



600 NE Grand Ave.
Portland, OR 97232-2736

Metropolitan Exposition Recreation Commission (MERC) agenda

Wednesday, January 8, 2025

12:30 PM

Oregon Convention Center, Room F150, 777
NE Martin Luther King Jr. Blvd. Portland
Oregon, 97232

[https://us02web.zoom.us/j/87607282304?
pwd=SFBiOVJHdWp0RVIRZU1uMDA0Vitqdz0](https://us02web.zoom.us/j/87607282304?pwd=SFBiOVJHdWp0RVIRZU1uMDA0Vitqdz09)

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This meeting will be held electronically and in person at the Oregon Convention Center Room F150 - 777 NE Martin Luther King, Jr. Blvd. Portland, OR 97232

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

<https://us02web.zoom.us/j/87607282304?pwd=SFBiOVJHdWp0RVIRZU1uMDA0Vitqdz09>

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. 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. 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. Individuals will have three minutes to testify unless otherwise stated at the meeting.

3. Commission/Liaison Communications

4. General Manager Communication

5. Financial Update

5.1 MERC Finance Report [MERC 25-06](#)

Presenter(s): Ashley Sloan, she/her, MERC Finance Manager

Attachments: [finance report](#)

6. Venue Business Reports

7. Consent Agenda

7.1 Consideration of the November 6, 2024 MERC meeting minutes [MERC 25-07](#)

Attachments: [2024-11-06 MERC meeting minutes](#)

8. Action Agenda

8.1 Resolution no. 25-01 For the Purpose of Representing and Memorializing the History and Cultures Associated with the Portland Expo Center [MERC RES 25-01](#)

Presenter(s): Stephanie Redman, she/they, Metro
Craig Stroud, he/him, General Manager, Visitor Venues

Attachments: [Resolution 25-01](#)
[Staff Report - MERC Resolution 25-01](#)
[HSMC Recommendations Report](#)

8.2 Resolution no. 25-02 For The Purpose of Redeveloping the Portland Expo Center as a Sports-Oriented Destination Venue [MERC RES 25-02](#)

Presenter(s): Stephanie Redman, she/they, Project Manager, Metro
Craig Stroud, he/him, General Manager, Visitor Venues

Attachments: [Resolution 25-02](#)
[Staff Report MERC Resolution 25-02](#)
[Expo Future Preferred Scenario](#)

9. Presentations

9.1 Travel Portland Quarterly Report

[MERC 25-09](#)

Presenter(s): Megan Conway, she/her, President and CEO, Travel Portland
James Jessie, he/him, Chief Sales Officer, Travel Portland
Angela Nelson, she/her, VP of Equity, Diversity, and
Inclusion, Travel Portland

Attachments: [Travel Portland 1st Quarter 2024-25 Report](#)

10. 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 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

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (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. 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 的不歧视公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（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. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullaan dadweyne, wac 503-797-1700 (8 gallinka hore illaa 5 gallinka 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. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

Metroの差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要望に対応できるよう、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 សំរាប់តំបន់មិនអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។

បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គ

ប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច

ថ្ងៃច្រើនការ) ប្រាំពីរថ្ងៃ

ថ្ងៃច្រើនការ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني 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. 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. 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. 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.

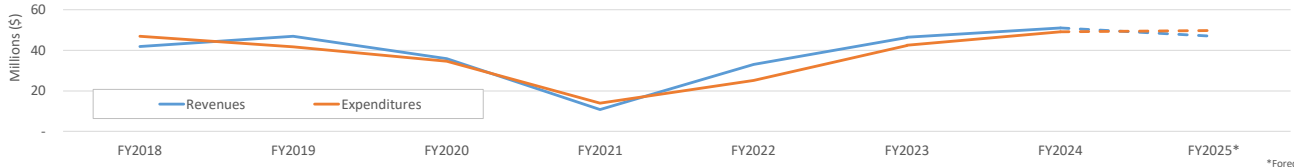
Avizul Metro privind nediscriminarea

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. 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. 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

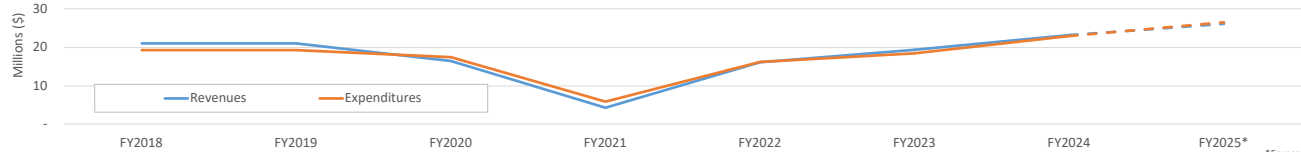


2024-25 Budget to Actual				2024-25 Forecast		Current Month vs Prior Year Month				YTD vs Prior Fiscal Year			
OPERATIONS	Adopted Budget	Actual thru Nov. 2024 (41.6% of the Fiscal Year)	% Budget thru November 2024	Year-End Forecast	Forecast Over/(Under) Budget	Nov-24	Nov-23	% Var	\$ Var	Actual thru November 2023	Prior Year Year-End Actual	% Var	\$ Var
REVENUES													
Charges for Services													
Food & Beverage	14,864,290	6,179,228	42%	14,028,078	(836,212)	1,397,165	1,319,593	6%	77,572	7,878,808	17,675,234	-22%	(1,699,581)
Facility Rentals	5,800,184	2,103,387	36%	5,809,490	9,306	483,011	415,504	16%	67,508	2,223,289	5,612,937	-5%	(119,901)
Audio Visual	2,940,000	1,393,666	47%	3,011,680	71,680	258,222	331,121	-22%	(72,900)	1,061,587	3,346,442	31%	332,079
Parking Revenue	2,305,000	657,162	29%	2,306,484	1,484	203,326	156,361	30%	46,965	613,653	2,008,026	7%	43,509
All Other (Utility, Telecom, Etc.)	3,904,964	1,655,538	42%	4,488,020	583,056	329,503	281,824	17%	47,678	1,708,829	4,908,402	-3%	(53,292)
Local Government Shared Revenues													
Lodging Excise Tax	14,901,200	4,131,445	28%	13,977,074	(924,126)	2,310,516	2,328,745	-1%	(18,230)	4,396,310	14,515,308	-6%	(264,865)
Visitor Facilities Trust Account	2,683,500	-	0%	2,683,500	-	-	-	-	-	-	1,841,250	-	-
Grants	-	2,500	-	2,500	2,500	-	3,400	-100%	(3,400)	3,400	243,896	-26%	(900)
Interest Earnings	384,311	214,946	56%	591,234	206,923	52,867	53,496	-1%	(629)	214,610	741,476	0%	336
Miscellaneous Revenue	13,500	22,062	163%	31,561	18,061	(607)	843	-172%	(1,450)	32,304	58,054	-32%	(10,241)
REVENUE TOTAL	47,796,949	16,359,933	34%	46,929,621	(867,328)	5,034,003	4,890,888	3%	143,115	18,132,790	51,007,901	-11%	(1,772,857)
EXPENDITURES													
Food & Beverage	11,319,385	4,958,152	44%	12,039,789	720,404	1,489,558	1,482,083	1%	7,475	4,957,981	15,365,815	0%	171
Administration	2,364,053	743,088	31%	2,128,670	(235,383)	188,937	108,932	73%	80,005	684,703	1,527,163	9%	58,386
Strategy & Business Development													
Marketing & Sales	6,870,429	2,845,813	41%	7,040,917	170,488	608,146	208,803	191%	399,343	1,968,950	7,023,383	45%	876,863
Admissions	337,636	137,050	41%	375,897	38,261	62,585	15,605	301%	46,980	87,251	322,205	57%	49,799
Ticket Services	8,074	14,366	178%	18,178	10,104	597	1,686	-65%	(1,089)	3,128	30,080	359%	11,239
Guest Experience	668,555	307,979	46%	796,803	128,248	66,286	34,821	90%	31,464	134,413	611,627	129%	173,566
Parking	1,291,793	441,854	34%	1,338,838	47,045	118,339	48,391	145%	69,947	190,171	975,222	132%	251,684
Facilities & Operations													
Facility Management	6,194,304	2,164,794	35%	6,197,691	3,387	494,267	346,410	43%	147,857	1,744,029	4,951,268	24%	420,765
Utility Services	937,500	424,588	45%	1,221,550	284,050	72,395	49,487	46%	22,908	380,115	1,219,251	12%	44,473
Audio Visual	2,226,000	953,006	43%	2,728,291	502,291	178,857	249,167	-28%	(70,311)	859,853	2,667,622	11%	93,153
Telecommunications	926,259	338,396	37%	766,070	(160,189)	74,507	31,297	138%	43,210	219,778	571,923	54%	118,617
Event Services													
Setup	4,690,076	1,634,317	35%	4,211,861	(478,215)	445,823	365,013	22%	80,811	1,520,827	4,026,359	7%	113,490
Event Operations	1,367,307	557,137	41%	1,370,863	3,556	148,443	103,065	44%	45,377	457,534	1,155,783	22%	99,603
Public Safety	2,482,699	938,949	38%	2,307,274	(175,425)	279,184	183,521	52%	95,663	836,442	2,312,386	12%	102,507
Non-Dept.													
Other	886,500	-	0%	886,500	-	-	-	-	-	-	738,713	-	-
CAP Transfers	6,341,845	2,642,435	42%	6,341,845	-	528,487	461,752	14%	66,735	2,308,760	5,541,036	14%	333,675
EXPENDITURE TOTAL	48,912,415	19,101,926	39%	49,771,037	858,622	4,756,411	3,690,036	29%	1,066,375	16,353,935	49,039,836	17%	2,747,991
NET OPERATIONS	(1,115,466)	(2,741,993)		(2,841,416)	(1,725,950)	277,592	1,200,852			1,778,855	1,968,065		
Operating Margin	-2.3%	-16.8%		-6.1%		5.5%	24.6%			9.8%	3.9%		

	FY2024-25 Capital Projects					FY2024 Capital Projects							
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REVENUES	1,860,355	200,000	11%	1,550,000	(310,355)	-	-	-	-	-	276,180	-	(276,180)
EXPENSES	7,352,250	1,023,329	14%	6,131,000	1,221,250	286,468	441,144	-35%	(154,676)	1,277,014	4,283,668	-20%	(253,686)
NET	(5,491,895)	(823,329)		(4,581,000)	910,895	(286,468)	(441,144)	-35%	154,676	(1,277,014)	(4,007,488)	-36%	2,730,474

FY2024-25 Beginning Fund Balance	19,215,573
Projected Change in Fund Balance	(7,422,416)
Projected Ending Fund Balance	11,793,157

