead the vision and drive change. As the owner of the buildings, the City of Portland is expected to lead the investigation, analysis, and public engagement process.

**Change to Operating Model:** The Workgroup felt that the two-government model, with the City owning the buildings and Metro managing them, is not their preferred operating model. The Workgroup recommends that the City and Metro begin preparing a plan for the dissolution of the intergovernmental agreement while the City works with stakeholders to continue assessing options to identify a new long-term operating model.<sup>2</sup>

---

<sup>2</sup> One member explicitly disagreed with this recommendation.

# Long-Term Recommendations

Given the complexity of factors that influence the success of operating models, and the limited time afforded the Workgroup, more analysis and consideration are required to recommend a future operating model. However, the Workgroup identified multiple plausible scenarios, tensions that should be considered, and values and guiding principles to drive future operating model analysis.

**Scenarios:** The Workgroup considered numerous operating model scenarios for further investigation (below). All scenarios assume continued City ownership of the P'5 venues. Members did not reach agreement on a specific operating model scenario to recommend, but there was discussion of possible operating scenarios:

- **Non-profit:** Either an existing or newly formed non-profit organization manages operations.
  - Example: A new organization co-led by existing arts groups to manage operations.
- **For-profit:** A local or national for-profit venue operator, either existing or new, manages operations.
- **University:** A Portland-based university with an interest in programming manages operations.
- **City:** The City of Portland manages operations.
- **Multiple venue operators:** Separate out the venues under different operators.
  - Example: an existing non-profit manages operations at the Arlene Schnitzer Concert Hall, an existing for-profit manages operations at Keller Auditorium, and the City manages operations at the three theatres within Hatfield Hall.

See the meeting summaries and slide decks from the April 16 and April 30 meetings in the Appendices for more details about the risks, benefits, and open questions the Workgroup discussed about the various scenarios. AMS Consulting's materials in the Appendices also provide analysis of each scenario.

**Tensions:** The Workgroup identified several areas of tension that require careful consideration and balance, including:

- **Continued co-management or separation of the venues:** Some Workgroup members foresee potential improvements by separating the venues, including more innovation, nimbler operations, and streamlined decision making, while others expect increased costs as well as losses in living-wage jobs, efficiencies of scale and calendar coordination.
- **Expansion of philanthropy:** While all Workgroup members concur that philanthropic investment is crucial to a healthy performing arts ecosystem, some Workgroup members believe Portland's needs to dramatically expand contributed revenue beyond government support, while others worried that it could divert a significant portion of the region's arts funding capacity to the detriment of other arts organizations.

- **Cost pressures:** The Workgroup recognizes that pressure to increase fees and revenues for operational sustainability might have adverse impacts on commercial and nonprofit users of the facilities. Further exploration of new revenue streams and/or different business models is therefore warranted.

**Values and Guiding Principles:** Additional analysis should be driven by the following values and guiding principles established by the Workgroup.

## Values Statement

The Workgroup affirms that:

- Arts and culture are essential to a healthy, thriving society.
- Public venues must serve the public good, with transparency and accountability.
- Access to creative expression is a civic right, not a privilege.
- Community voice must inform institutional direction, decision-making, and resource allocation.
- Sustainability—financial, cultural, and ecological—is a shared responsibility and a strategic imperative.
- The Portland’5 venues must be a home for all, reflecting and amplifying the full spectrum of people, perspectives, and creative practices that make up our cultural identity.

## Guiding Principles

### 1. Recognition of Portland’5 in the Arts & Culture Ecosystem

Arts and culture are moral imperatives for a healthy society. They are vital to the wellbeing of Oregonians and serve as galvanizing forces for connection, creativity, and civic identity. The Portland’5 venues exist to support and strengthen the arts ecosystem across the Portland Metro area and throughout Oregon.

### 2. Public Value

Local access to the performing arts must remain relevant and responsive to the needs of the community. As public venues, Portland’5 venue management is tasked with stewarding public value by ensuring that the venues:

- Establish a mission and vision that centers service to the Portland community in collaboration with stakeholders.
- Are well-kept and maintained at the level of world-class cultural spaces.
- Are welcoming and inclusive of all Portlanders—audiences, artists, organizations, renters, and community members.
- Serve as cultural destinations and creative engines that generate and attract resources for our local arts ecosystem and broader economy.
- Actively support local arts organizations and artists by working in collaboration with the community to ensure spaces and operations remain relevant, responsive, accessible, and community centered.

- Understand public value as the act of strengthening and building community—with the community—which in turn generates long-term cultural and economic vitality.

### **3. Capacity (Functions, Resources, Capabilities)**

To ensure a resilient, transparent, and community-focused financial and operational model, Portland’s venue management must:

- Maintain clear, consistent, and open communication with its stakeholders—local artists, renters, audiences, and community members.
- Operate with sustainable, adaptable practices through a diversified infrastructure that can withstand market fluctuations and evolving community needs.
- Re-evaluate and strengthen an active advisory body composed of local stakeholders to guide strategic direction and hold Portland’s venue management accountable to these guiding principles.
- Maximize venue activation by appealing to traditional and non-traditional uses.
- Uplift local artists and organizations by leveraging the venues’ collective reputation and infrastructure.

### **4. Support (External Resources & Community Contributions)**

To ensure Portland’s venues function as a generative force within the community, the Portland’s venue management must:

- Leverage public and private partnerships to uplift local organizations, expand community engagement, and build sustainable support for Portland’s venue management and its mission.
- Develop strategies (short- and long-term) to fund deferred maintenance, capital improvements, and emergency contingencies in a manner consistent with the operation of world-class venues.
- Deepen and optimize the relationship between the venues and the communities they serve, fostering loyalty, financial stability for the communities and the venues, and marketing access for local organizations and events.
- Expand volunteer and engagement opportunities for community members to actively contribute to the life and stewardship of the venues.