PORTLAND'S PERFORMING ARTS VENUES

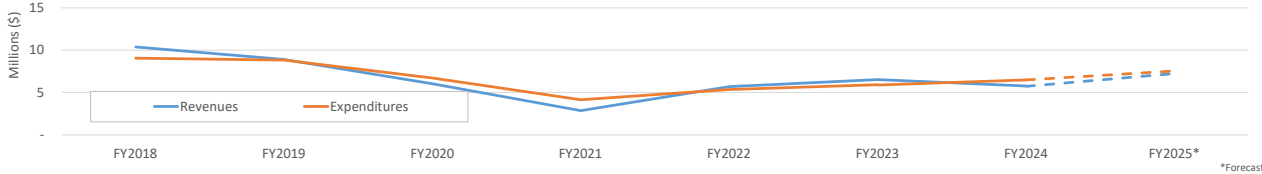


2024-25 Budget to Actual				2024-25 Forecast		Current Month vs Prior Year Month				YTD vs Prior Fiscal Year			
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Charges for Services													
Food & Beverage	1,572,208	651,536	41%	1,736,355	164,147	163,089	224,547	-27%	(61,458)	624,383	1,746,423	4%	27,153
Ticket Services	7,344,054	3,154,838	43%	7,348,435	4,381	1,075,271	950,055	13%	125,216	2,839,301	7,654,979	11%	315,537
Production Services	3,522,659	1,132,091	32%	3,716,886	194,227	339,263	264,747	28%	74,516	849,421	2,657,071	33%	282,671
Booking & Sales	2,700,470	924,097	34%	2,797,113	96,643	304,545	290,982	5%	13,563	892,118	2,457,732	4%	31,979
P5 Presents	1,485,750	303,619	20%	1,526,393	40,643	141,655	177,399	-20%	(35,744)	427,065	969,923	-29%	(123,446)
Admissions	2,056,206	841,900	41%	2,056,206	-	181,198	161,073	12%	20,125	472,990	1,483,457	78%	368,910
All Other (Utility, Telecom, Etc.)	2,204,326	537,406	24%	2,714,575	510,249	219,469	203,959	8%	15,510	700,999	2,199,881	-23%	(163,593)
Local Government Shared Revenues													
Lodging Excise Tax	1,603,971	437,090	27%	1,478,718	(125,253)	244,443	254,447	-4%	(10,004)	480,357	1,585,995	-9%	(43,266)
Visitor Facilities Trust Account	684,000	-	0%	684,000	-	-	-	-	-	-	570,000	-	-
All Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Contributions from Governments	1,125,135	-	0%	1,125,135	-	-	-	-	-	-	1,119,400	-	-
Contributions from Private Sources	109,580	99,579	91%	109,580	-	99,579	10,000	896%	89,579	-	-	-	99,579
Other Financing Sources	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants	-	47,000	-	47,000	47,000	-	-	-	-	-	-	-	47,000
Interest Earnings	292,149	264,933	91%	635,610	343,461	46,864	68,990	-32%	(22,126)	286,547	846,239	-8%	(21,614)
Miscellaneous Revenue	43,000	4,048	9%	21,261	(21,739)	(3,557)	1,177	-402%	(4,734)	4,415	51,854	-8%	(368)
Transfers-R	125,000	-	0%	125,000	-	-	-	-	-	-	-	-	-
REVENUE TOTAL	24,868,508	8,398,138	34%	26,122,267	1,253,759	2,811,819	2,607,376	8%	204,443	7,577,596	23,342,955	11%	820,542
EXPENDITURES													
Food & Beverage	100,000	7,268	7%	100,000	-	-	1,375	-100%	(1,375)	3,351	71,567	117%	3,917
Administration	1,420,489	652,822	46%	1,372,295	(48,194)	108,240	89,328	21%	18,913	541,575	1,298,881	21%	111,247
Sales & Promotion	-	-	-	-	-	-	-	-	-	-	-	-	-
Booking & Sales	587,801	185,130	31%	587,801	-	58,976	32,607	81%	26,370	160,847	536,281	15%	24,283
Marketing & Advertisement	452,953	161,319	36%	445,086	(7,867)	44,121	28,990	52%	15,131	127,049	313,314	27%	34,270
Promoted Shows (P5 Presents)	1,457,886	369,524	25%	1,333,878	(124,008)	123,021	172,453	-29%	(49,433)	442,586	951,250	-17%	(73,062)
Culture & Community	725,278	266,714	37%	677,069	(48,209)	65,937	67,223	-2%	(1,286)	205,908	551,665	30%	60,807
Youth Arts Program	144,330	3,608	2%	3,608	(140,722)	3,608	-	-	3,608	-	-	-	3,608
Facility Operations	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance & Custodial	5,151,339	2,366,754	46%	5,151,339	-	652,839	348,286	87%	304,553	1,801,056	5,324,849	31%	565,697
Security	2,558,629	664,056	26%	2,489,389	(69,240)	189,279	69,988	170%	119,291	315,617	1,159,398	110%	348,439
Event Services	-	-	-	-	-	-	-	-	-	-	-	-	-
Event Coordination	1,638,805	710,844	43%	1,639,131	326	201,473	64,706	211%	136,768	297,246	899,435	139%	413,598
Production Services	3,751,143	1,177,726	31%	3,868,798	117,655	310,822	235,939	32%	74,883	1,026,419	3,698,277	15%	151,307
Front of House	1,746,141	483,598	28%	1,746,141	-	260,854	192,721	35%	68,133	560,255	2,026,237	-14%	(76,657)
Volunteer Services	154,710	51,459	33%	146,471	(8,239)	13,909	8,206	69%	5,703	46,235	121,340	11%	5,224
Ticket Services	2,959,590	1,282,575	43%	3,199,685	240,095	436,339	252,115	73%	184,224	1,116,519	2,636,685	15%	166,056
Non-Dept	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants and Loans	125,000	60,000	48%	125,000	-	60,000	-	-	60,000	-	-	-	60,000
CAP Transfers	3,625,450	1,510,604	42%	3,625,450	-	302,121	279,497	8%	22,624	1,397,485	3,353,963	8%	113,119
EXPENDITURE TOTAL	26,599,544	9,954,000	37%	26,511,141	(88,403)	2,767,933	1,843,434	50%	924,499	8,042,149	22,943,140	24%	1,911,850
NET OPERATIONS	(1,731,036)	(1,555,862)		(388,874)	1,342,162	43,886	763,942			(464,554)	399,816		

FY2024-25 Capital Projects						FY2024 Capital Projects							
	Adopted Budget	Actual thru Nov. 2024 (41.6% of the Fiscal Year)	% Budget thru November 2024	Year-End Forecast	Over / (Under) Budget	Nov-24	Nov-23	% Var	\$ Var	Actual thru November 2023	Prior Year Year-End Actual	% Var	\$ Var
REVENUES	2,000,000	24,374	1%	1,000,000	(1,000,000)	-	-	-	-	-	-	100%	-
EXPENSES	7,589,200	4,453,639	59%	6,669,260	919,940	361,594	417,519	-13%	(55,925)	1,494,947	5,189,032	198%	2,958,692
NET	(5,589,200)	(4,429,265)		(5,669,260)	(80,060)	(361,594)	(417,519)	-13%	55,925	(1,494,947)	(5,189,032)	196%	(2,934,318)

FY2024-25 Beginning Fund Balance	9,485,449
Projected Change in Fund Balance	(6,058,134)
Projected Ending Fund Balance	3,427,315

PORTLAND EXPO CENTER



2024-25 Budget to Actual				2024-25 Forecast		Current Month vs Prior Year Month				YTD vs Prior Fiscal Year			
OPERATIONS	Adopted Budget	Actual thru Nov. 2024 (41.6% of the Fiscal Year)	% Budget thru November 2024	Year-End Forecast	Forecast Over/(Under) Budget	Nov-24	Nov-23	% Var	\$ Var	Actual thru November 2023	Prior Year Year-End Actual	% Var	\$ Var
Charges for Services													
Food & Beverage	579,000	201,233	35%	627,421	48,421	41,884	40,674	3%	1,210	93,304	469,330	116%	107,929
Facility Rentals	2,142,042	717,736	34%	2,118,093	(23,949)	191,881	222,487	-14%	(30,606)	561,773	1,892,298	28%	155,963
Parking Revenue	2,202,158	735,397	33%	2,121,967	(80,191)	191,523	211,166	-9%	(19,643)	468,163	1,592,171	57%	267,234
Ticket Services	389,730	115,302	30%	378,603	(11,127)	56,359	103,334	-45%	(46,975)	123,760	382,672	-7%	(8,457)
All Other (Utility, Telecom, Etc.)	927,975	382,657	41%	951,021	23,046	202,241	49,707	307%	152,534	237,206	818,771	61%	145,451
Local Government Shared Revenues													
Visitor Facilities Trust Account	517,500	-	0%	517,500	-	-	-	-	-	-	431,250	-	-
All Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants													
Interest Earnings	75,000	20,135	27%	70,669	(4,331)	3,142	-	-	3,142	31,340	99,418	-36%	(11,205)
Miscellaneous Revenue	82,500	20,111	24%	75,010	(7,490)	8,281	5,175	60%	3,106	13,768	68,223	46%	6,343
Transfers-R	400,000	-	0%	400,000	-	-	-	-	-	-	-	-	-
REVENUE TOTAL	7,315,905	2,192,571	30%	7,260,285	(55,620)	695,310	632,542	10%	62,768	1,529,315	5,754,133	43%	663,256
EXPENDITURES													
Food & Beverage	46,000	4,490	10%	28,667	(17,333)	-	3,789	-100%	(3,789)	2,969	16,696	51%	1,521
Administration	732,460	330,240	45%	676,051	(56,409)	127,651	70,047	82%	57,605	219,936	570,056	50%	110,304
Sales & Marketing	434,658	161,953	37%	413,938	(20,720)	37,839	20,571	84%	17,268	124,390	362,099	30%	37,563
Facility Operations	2,783,447	969,929	35%	2,605,023	(178,424)	271,215	130,143	108%	141,072	510,105	2,078,410	90%	459,824
Special Services	554,014	152,417	28%	485,393	(68,621)	30,782	64,688	-52%	(33,906)	178,348	451,013	-15%	(25,931)
Event Coordination	544,477	218,490	40%	522,095	(22,382)	52,468	30,340	73%	22,128	152,149	507,261	44%	66,341
Admissions	88,851	23,597	27%	55,486	(33,365)	12,203	11,607	5%	597	19,836	76,422	19%	3,761
Ticket Services	277,422	122,302	44%	231,056	(46,366)	51,644	15,514	233%	36,130	116,516	200,812	5%	5,786
Parking	522,593	179,113	34%	559,976	37,383	30,972	12,277	152%	18,695	105,072	387,111	70%	74,041
Non-Dept													
CAP Transfers	1,966,569	1,414,447	72%	1,966,569	-	1,098,949	1,073,690	2%	25,259	1,370,950	1,906,222	3%	43,497
EXPENDITURE TOTAL	7,950,491	3,576,979	45%	7,544,254	(406,237)	1,713,724	1,432,665	20%	281,059	2,800,270	6,556,102	28%	776,709
NET OPERATIONS	(634,586)	(1,384,408)		(283,968)	350,618	(1,018,414)	(800,123)			(1,270,955)	(801,968)		

FY2024-25 Capital Projects						FY2024 Capital Projects							
	Adopted Budget	Actual thru Nov. 2024 (41.6% of the Fiscal Year)	% Budget thru November 2024	Year-End Forecast	Over / (Under) Budget	Nov-24	Nov-23	% Var	\$ Var	Actual thru November 2023	Prior Year Year-End Actual	% Var	\$ Var
REVENUES	558,004	-	0%	558,004	-	-	-	-	-	-	-	-	-
EXPENSES	1,674,100	1,458,581	87%	1,719,000	(44,900)	82,333	2,743	2902%	79,590	64,636	524,930	2157%	1,393,944
NET	(1,116,096)	(1,458,581)		(1,160,996)	(44,900)	(82,333)	(2,743)	2902%	(79,590)	(64,636)	(524,930)	2157%	(1,393,944)

FY2024-25 Beginning Fund Balance	1,976,860
Projected Change in Fund Balance	(1,444,964)
Projected Ending Fund Balance	531,896

Meeting Minutes

Meeting details:

Meeting: Metropolitan Exposition Recreation Commission Meeting and Budget Retreat
Date: November 6, 2024
Time: 12:30pm - 2:30 pm
Place: Oregon Convention, Room C124 | Zoom

Commissioners present:

Chair Karis Stoudamire-Phillips, Damien Hall, Deidra-Krys-Rusoff, Chris Oxley, Dañel Malán, and Deanna Palm

Commissioners excused:

David Penilton

Call to Order and Roll Call

Chair Stoudamire-Phillips called the meeting to order at 12:4pm

Public Communication

None

Commission / Council Liaison Communication

Councilor Gerritt Rosenthal: Council staff are currently drafting a resolution that calls for the creation of a work group to evaluate short term fixes as well as the overall long-term perspectives for P5

General Manager Communications

Craig Stroud: The P5 resolution directs creating a work group with Council, City of Portland, and Metro staff along with labor, arts users, and community user representatives. They will provide recommendations around short and long-term challenges and opportunities, and structural issues that would require renegotiation of the IGA

Metro Council and MERC will hold a joint work session on December 10th to hear Expo Future committee recommendations around historic preservation, sports pivot and funding

Acknowledged Paul Slyman's upcoming retirement and highlighted his significant contributions to Metro and the Expo Future project

Acknowledged Jeff Miller's retirement and highlighted his service to the city, Metro and MERC

Consent Agenda

Consideration of the October 2, 2024 MERC Meeting Minutes

This item was approved.

Consideration of the October 17, 2024 MERC Special Meeting Minutes

This item was approved.

Budget Retreat and 5-Year Forecast

Commissioner Kryz-Rusoff: introduced the presentation; outlined challenges around PERS expenses, wage pressures, and political uncertainty, and highlighted opportunities around new leadership and fresh perspectives on the work ahead

Brian Kennedy: shared a macro level overview including GDP growth and other key economic indicators

Commissioner Kryz-Rusoff: we are likely going to see the current downward trend in inflation reaccelerate back up to about 3.5% according to a top-rated analyst firm

Portland'5

Brian Kennedy: shared the 5-year forecast

Commissioner Oxley: asked about the data driving the trend lines around cost and labor escalation

Brian Kennedy: most labor contracts have a cost-of-living adjustment built in as well as yearly employee step increases, so our normal cost increase tends to be in that 5% range

Commissioner Oxley: reiterated that increases are predominately labor related

Brian Wilson: shared opportunities such as new leadership, staff development investments, data driven decision making, community engagement and capital bond funding. Challenges include fiscal operating deficit and unfunded capital projects, political unknowns of the Keller replacement and IGA, and organizational change

Commissioner Kryz-Rusoff: asked about any openness to schedule changes for our user groups and resident companies

Brian Wilson: shared that they understand our situation, but they are struggling too. Their main focus is around a full return of their patrons. We are focused on strengthening relationships and deepening conversations. They have expressed no desire to make any calendar changes or venue adjustments to scale to their current audience numbers

Commissioner Kryz-Rusoff: wants to ensure our partners at the city are aware of this forecast

Commissioner Oxley: asked how they arrived at \$42 million in capital projects over the next 5 years

Brian Wilson: noted the number includes all P5 venues including the Keller, and through a prioritization matrix it was highlighted that any of these 87 projects could have to escalate at any time

Commissioner Oxley: has the city conducted an independent facilities assessment in line with these numbers today?

Brian Wilson: there is no appetite for an SCA on the current Keller. We have 84 known projects and need a facility conditions assessment, and the reality is those projects can be even higher

Commissioner Palm: I'm not sure how this works structurally. Is there any way to charge enough to keep in alignment within a competitive environment? When do we start discussing the structural problems?

Brian Kennedy: the discussion needs to be held now. We don't have enough reserves to play those five years out. We need P5 to bring in a balanced budget this year

Brian Wilson: we are seeing an imbalanced dynamic where our calendar usage is geared towards support of the arts rather than seeking new revenue and we're not receiving any state funding. Commercialization often brings our more diverse audiences

Commissioner Malan: it's important to know that the arts are not intended to be a business. The arts are for people's humanity, to be transformative, and to bring culture to a city. Portland is one of the worst cities for funding the arts. There should be more city support for the arts.

Commissioner Kryz-Rusoff: highlighted the deficit lines diverging and noted that P5 has performed more shows and done more in the last year than they ever have and we're still at this level

Commissioner Oxley: You're not going to outperform from a revenue perspective to fill this gap. The faster we come to terms with that, the more robust conversation we can have with the city about the performance value proposition of these venues and urban arts, where does MERC and Metro fit into that conversation, and how do you manage this backlog of maintenance

Commissioner Hall: what is the next contingency plan beyond the budget if we miss projections one way or the other given our situation

Brian Wilson: conversations are happening, and we are evaluating where we can make cuts and still be able to operate

Brian Kennedy: we would work with P5 in the budget process making sure that we have scenarios that we can react to if the circumstances change

Commissioner Malan: If there's any legal room for negotiations with the church, that would be another place where the city could be helpful

Brian Kennedy: I think if the Commission desires to have that conversation, that's probably something we should do in executive session under the advice of OMA

Chair Stoudamire-Phillips: this is the first time in a long while where there's an appetite for city staff to work with us and make a different decision if that needs to happen

Expo Center

Brian Kennedy: shared the 5-year forecast

Matthew Rochford: shared opportunities such as Levy investment, maximizing per cap spending, dynamic pricing to drive parking revenue, employee engagement and retention, and the sports pivot. Challenges include lack of developing consumer public shows, funding gap for capital projects and

deferred maintenance, drop in concert revenues, uncertainty and rate pressure, and campus changes

Commissioner Krys-Rusoff: highlighted similar issues to P5 around capital projects and deferred maintenance and noted we must find a way to address

Oregon Convention Center

Brian Kennedy: shared the 5-year forecast

Cindy Wallace: shared opportunities highlighting process optimization, recruitment strategy, technology investment, and strengthening staff retention. Challenges include future pace, booking window, consumer sentiment and labor constraints and service levels.

Commissioner Krys-Rusoff: the booking window was three to five years, now it's one to three. Is that just for OCC or is that national a national trend?

Cindy Wallace: I believe it's a national trend

Brian Kennedy: shared a financial summary highlighting that expenditure growth has outpaced revenue growth, structural problems that were obscured by the pandemic have become clear again, each venue has distinct challenges, but commonalities are inflation, lagging revenue growth, and slower than expected TLT recovery

Damein Hall: requested a companion piece to the projections on expense and revenue on how those projections impact the reserves

Chair Stoudamire-Phillips: requested a comprehensive list of the capital improvement and deferred maintenance lists be sent to the commission.

Adjourn

There being no further business, Chair Stoudamire Phillips adjourned the meeting at 2:02 p.m.

The Commission entered executive session for the purpose of deliberations of persons designated by the Commission to conduct labor negotiations

- *Minutes submitted by Amy Nelson*

BEFORE THE METROPOLITAN EXPOSITION RECREATION COMMISSION

RESOLUTION NO. 25-01

FOR THE PURPOSE OF REPRESENTING AND MEMORIALIZING THE HISTORIES AND CULTURES ASSOCIATED WITH THE PORTLAND EXPO CENTER

WHEREAS, many communities and partners in the greater Portland area and the Metro region have unique and important historical and cultural ties to the Portland Expo Center (Expo) and the land upon which it is built; and

WHEREAS, the history of the lands of and adjacent to Expo includes precolonial history and importance to Indigenous Peoples who were forcibly displaced, the forced displacement and incarceration of Americans of Japanese descent during World War II, and the forced displacement of the residents of the nearby City of Vanport, which included a significant Black population, during the Vanport Flood of 1948; and

WHEREAS, Metro recognizes the past injustices that took place on or near the Expo property and their lasting impacts on the urban Indigenous, Japanese American, and Vanport and Black communities and sovereign Tribes distinctly connected to the area; and

WHEREAS, despite the injustices that Tribes, Indigenous Peoples, Japanese Americans and Vanport residents faced, each have survived and thrived, advancing their respective communities and cultural identities, making innumerable contributions to our region and country for the benefit of all; and

WHEREAS, Expo, including Hall A, is the site of the Portland Assembly Center, one of few remaining sites of incarceration of Japanese Americans in World War II and a site of national historic significance; and

WHEREAS, Metro has convened members of the urban Indigenous, Japanese American, and Vanport communities to identify these communities' preferences for how to meaningfully represent and memorialize these communities and their history at the Expo Center; and

WHEREAS, Metro's Tribal Affairs Program is providing support to consult and engage with interested sovereign Tribes with distinct connections to the Expo Center campus and surrounding area on approaches to meaningfully represent and memorialize the Tribes' histories and stories at the Expo Center; and

WHEREAS, Metro has investigated potential support from federal, state, or other partners, including philanthropic partners, for financial or other opportunities for Expo and the land adjacent to the Columbia River; now therefore,

BE IT RESOLVED that the Metropolitan Exposition Recreation Commission

1. Recognizes the Portland Assembly Center, which included Hall A, as a site of national historic significance.
2. Accepts the *Expo Future Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024, and directs staff to work with members of Impacted Communities to assess the feasibility of those recommendations and to develop a strategy to pursue implementation of the recommendations deemed feasible, and to report progress regularly to MERC.
3. Supports Metro Council's direction to staff to commence a cultural resources assessment of the Expo property within 90 days of adoption of this resolution for the purpose of identifying existing and potential historic, cultural, archaeological, and architectural resources at the site.
4. Supports Metro Council's direction to staff to develop cost estimates and to request funding in Metro's proposed FY25-26 budget for additional study and analysis of the Portland Assembly Center Hall A as described in the *Expo Future Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024. The engineering study would assess Hall A's structural integrity, its capacity to stand independently, and the feasibility of serving uses other than as an exhibit hall and, where feasible, provide cost estimates for potential renovation or deconstruction. Within 180 days of availability of funding for the study, staff will commence with the study and, once complete, present the study's findings.
5. Supports Metro Council's direction to staff to commence community conversations within 90 days of completion of the engineering study of Hall A for the purpose of developing recommendations about potential use(s) of Hall A, or portions thereof, including use as a multi-use community/interpretive center as recommended by the *Expo Future Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024.
6. Supports Metro Council's direction to staff to develop cost estimates and to request funding in Metro's proposed FY25-26 budget for development of the interpretive plan for representation and memorialization of histories and cultures connected to the Expo site as identified in *Expo Future Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024.
7. Supports Metro Council's direction to staff to present a proposed governance structure and approach to community engagement for the development of the Expo Center interpretive plan, described in Action 6 above, within 180 days of adoption of this resolution. The approach must, at minimum, invite representatives of the urban Indigenous, Japanese American, and Vanport communities and Tribes to participate in the plan's development.

Passed by the Commission on January 8, 2025.

Approved as to form:
Carrie MacLaren, Metro Attorney

Karis Stoudamire-Phillips, Chair

By:
Nathan A. S. Sykes, Deputy Metro Attorney

Deidre Krys-Rusoff, Secretary-Treasurer

IN CONSIDERATION OF RESOLUTION NO. 25-01 FOR THE PURPOSE OF REPRESENTING AND MEMORIALIZING THE HISTORIES AND CULTURES ASSOCIATED WITH THE PORTLAND EXPO CENTER

Date: December 30, 2024
Department: Chief Operating Officer
Meeting Date: January 8, 2025

Prepared by: Stephanie Redman
Presenter(s): Stephanie Redman, she/they, Expo Future Project Manager
Craig Stroud, he/him, General Manager, Visitor Venues
Length: 10 minutes

ISSUE STATEMENT

Metropolitan Exposition and Recreation Commission (MERC) Resolution 25-01 advances one of two key objectives of the Expo Future project:

Objective 1: Metro will recognize Expo Center’s Hall A as a site of national historical significance and meaningfully memorialize the site’s history of forced displacement during World War II and the Vanport Floods, as well as the site’s pre-colonial history and importance to Indigenous Peoples.

This resolution expresses MERC’s support for Metro Council’s direction to staff to begin to take action on the recommendations identified in the *Expo Future Historical Significance & Memorialization Committee Recommendations Report*, which was presented to MERC and the Council on December 10, 2024. The report was informed by representatives of the urban Indigenous, Japanese American, and Vanport communities most connected to and impacted by the site.

ACTION REQUESTED

Adoption of Resolution 25-01, which

1. Recognizes the Portland Assembly Center as a site of national historic significance;
2. Accepts the *Expo Future Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024; and
3. Expresses MERC’s support of Council’s direction to staff to pursue to implement the *Expo Future Historical Significance & Memorialization Committee Recommendations Report* through the following actions:
 - a. Work with Impacted Communities to assess the feasibility of the HSMC’s recommendations and develop an implementation strategy for recommendations deemed be feasible;
 - b. Commence a cultural resources assessment of the Expo property;
 - c. Request funding in Metro’s FY25-26 budget for an engineering study of Hall A’s structural integrity, capacity to stand independently, and feasibility of serving uses other than as an exhibit hall;

- d. Commence community conversations for the purpose of developing recommendations for potential use(s) of Hall A or portions thereof;
- e. Request funding in Metro’s FY25-26 budget for the development of an interpretive plan for representation and memorialization of histories and cultures connected to the Expo site; and
- f. Present a proposed governance structure for the development of the interpretive plan.

The actions directed in Resolution 25-01 comprise the foundation of a nine- to 12- month workplan for staff to advance recommended representation and memorialization activities in Phase 3 of the Expo Future project. Assuming adoption of this resolution by MERC on January 8, 2025 and by the Metro Council on January 9, 2025, the timeline for implementation of the actions directed in this resolution is as follows.

Est. Timeline	Expected Actions
January 2025	<ul style="list-style-type: none"> • Resolution adopted • Staff prepare budget estimates and requests for an engineering study of Expo Hall A and an interpretive plan for the site
By March 31, 2025	<ul style="list-style-type: none"> • Staff commence with a cultural resources assessment of the Expo Center site • Staff provide a project update to Council and MERC
Late June/ early July 2025	<ul style="list-style-type: none"> • Staff present a proposed governance structure and community engagement process for oversight and development of the Expo Center interpretive plan, inviting members of the urban Indigenous, Japanese American, and Vanport Communities and Tribes to participate. • Staff provide a project update to Council and MERC
August 2025	<ul style="list-style-type: none"> • Staff commence an engineering study of Hall A • Staff begin to work with members of Impacted Communities to assess the feasibility of HSMC representation and memorialization recommendations and to develop a strategy for implementation of recommendations determined to be feasible
Sept. 2025	<ul style="list-style-type: none"> • Staff provide a project update to Council and MERC
October 2025	<ul style="list-style-type: none"> • Results of the engineering study and a project update are presented to Council and MERC
Nov. 2025	Within 90 days after receipt of engineering study, staff begin community conversations to develop recommendations about potential uses of Hall A or portions thereof.
Dec. 2025	<ul style="list-style-type: none"> • First draft of implementation of feasible representation and memorialization recommendations completed • Staff provide a project update to Council and MERC

IDENTIFIED POLICY OUTCOMES

The resolution directs staff to take action in support of representing and memorializing the historical significance of the Expo Center site. These actions support **MERC and Council's fall 2019 direction to find the highest and best public use and long-term financial sustainability of Expo** and the Chief Operating Officers' six objectives for Phase 2 of the Expo Future project, endorsed by Council and MERC in February 2023. In particular, the actions supported in Resolution 25-01 begin the process of additional evaluation and planning in support of implementing the Expo Future *Historical Significance & Memorialization Committee Recommendations Report* presented on December 10, 2024, to MERC and Metro Council.

POLICY QUESTION(S)

- 1) Does MERC accept the recommendations for representation and memorialization of the histories and cultures embedded in the Expo Center site as developed by the Expo Future Historical Significance & Memorialization Committee?
- 2) Does MERC support Metro Council's direction to staff to pursue the resolution's actions (3.a to f., above) to begin to implement the *Expo Future Historical Significance & Memorialization Committee Recommendations Report*?

POLICY OPTIONS FOR MERC TO CONSIDER

- Whether to continue to pursue representation and memorialization of the histories and cultures embedded in the Expo Center site; and
- Next steps in the Expo Future process.

STAFF RECOMMENDATIONS

Staff recommend that MERC adopt Resolution 25-01.

STRATEGIC CONTEXT & FRAMING MERC DISCUSSION

There is no known opposition to this resolution. The actions that are directed by the resolution represent the collective input of 140 members of the urban Indigenous, Japanese American, and Vanport Communities who were engaged in a process to identify how Metro could appropriately represent and memorialize the histories and cultures associated with the 53-acre Expo Center site.

Racial Equity

Expo Future Phase 2 (and future Phase 3) activities advance the following goals of Metro's *Strategic Plan to Advance Racial Equity, Diversity and Inclusion*:

- A, convening and supporting regional partners to advance racial equity;
- B, meaningfully engaging communities of color; and
- D, creating safe and welcoming services, programs, and destinations.

If or as the project evolves to include construction, business development, and job creation, it also has the potential to meet Goals C and E of the plan:

- C, a racially diverse workforce, and
- E. resource allocation that advances racial equity.

Climate Action

Sustainability is one of the Guiding Principles of the Expo Future Project. The recommendations of the Expo Future Historical Significance & Memorialization Committee support climate action goals through the following proposed activities:

- Analyzing Hall A to determine the potential for reuse/renovation of the structures and for reuse of the building's materials if reuse of the structure is deemed not to be feasible
- Installation of more landscaping and green, restored space at the site
- Following Metro's Sustainable Building Practices as the project moves forward

BACKGROUND

Metro owns the Portland Expo Center ("Expo") site, a well-positioned, 53-acre employment and exhibition site at the economic center of greater Portland. Under the current business model, the long-term prospects of Expo are challenging due to the large-scale capital needs of Halls A, B, and C and the ongoing routine maintenance of the newer buildings and campus infrastructure. Pre-pandemic, Expo generated approximately \$50M in annual economic impact through 100+ public trade shows and community events. Post-pandemic, Expo attendance has declined; in 2023, annual attendance was approximately 311,000 visitors at 56 events.

The site is the largest exhibition space in Oregon, with 333,000 square feet of existing building area and 2,500 parking spaces. Halls A, B, and C have been in operation for more than 100 years. Halls D and E are 23 and 27 years old, respectively. Expo is adjacent to other popular sports assets such as Portland International Raceway and Delta Park, a multi-field outdoor sports complex owned by the City of Portland that hosts various youth and adult sports tournaments throughout the year.

Metro recognizes the site's pre-colonial history and importance to Indigenous Peoples. The land upon which Expo sits was previously part of a dynamic and complex network of wetlands and river channels supporting Tribes and Indigenous Peoples and their ways of life since time immemorial. In addition, given Expo's hundred-year operational history, many communities and partners in the greater Portland region have developed unique and important historical and cultural ties to the venue and surrounding area.

Specifically, the nearby Vanport Flood and World War II incarceration at the Portland Assembly Center have had lasting impacts on Black, Indigenous and Japanese American communities. Metro recognizes the past events and injustices that took place on or near the Expo property. Expo staff works with Vanport Mosaic and the Japanese American Museum of Oregon to ensure these occurrences are never forgotten.

Since 2003, Metro has been working to determine the highest and best use of the Expo Center site and to develop a plan for its financial sustainability. From 2020 to present, Metro has engaged with communities with historic and cultural ties to the site (such as the Black, urban Indigenous, and Japanese American communities), Tribes, business stakeholders, and other key partners to identify vision for the site. One outcome of this stakeholder and partner engagement was the development of the project Guiding Principles, which MERC and Metro Council adopted by resolution in spring of 2022.

In February 2023, after a multi-year community-involved assessment of opportunities to improve the long-term financial sustainability of the Portland Expo Center, Metro Council and MERC directed staff to focus on two overarching project objectives identified by Metro’s Chief Operating Officer.

Objective 1: Metro will recognize Expo Center’s Hall A as a site of national historical significance and meaningfully memorialize the site’s history of forced displacement during World War II and the Vanport Floods, as well as the site’s pre-colonial history and importance to Indigenous Peoples.

Objective 2: Leveraging Oregon’s status as an international powerhouse in the sport and outdoor industry, Metro will pivot Expo’s future redevelopment as a community-centric destination venue that prioritizes amateur, professional, and recreational sports.

The following table outlines the history and relevant actions of this project.

2000	Metro Council Resolution 00-3019 supports submission of a Conditional Use Master Plan to City of Portland. General components include site development plans, transportation and parking, mitigation of Expo development impacts, environmental compatibility, development review, neighborhood communication and coordination, project review procedures for future development, and public involvement. Major elements of the Master Plan include replacement and expansion of exhibit halls A, B and C to match the look of Hall E and Hall D (under construction at the time). CUMP is submitted and approved in 2001.
2003	MERC completes study “Expo: A Vision for the Future” with Yost, Grube Hall architects, to replace the outdated facilities of Halls A B C, and East and West Halls with 255,000 square feet of new facilities, including an exhibit hall, meeting rooms, support facilities, landscaping and related improvements to augment Halls D and E.
2011	MERC submitted Expo Center Conditional Use Master Plan, prepared by Shiels Oblatz Johnson, SERA and subcontractors to City of Portland for expansion and replacement of existing exhibition facilities –Halls A, B, and C—with a new exhibition hall similar to Hall D and E, as well as 11 other site developments.
2014	Metro commissioned Hunden Partners to provide an independent assessment of Expo governance and operations, a local competitive market analysis, and the possible impact of a new local headquarters hotel. The scope of work also included an analysis of the existing physical conditions.
2016 - 2019	From 2016 to 2019, a range of options to increase and diversify revenue streams was studied, including long-term tenancies and flexible outdoor space.
Fall 2019	At the direction of Metro Council, the Portland Expo Center Development Opportunity Study (DOS) was launched. The study’s purpose was to identify development options that could complement, support, or replace the current operations at Expo and assess its current value.
2020-2021	Metro engages with the communities and stakeholders most impacted by the site through meetings and listening sessions, and a draft set of community-driven Guiding Principles is formed.

Spring 2021	The DOS report is published, outlining nine scenarios (from logistics to film studios) the site could accommodate. MERC and Metro Council deprioritize the “sell option” and direct staff to create a solicitation process to seek creative ideas and public/private development partners for the site.
Spring 2022	MERC and Metro Council adopt the community-driven Guiding Principles developed during the DOS by resolution as part of their framework for decision-making.
Summer, fall 2022	The Request for Expressions of Interest (RFEI) is launched. Metro receives eight submittals in response to the RFEI process.
Winter 2023	Metro engages community members, Tribal and other government partners, and staff in the evaluation of RFEI submissions, culminating in the “Phase one: RFEI Findings and recommendations” report.
Spring, summer 2023	Metro Council and MERC unanimously support the COO’s recommendations for the future of Expo and Phase 2 of the Expo Future project began. In summer 2023, Metro Council and MERC endorse the proposed project governance structure and COO’s recommended next steps for the project.
Sept. 2023	Expo Future Historical Significance & Memorialization Committee, Expo Future Sport & Facility Committee, and Executive Advisory Committee begin working to fulfill their missions.
Dec. 2023 to June 2024	Hunden Partners begins to study determine the feasibility of shifting Expo Center to sports-oriented uses. The firm conducts a comprehensive market analysis and interviews dozens of local representatives of sports teams, leagues and facilities; committee members; and partner government, economic development, and tourism/hospitality organizations.
March 2024	Metro Council and MERC receive a six-month Expo Future progress report from the cochairs of the Sport & Facility and Historical Significance & Memorialization Committees and staff.
June 25, 2024	Results of the Expo Future sports feasibility study are presented to Metro Council and MERC by consultant Hunden Partners.
July to Sept. 2024	Metro engages with key communities to identify ways to honor and recognize their histories and cultures at Expo Center. Interviews, virtual discussions, in-person workshops and online input are held to gather input from urban Indigenous, Japanese American, and Vanport communities. Expo clients provide project input during a virtual discussion on August 15, 2024.
August to Nov. 2024	The Scenario Refinement Subcommittee of the Expo Future Sports & Facilities Committee analyzes all four recommended sports redevelopment scenarios identified in the sports feasibility study. Weighing multiple factors and with additional data analysis by Hunden Partners, the Subcommittee identifies a final recommended scenario, which is adopted by the Sports & Facilities Committee
March to Nov. 2024	The Expo Future Funding & Financing Task Force reviews Hunden Partners’ funding models for sports redevelopment, including public private partnerships, public financing tools, and federal and philanthropic resources.
Sept. to Nov. 2024	The Historical Significance & Memorialization Committee, supported by consultants and staff, analyzes the community input and shapes its recommendations based on community input.

Nov. to Dec. 2024	Expo Center clients are invited to provide online input about the project. North Portland residents are invited to provide online input about the Expo Future project.
Dec. 10, 2024	Metro Council and MERC receive the Expo Future vision, including representation and memorialization of the histories and cultures tied to the Expo Center site, final recommended sports redevelopment scenario, and funding and financing strategies. Resolutions in support of representation and memorialization and sports are also presented for consideration.

ATTACHMENTS

- A. Resolution 25-01 for the purpose of representing and memorializing the histories and cultures associated with the Portland Expo Center
- B. *Expo Future Historical Significance & Memorialization Committee Recommendations Report*

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

Expo Future Historical Significance and Memorialization Committee Recommendations Report

November 2024

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ACKNOWLEDGEMENTS

The Expo Future Historical Significance & Memorialization Committee (HSMC) guided the community input process and drafted the resulting recommendations of how to represent and memorialize the histories and cultures associated with the Portland Expo Center site. Committee members volunteered their time, talent, insightful questions and thoughtful comments, with a generosity of spirit that set the tone for our work. We extend our heartfelt thanks to each and every committee member for their lasting and valuable contributions.

More than 140 members of urban Indigenous, Japanese American and Vanport communities generously shared their perspectives during interviews, virtual conversations, in-person workshops and online input. Partner organizations, including Epworth United Methodist Church, Japanese Ancestral Society of Oregon, Japanese American Museum of Oregon, Portland Japanese American Citizens League, Vanport Mosaic and others provided outreach to their respective communities and hosted many of the workshops. Formal and informal community ambassadors also provided outreach and encouraged community participation in this process. The HSMC and project staff gratefully acknowledge everyone who contributed to the process of developing these recommendations. We cannot thank you enough.

Metro staff similarly deserve our deepest appreciation. Handling such sensitive subject matter requires care, professionalism, and empathy, and we appreciate that these qualities appeared in every part of your work.

Last, we thank the consulting team of Start Consulting Group and Trash for Peace, whose focus on community voice and inclusion never wavered.

With gratitude,

Lynn Fuchigami-Parks and Ed Washington, Co-Chairs



HSMC co-chair Lynn Fuchigami-Parks



HSMC co-chair Ed Washington

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DEFINITIONS AND TERMS USED THROUGHOUT THE REPORT

The Historical Significance & Memorialization Committee utilizes the following definitions:

Campus: The entirety of the 53-acre Expo Center property, including its land and buildings. *See also: Site*

Expo Center: a Metro-owned 53-acre property in North Portland that includes five exhibition halls that total 333,000 square feet of indoor space, more than one million square feet of outdoor space, land along the Columbia River and 2,500 parking spaces. *See also: Campus and Site*

Historical Significance & Memorialization Committee (HSMC): A 14-member advisory committee who guided the process of developing recommendations to memorialize and represent the histories and cultures tied to the Expo Center. Committee members included volunteer representatives from the three communities connected to the Portland Expo Center (specifically urban Indigenous, Japanese American and Vanport communities) in addition to business leaders, Tribal and non-Tribal government representatives, representatives of partner organizations, and Metro staff.

Historically marginalized communities: Groups who have been denied access and/or suffered past institutional discrimination in the United States. The terms “historically marginalized” and “marginalized populations” describe groups of people that systems of power have excluded because of their age, race, class, abilities, ethnicity, gender, immigration status, or any other identity not represented by the dominant culture. Marginalizing people blocks them from rights, opportunities and resources to which those in the dominant culture have easy access.¹

Impacted Communities: Urban Indigenous, Japanese American, and Vanport communities, the three primary groups with significant historical ties to Expo Center and its surrounding land and water.

Japanese American Community: Japanese Americans, including people unjustly incarcerated at the Portland Assembly Center (now Expo Halls A, B and C) and later sent by the federal government to concentration camps or forced to move outside the established military zones during World War II.

Memorialization: The act of commemorating the past and preserving history. HSMC welcomes the preference articulated by urban Indigenous Community members that the actions of *memorialization* and *representation* must always appear together. This preference affirms that Indigenous Peoples have both a historical and continued presence today at the Expo Center. At the same time, urban Indigenous communities expressed the importance of capturing and honoring Indigenous connections to the land, river and area since the beginning of time, or time immemorial. The Japanese American and Vanport communities also expressed the feeling of

¹ Metro Inclusive Language Style Guide

historic and continued connection to the site. As a result, HSMC now refers to this work and recommended actions as *memorialization* and *representation*.

Representation: active inclusion of present-day voices and perspectives of Impacted Communities. Drawing on input from urban Indigenous communities, *representation* will always appear with *memorialization*. Use of both terms conveys that each community has history tied to the site, along with a vibrant present and future presence. HSMC now refers to this work and recommended actions as *memorialization* and *representation*.

Site: The entirety of the 53-acre Expo Center property, including its land and buildings. *See also: Campus*

Urban Indigenous Community: Indigenous People living in the urban greater Portland area who may also be affiliated with one or more Tribes. A large urban Native American population with an estimated 58,135 Native Americans, representing more than 380 Tribal affiliations, lives in Portland.² Sovereign Tribal Governments also hold distinctive connections to the site but are not included in this definition, although members of these Tribes who live in the greater Portland area may be included as part of the urban Indigenous Community. *See also: Tribes*

Vanport Community: A multi-racial, intersectional community and its descendants (including Black people, particularly African American, Japanese American, Indigenous, Mexican American, other Asian American and white working-class people) who lived in the City of Vanport at the time of the Vanport Flood and experienced displacement and loss in its aftermath.

Tribes: Federally recognized Tribes with distinct ancestral connections to the greater Portland area, including the Expo Center and surrounding area. Consultation and engagement with interested Tribes about the Expo Future project is occurring separately through a government-to-government approach coordinated by the Metro Tribal Affairs Program. Recommendations from tribal consultation will be summarized in a separate report to Metro.

² <https://www.oregonmetro.gov/news/roots-portlands-native-american-community>

EXECUTIVE SUMMARY

The Expo Future project is working to memorialize the historical and cultural significance of the Expo Center site and to redevelop the venue to provide much needed space for sports competitions that range from local and regional to national and international in scope. Metro's commitment to upholding the historic significance of the site led to the formation of the Historical Significance & Memorialization Committee in 2023. HSMC recommends that Expo's future include memorialization and representation of Impacted Communities: urban Indigenous, Japanese American and Vanport Communities, the three primary groups with significant historical ties to Expo Center and its surrounding land and water. Each community has a profound historic and ongoing connection to the Expo Center site. HSMC's recommendations reflect both the pain of their histories and the joy of and pride in their ongoing community presence. HSMC engaged directly with survivors, descendants and community members significantly connected to the site's history. The engagement process included virtual and in-person workshops, storytelling sessions, interviews, and online input, with more than 140 participants representing urban Indigenous, Japanese American, and Vanport Communities.

HSMC's recommendations derive directly from the aggregated input that was offered consistently by each community. Together the recommendations illuminate key themes expressed in the engagement process. Ideas and specific recommendations consistently mentioned by a single community or across communities appear in Appendix A: Recommendation Implementation Strategies.

HSMC's community-informed recommendations are organized into eight categories. Key recommendations include:

- **Art:** Create monumental, highly visible art installations and performances that reflect the histories and cultures of Impacted Communities. Community artists must be engaged in creating this artwork.
- **Buildings, Facilities & Design:** Use a community-centered design process for any new construction or renovation, particularly concerning Hall A, which holds deep historical significance as the location of Japanese American incarceration. Create a centrally located, multi-use community/interpretive center for cultural gatherings, healing and storytelling to celebrate Impacted Communities and Tribes' cultures and histories. Conduct additional analysis of and community discussion about Hall A to determine the feasibility of reuse or deconstruction and to reach agreement about what should be done with the hall. Use the languages of Impacted Communities to name physical features of the site.
- **Community Access:** Develop policies that provide low or no-cost access to the Expo Center for Impacted Communities to the extent feasible, including expanded opportunity for the Communities to host cultural events, sporting activities and other gatherings that celebrate these communities.

- **Economic Development Opportunities:** Create economic opportunities for Impacted Communities by prioritizing them for vendor, contractor and business development roles at the Expo Center. Develop a community benefit fund to support memorialization and representation projects and for grants or other activities for Impacted Communities, Tribes and historically marginalized communities.
- **Educational Programming & Stories:** Develop a long-term interpretive plan to identify programming and interpretation strategies that incorporate the histories of Impacted Communities throughout the Expo Center campus in multiple ways. Include sharing stories of forced removal, displacement, survivance and resilience. With urgency, identify and provide resources to record and preserve aging Elders' stories and histories from all Impacted Communities.
- **Metro Accountability:** Metro must continue to engage with Impacted Communities and Tribes and be transparent in its decision making as it develops plans to implement the recommendations. This transparency includes detailing strategies for creating inclusive, accessible programming designed to honor the histories of the Impacted Communities, fostering partnerships, ensuring that Impacted Communities benefit from the project's undertakings and affirming they will not be tokenized in memorialization and representation or in any sports development at the site. Some recommendations will require additional community input and analysis; all will require funding. Metro must explore all available funding sources in good faith and exhaust all potential options as it assesses the feasibility of each recommendation.
- **Natural Spaces:** Restore the site's ecological health by introducing native plants and leading with Indigenous land stewardship and stewardship principles. Create cultural gardens, interpretive trails, and gathering spaces, and ensure access between Expo and the Columbia River waterfront for Indigenous Peoples and members of other Impacted Communities. The space should support healing and reflection. Prioritize opportunities to return land to Indigenous Peoples and Tribes.
- **Sports:** Sports at the Expo Center can be used as a platform to share the histories of Impacted Communities by integrating culturally significant sports or sharing stories of how sports provided joy and resilience to Impacted Communities. To the extent feasible, equitable, low-barrier access to sports facilities for Impacted Communities should be readily available.

The Expo Future project presents Metro with a distinctive opportunity to create a lasting space for education, introspection and celebration. Opportunities abound to feature the historical and contemporary significance of the Expo Center site and land throughout the entire campus. Learning these histories should help visitors recognize recurrences of racism and harm in their contemporary lives and encourage them to resist such policies and practices.

INTRODUCTION

Indigenous People and Tribes, Japanese Americans and Vanport Flood survivors and descendants are distinctly and deeply connected to the land and buildings constituting the 53-acre site of Metro’s Portland Expo Center and its water and surrounding areas. Their experiences reflect historical trauma, but they also manifest resilience, pride, and even joy in their ongoing relationship to the site. These are the stories we must tell on the Expo Center campus.

Indigenous Peoples and Tribes have inhabited the lands now known as the greater Portland area since time immemorial. Colonization of the region by Euro-Americans in the nineteenth century brought to Indigenous Nations new trade and global interconnections, but also disease and violence. This colonization culminated in the formalization of policies designed to displace, assimilate, or exterminate Indigenous Peoples.

During World War II, the American government, with support from local authorities, forcibly removed Japanese Americans from their homes. Nearly 4,000 Japanese Americans were unjustly incarcerated at what is now the Expo Center site.

In 1948 the Vanport Flood obliterated the multi-racial City of Vanport—constructed by Kaiser Shipyards to house thousands of wartime workers, including many Black people and other people of color. The flood took lives as well as homes, leaving families devastated and in need of support.

The stories of these communities, unfortunately, remain only minimally memorialized and represented. A small plaque in the lobby of Hall A marks the incarceration of Japanese Americans. A few artifacts in Hall E reflect life in nearby Vanport. Expo Center staff have supported organizations representing Impacted Communities where possible. *Voices of Remembrance*, a public art installation at the TriMet Expo Center MAX station, commemorates the incarceration of Japanese Americans, but has been temporarily removed by TriMet for restoration. Reminders or markers of Indigenous Peoples’ longstanding relationship with the land and the river are wholly missing.

The committee’s recommendations broadly provide opportunities for members of the urban Indigenous, Japanese American and Vanport Communities and Tribes to reconnect with the land and nearby water, bringing opportunities for healing and restoration.

Metro’s Tribal Affairs Program consults and engages with sovereign Tribes who hold ancestral connections to the greater Portland area. The Tribes have expressed desire to work with Metro to protect and enhance all the areas under its supervision, including the Expo campus. It is accordingly imperative to consult with Tribes through the Tribal Affairs Program as this project continues; the Tribal Affairs Program plans additional conversations and consultation with Tribes about Expo Future in 2025. The inclusion of “Tribes” throughout indicates areas for future consultation and collaboration and does not reflect the formal input of Tribes in the preparation

of this report. Metro’s Tribal Affairs Program will bring forward separate recommendations to also be utilized by Metro in its future actions and endeavors at the site.

HISTORICAL CONTEXT FOR IMPACTED COMMUNITIES

Note to the reader

The information in this section is intended to provide context about those identified as Impacted Communities in the Expo Future Project. You are encouraged to research and learn more about these groups’ long, complex histories in the region, including the ways federal, state and local government policies and racism led to discrimination and harm inflicted on them. Organizations represented on the HSMC, including the [Japanese American Museum of Oregon \(JAMO\)](#), [Oregon Historical Society \(OHS\)](#) and [Vanport Mosaic](#), offer excellent resources.

The phrase “Impacted Communities” is used in this report to refer specifically to urban Indigenous, Japanese American and Vanport Communities and their descendants.

Racial discrimination, segregation, settler colonialism, xenophobia, forced removal, forced displacement and institutional racism harmed Impacted Communities connected to the Expo Center site. Governmental policies and actions culminated in the forced removal and displacement of each group. Despite these harms, Indigenous, Japanese American and Vanport communities continue to maintain their connections to the site.

Indigenous Peoples

Indigenous Peoples, Tribes and bands have lived in this region since time immemorial. The lands now known as the greater Portland metropolitan area are part of the aboriginal homelands, traditional use areas and trade networks of numerous Tribes. For millennia, Indigenous Peoples resided throughout the Willamette Valley and along the Willamette and Columbia Rivers and their tributaries in traditional villages, permanent communities and seasonal encampments. The Tribes and their communities stewarded the land, fished and hunted and gathered food, fibers and medicines. They had deeply complex societies, with thousands of years of accumulated knowledge that aided their reciprocal stewardship and care for the land and its resources. The first Euro-Americans to travel the area enjoyed hospitality in the long cedar houses of populous, permanent Chinookan villages on both sides of the Lower Columbia. Euro-American traders, trappers and later settlers profited from these cherished resources and lands; they also severely interrupted Indigenous People’s livelihoods and culture, as they brought disease, violence, and white supremacist genocidal policies to the region. Across multiple communities and Tribal confederations, the survivors of these policies prevailed, and continue to act as sovereign Tribal Nations maintaining their care for these homelands.

An estimated 58,135 Native Americans, representing more than 380 Tribal affiliations, comprise the Urban Indigenous Community in greater Portland.³ Indigenous People make their homes in Portland by choice but also as a result of mid-twentieth-century policies that terminated the federal government's recognition of Western Oregon Tribes and spurred assimilation of Tribes broadly through relocation to urban areas. Today, the Urban Indigenous Community and Tribes continue cultural and traditional practices and ways of life, maintaining connection to the land and rivers and important First Foods such as salmon and wapato once abundant on the Expo landscape.

Japanese Americans

When the United States entered World War II, Executive Order 9066 authorized the military to exclude people of Japanese ancestry, including U.S. citizens, all of whom were required to register and report for incarceration. Japanese Americans were incarcerated at the Pacific International Livestock Association (now the Expo Center) and other facilities/locations across the U.S. The federal government converted the Association's livestock exhibition halls (now known as Halls A, B and C) and accompanying lands into a makeshift detention camp known as the Portland Assembly Center. Threatened by armed military and barbed wire, nearly 4,000 Japanese Americans from Oregon and Washington, including children, lived en masse with the stench of animal manure, flies and extreme temperatures from May to September of 1942. They were then transferred to remote concentration camps throughout the US. The United States government robbed more than 120,000 people of Japanese ancestry of their homes, livelihoods, friends, belongings and dignity. Although most were U.S. citizens and many served in the military during World War II, they and other Japanese Americans were greatly impacted by these racist acts perpetrated by the government.

The United States government formally apologized to Japanese Americans in 1988 with the signing of the Civil Liberties Act after a congressional commission report found the incarceration was due to "race prejudice, war hysteria and a failure of political leadership." The indignity, dispossession, and violation of civil rights due to the World War II incarceration reverberates in the Japanese American Community today as its members continue to struggle with intergenerational trauma.

Vanport Community

The City of Vanport began as thousands of Black, Chinese American, Indigenous, Mexican American, and low-income white communities relocated to Oregon for wartime job opportunities. The Housing Authority of Portland's racist policies and attitudes did little to accommodate this diverse population influx. Accordingly, Henry Kaiser's Oregon Shipbuilding Corporation constructed 10,014 housing units in 110 days on diked marshland north of Portland, calling the city Vanport.

³<https://www.oregonmetro.gov/news/roots-portlands-native-american-community>

Vanport became “the nation’s largest wartime housing development, a site for social innovation, a lightning rod for racial prejudice, and the scene of one of Oregon’s major disasters.”⁴ It offered housing, racially integrated schools with Black teachers, childcare, community centers and other amenities. At its peak, 40,000 residents lived in Vanport. An estimated 25 to 40 percent were Black, making Vanport the largest Black settlement in Oregon. Approximately 900 Japanese Americans also settled in Vanport as they returned from incarceration and faced with continued discrimination.

On Memorial Day, 1948, Vanport flooded when a nearby railroad dike failed. The city was destroyed and 15 people died in the flood. All 18,500 residents were displaced ⁵, including 6,300 Black residents.⁶ Despite government reassurance that the dikes around Vanport would hold, the Vanport Flood destroyed the entire city within a day.

When survivors sought housing in Portland after the flood, they faced ongoing segregation, redlining and racist policies of the Housing Authority of Portland. This was especially true for African Americans, who could only seek limited housing in segregated Black neighborhoods of North and Northeast Portland. More than 50 years later the Housing Authority’s successor, Home Forward, apologized for “its racism and negligence in its management of Vanport and its poor treatment of African Americans in the flood’s wake.”⁷ The reverberations of the Vanport Flood are still felt today by greater Portland’s Black community and members of other communities who survived the disaster.

Throughout HSMC’s engagement process, many members of the Impacted Communities insisted that these stories be shared so that others can understand and resist similar harms today and in the future. Community members further emphasized that Metro’s representation of these histories must include the breadth of communities’ histories and experiences, which encompasses far more than the injustices done to them. The HSMC affirms the importance of creating spaces and opportunities to connect with history and culture of the site and its surrounding land and water.

⁴ <https://www.oregonencyclopedia.org/articles/vanport/>

⁵ <https://www.oregonhistoryproject.org/articles/essays/the-vanport-flood/>

⁶ Geiling, N. (2015, February18). How Oregon’s Second Largest City Vanished in a Day. *Smithsonian Magazine*. <https://www.smithsonianmag.com/history/vanport-oregon-how-countrys-largest-housing-project-vanished-day-180954040/>

⁷ <https://projects.oregonlive.com/publishing-prejudice/flooded-forgotten>

BACKGROUND INFORMATION

HSMC's role and process

In February 2023, Metro Council and the Metropolitan Exposition Recreation Commission unanimously supported the Expo Future project, whose two primary objectives are to

1. Recognize Expo Center's Hall A as a site of national historical significance and meaningfully memorialize the site's history of forced displacement during World War II and the Vanport Floods, as well as the site's pre-colonial history and importance to Indigenous Peoples.
2. Leverage Oregon's status as an international powerhouse in the sport and outdoor industry and pivot Expo's future redevelopment as a community-centric destination venue that prioritizes amateur, professional, and recreational sports.

Since its inception, HSMC's primary efforts have focused on a) learning more about each Impacted Community's history and connections to Expo, b) framing the community engagement process, and c) developing recommendations to equitably and impactfully honor the historical and contemporary significance of the Expo Center and surrounding areas. These recommendations are rooted in feedback from communities that are connected to or have been impacted by the Expo Center site and include strategies on how to strengthen the connection of Impacted Communities to the land, water and Expo Center campus.

To support HSMC's work, Metro retained Milwaukie, Oregon-based Start Consulting Group, which specializes in equitable and culturally inclusive engagements. Start Consulting Group partnered with Trash for Peace, a local nonprofit organization that has developed the gold standard of culturally competent engagement and community design systems rooted in equity and inclusion. Start Consulting Group began working with HSMC in December 2023, helping committee members define and implement community engagement strategies and develop its recommendations.

The consultant team worked cooperatively with HSMC to develop strategies to engage members of Impacted Communities in the memorialization and representation process. These strategies included a series of virtual discussions, interviews and in-person workshops, each of which was tailored to specific Impacted Communities. Many HSMC members served as ambassadors and connections to community members in the engagement process.

HSMC offers 46 recommendations to honor the historical and contemporary significance of the Expo Center campus, along with their respective implementation strategies. The goal is to honor the past and present experiences of Impacted Communities, to create access and opportunities to facilitate reconciliation and to provide opportunities to engage with visitors on the site.

Overview of engagement process

Following HSMC's approval of the engagement process, staff and consultants extended approximately 200 invitations to representatives of the three Impacted Communities. Metro's Tribal Liaison provided guidance on culturally appropriate engagement with the Urban Indigenous Community. The consultants conducted individual interviews, virtual workshops and in-person workshops with 37 participants from the Japanese American Community, 16 participants from the Vanport Community and 30 participants from the Urban Indigenous Community. Participants included survivors of the Portland Assembly Center and Vanport Flood and their descendants. Metro also gathered 34 online responses from those unable to attend these sessions.

Virtual Workshops: HSMC sponsored virtual workshops for the three Impacted Community groups, each consisting of up to 12 participants. This expansive process allowed for in-depth discussion and feedback gathering. Metro staff shared the overview of the Expo Future Project and the importance of memorialization and representation of Impacted Communities. Impacted Community members who participated shared their values and connections to the site. Participants shared recommendations that are interwoven in HSMC's recommendations.

In-Person Workshops: Three in-person workshops took place in July, August and September. Each workshop presented visuals and activities specific to each Impacted Community. Metro staff provided an overview of the Expo Future project, then HSMC and Impacted Community Ambassadors described the importance of honoring and giving representation to the Impacted Communities. Workshop activities included mapping "The Expo Future We Want," review of community-specific memorialization and representation examples, and opportunities for participants to share their ideas in small group discussions.

Interviews: Virtual and in-person individual and small group interviews provided another way for Impacted Community members to participate. Interviewees shared their understanding of the historical significance of the Expo Center site, their personal stories and connections, and specific recommendations.

Following workshops and interviews, Start Consulting compiled and presented all community engagement data and input to HSMC for members to use in development of their final recommendations. Start also completed an initial draft of this report, which was later refined by HSMC.

Community input provided the foundation for HSMC's recommendations. These recommendations aggregate and highlight key themes and suggestions. HSMC also captured ideas or specific recommendations proposed by one or more communities for further consideration. These can be viewed in Appendix A: Recommendation Implementation Strategies.

RECOMMENDATIONS

During the process described above, HSMC developed for Metro’s consideration recommendations to honor the historical and contemporary significance of the Expo Center site and land, stewarded by Metro, through appropriate memorialization and representation strategies. These recommendations stem from the vision of HSMC members, combined with input gathered from Impacted Communities through direct engagement. The following recommendations are not presented in order of priority. Each recommendation holds its own merit and is equally endorsed by HSMC. The recommendations are straightforward, and the following points should be considered respectively as they are reviewed:

- **Memorialization and Representation:** urban Indigenous participants expressed concerns about the word "memorialization," which can suggest a sense of remembering the past or honoring people and events that no longer exist. The group strongly advocated pairing "memorialization" with "representation" to show Indigenous Peoples are acknowledged as living, thriving communities today. As one participant noted, "representation is a perfectly good word that does not make it sound like [Indigenous People] are extinct." "Memorialization" alone can support the past harms and structures of erasure of Indigenous People.⁸ Throughout the recommendations, references to "memorialization" therefore are consistently paired with "representation" (except where specific to HSMC’s committee name) to reflect this perspective.
- **Funding and Feasibility:** HSMC recognizes that some recommendations will require additional community input, analysis, and planning and that Metro must identify funding sources and determine the precise feasibility of each recommendation. It asks Metro to explore all such funding sources in good faith and to exhaust all potential options as it assesses the feasibility of each recommendation.
- **Community-Specific Recommendations:** Impacted Communities share a variety of recommendations tailored to their specific needs, while some recommendations tie directly to specific communities. Given that recommendations are not mutually exclusive, however, it should be assumed that any of them can be relevant to all groups.
- **Collaboration with Other Agencies:** Some of the feedback received relates to land and facilities owned by other government entities. HSMC encourages Metro to collaborate with these agencies to honor the histories of Impacted Communities and, where possible, work towards meeting the shared recommendations.

The 46 recommendations from HSMC and informed by members of Impacted Communities are presented in eight major categories: Art; Buildings, Facilities, & Design; Community Access; Economic Development Opportunities; Educational Programming & Stories; Metro Accountability; Natural Spaces; and Sports.

⁸ <https://www.grandronde.org/press-media/press/indigenous-peoples-in-oregon-and-beyond-are-decolonizing-maps/>

Art Recommendations

Art holds a culturally crucial power to tell stories, celebrate culture, and create a sense of community. Art that represents each individual Impacted Community, or Impacted Communities collectively, can thereby honor the people and histories.

- A. Create spaces at existing and new Expo Center facilities for performing arts and for display of a variety of flexible and permanent artworks that convey the histories and cultures of the Impacted Communities. Artwork at the site must be free and available to view whenever possible.
- B. Convey histories and cultural memory through a variety of monumental, engaging artistic media and other activities throughout the campus, both indoors and outdoors. Metro should learn from each Impacted Community and Tribes what art means to them, and publicly demonstrate that in its art installations. Impacted Community members and Tribes must be engaged in the selection, development, curation and/or performance of art at the site. Both temporary and permanent monumental artwork must be evident throughout the campus and connect with other interpretation materials and installations across the site.
- C. Develop an interpretive framework to coordinate art and its interpretation.

Buildings, Facilities, & Design Recommendations

The Expo Future Project provides an opportunity for Metro to honor the diverse histories of Impacted Communities and Tribes while constructing a permanent space that is welcoming, sustainable and accessible. A recurring theme throughout engagement was the desire to achieve space for healing and gathering for Impacted Communities and ultimately to build a dedicated space for celebration. Anyone who visits the Expo Center should immediately recognize the historical significance of the campus and surrounding land.

- A. Use a community-centered design process for building preservation, restoration, renovations or new construction. Involve Impacted Community members in the design and planning process and hire designers and contractors from Impacted Communities.
- B. Memorialization and representation features must be prominently distributed and highly visible throughout the site, rather than concentrated in one area or structure.
- C. Create a multi-use community/interpretive center for Impacted Communities to celebrate diverse cultures and histories, to recognize the resiliency, strength and perseverance of the Impacted Communities, and to have a place where these communities' members "have a place to belong." This center could occupy a new structure or be placed within Hall A to accommodate celebrations, events, large community gatherings, arts, storytelling, presentations, cultural practices, entrepreneurship and similar activities. Impacted Communities should be given preferential access that is routine, affordable, predictable

and frequent, while being a place for healing and connection. The space should be centrally located and visible on the campus and of a minimum size and configuration to support the functions and activities identified here and in the planning process. Impacted Community members should be closely engaged in the design and development of the space.

- D. Hold additional community conversations, engagement and fact-gathering to inform and determine what should be done with Hall A. Input and opinions about what to do with Halls A, B and C varied widely. Additional data and intersectional conversations among members of Impacted Communities may provide stronger agreement about potential uses and actions for the structure. Seek professional assessment of the structure's condition and cost estimates for potential renovation, preservation and deconstruction for potential use as the envisioned community center described above. Share this information with Impacted Communities and seek agreement about future actions, uses, operations and maintenance for Hall A, including uses for the site and its materials consistent with their historic importance. Prioritize transparency and healing in the decision-making process regarding Hall A so decisions do not cause additional harm.
- E. Work with Urban Indigenous Community members and Tribes to determine best use of the portion of the Expo site next to the Columbia River. *See also: Natural Spaces recommendations.*
- F. Incorporate each Impacted Community's cultural aesthetics into facility design, along with design elements that celebrate the Impacted Communities, the land and the water. Design new structures that blend with and reflect the land and water of the site.
- G. Use names and languages specific to Impacted Communities throughout the Expo Center, including naming physical features (lands, roads, walkways, buildings, etc.) and in art. Utilize communities' languages in naming and interpretation.
- H. Emphasize sustainability (a project guiding principle) during redevelopment by, for example, sourcing materials primarily/exclusively from the Pacific Northwest and repurposing any deconstructed materials from the site.

Community Access Recommendations

Engagement participants and HSMC members emphasized the importance of making the Expo Center more accessible to Impacted Communities and other communities at low or no cost, to the extent feasible, by developing policies that offer subsidized or free access to campus spaces.

- A. Work with Impacted Communities to design spaces for community events, workshops, gatherings and learning/education that support engagement and empowerment of Impacted Communities. *See also: Buildings recommendation C.*
- B. Work toward a subsidized, free or low-cost community access program to the extent feasible for cultural, community, and history-related events and other appropriate Expo

Center events. This is imperative with events held for or by Impacted Communities and should include updating scheduling and booking policies to improve community access. This framework should create accessibility, identify eligible community groups/populations and types of access (facility rental and event admissions). It should also be analogous to discount pricing structures offered at other Metro facilities. A community advisory committee or program, similar to the Oregon Zoo's Community Access Program, should inform this framework, further define who is eligible to receive this economic benefit and provide guidance on ways to support Impacted Community access to the site. The committee may provide recommendations to Metro staff, and staff should explore potential sources necessary to offset proposed subsidies and/or fee reductions.

- C. Expo Center Future Guiding Principles and values should be upheld and built into Expo Center scheduling policies. *See also: Appendix D*

Economic Development Opportunities Recommendations⁹

To create a more inclusive and equitable future for the Expo Center, it is essential to provide meaningful economic opportunities for communities historically connected to and impacted by the site. The following recommendations focus on wealth-building, business development, and workforce training, with an emphasis on prioritizing those directly affected by or connected to the site's history. These initiatives aim to ensure that Impacted Communities, including Indigenous Peoples, Japanese Americans, Vanport-impacted families and others, have access to long-term opportunities that promote economic empowerment and cultural representation. Additionally, the recommendations propose strategies to support arts, culture, and memorialization and representation projects through sustainable funding mechanisms.

- A. Where permitted by law, create and publicize new policies to support ongoing wealth-building opportunities for Impacted Communities at Expo. Such opportunities may include allowing cultural marketplaces, food catering and concessions sales, and business development services to support Impacted Community groups. When developing these policies, work with Impacted Communities to further define who is eligible to participate in these opportunities.
- B. Where permitted by law, ensure that members of Impacted Communities receive priority selection for employment and contract opportunities at Expo (such as

⁹ HSMC acknowledges the concerns expressed by the Urban Indigenous Community that economic development opportunities differ among cultures and communities above and beyond monetary or job opportunities. Health, restoration and wellness of the land and the well-being of family and community also signify wealth for Indigenous Peoples. Urban Indigenous Community also voiced concerns regarding recommendations for natural resources restoration, which could be inequitably implemented.

construction/maintenance, arts, design, and vending), followed by COBID-certified firms, members of other marginalized communities, then the general public.

- C. Develop a community benefit fund to support wealth-building, arts and culture programming, and educational activities at Expo Center for Impacted Communities, Tribes and historically marginalized communities. Direct a portion of the fund to memorialization and representation projects, which should include their maintenance and operation, and a portion to grants or other activities at Expo Center. Potential funding sources could include an Expo Center parking surcharge, ticket/rental fee surcharge, grant funding or sponsorships. Specific uses of these funds, consistent with this recommendation, and governance of the fund will need to be defined during the fund's development. This fund should be developed and governed by a committee of members of Impacted Communities with support of Metro staff. *See also: Arts, Community Access, and Educational Programming recommendations.*
- D. Develop business and youth workforce training/development opportunities at the Expo Center with an emphasis on opportunities for businesses and youth from Impacted Communities.

Educational Programming & Stories Recommendations

"They should have something [memorialization] around Vanport, it's a sacred area. Let the people know what happened at Vanport. Tell the truth about how many people died in the flood."

-Vanport community engagement participant

Stories and histories must be built into the Expo Center campus to reflect the full breadth of its historical and contemporary significance. The following recommendations focus on creating educational and interpretive opportunities that honor the resilience and rich cultural heritage of Indigenous Peoples, Japanese Americans and Vanport residents and descendants. Metro hopes that by prioritizing these narratives, the Expo Center can become a place of healing, education, and reflection, where visitors can engage with the power of place and the ongoing connection between the land and the people. These recommendations aim fully to tell American and Portland history, emphasizing multicultural and

intersectional perspectives, while ensuring that the past's hard truths are told for the purpose of healing and preventing future harm.

- A. Develop a long-term interpretive plan to identify programming and interpretation strategies that tell the stories of all Impacted Communities and includes relevant HSMC recommendations. The interpretive plan should take a comprehensive approach to telling the site's many histories, stories and people's inextricable connection to this place despite

forced removals. Stories of Impacted Communities must be given priority in the development of the plan. Engage members of Impacted Communities in the development, ongoing evaluation and revision(s) of the plan.

- B. Integrate the histories and stories of the site and the land Metro stewards throughout the campus. Presentation of the histories and cultures of Impacted Communities and Tribes should be immersive, experiential, and multisensory.
- C. Develop educational resources to share the Impacted Communities' histories and cultures connected to the site by working with professional educators and community organizations from Impacted Communities.
- D. Identify and provide urgently needed resources for Impacted Communities to preserve stories of survivors, families, and others impacted before venerable Elders are lost. Resources could include funding, personnel, and guidance for Impacted Communities to record their own family history and story at the Expo Center. These oral histories should not be collected by Metro, but rather should be collected by community groups like Vanport Mosaic and the Oregon Historical Society and should then be shared publicly but only with written permission of the Elders/storytellers from Impacted Communities and their families.
- E. Highlight stories of sports and recreation within Impacted Communities in programming and storytelling at Expo Center. *See also: Sports recommendations.*
- F. Use educational opportunities to encourage Expo guests to engage with history, connect the past to the present and future and highlight intersectionality among Impacted Communities.
- G. Make certain that the interpretive plan recognizes that these histories of forced displacement are not outliers, but rather typify American history, which, from the inception of colonization, included many racist and xenophobic forms of displacement. This interpretive plan should be multilayered and multicultural and should recognize the great achievements of people from Impacted Communities who represent their communities in civic roles and continue to care for the land and water. Finally, we must honor the civic rights of all people.
- H. All educational programming needs to tell hard truths with the purpose of healing and ensuring the past harms at the site do not happen again. Education must include how greed, racism, fear, colonialism and capitalism guided government decision-making and caused harm to Impacted Communities. The stories should strive to make the invisible visible while highlighting the strength, joy, pride, resilience and abundance of Impacted Communities.
- I. Expo Center infrastructure should support technology-based interpretive strategies throughout the campus.

Metro Accountability Recommendations

For as long as Metro owns and manages the Expo Center site, including the land and natural resources it stewards there, Metro remains morally and publicly accountable to the communities who suffered injustices there at the site. To fulfill this responsibility, it is not sufficient to tell the stories of those who have been historically displaced and marginalized; Metro must also prioritize those people and their descendants in the design and decision processes.

The following recommendations detail strategies for creating inclusive, accessible programming designed to honor the histories of Impacted Communities. By amplifying their voices and experiences, Metro can ensure that the Expo Center becomes a place where the past is acknowledged, the present is enriched and the future is shaped by resilience and representation. These efforts are intended to foster healing, education and a deeper understanding of the land's cultural and historical significance, while challenging and reshaping dominant narratives about Portland and American history.

- A. Provide regular and ongoing communications and community engagement in advance of and after major decision points to ensure community-centered design throughout the next phase of the planning process and beyond.
- B. Create an ongoing project governance committee with representation from Impacted Communities that works in partnership with Metro to advise and provide oversight to memorialization and representation and to ensure these goals and recommendations are being met.
- C. Work collaboratively with Impacted Communities to honor their experiences, concerns and valued principles by taking direction and listening.
- D. Partner and collaborate with Impacted Communities to honor and uplift the histories of the site without tokenizing or otherwise exploiting communities for Metro's commercial or financial benefit.
- E. Create organizational agreements between Metro and partnering organizations or communities to provide certain rights/access to the use the space at the Expo Center or other Metro property. *See also: Community Access recommendations.*
- F. Provide Expo Center staff with ongoing cultural competency training and education about the site's varied histories.
- G. Avoid fostering lateral oppression by siloing Impacted Communities in engagement or other areas as the project moves forward. Create space for stories, learning and connection across communities.
- H. Transparently communicate the process Metro will use to make decisions about these recommendations. This should include a communication plan shared with all Impacted Communities that details how to achieve a balance between memorialization and

“Recognition is not representation.”

representation of the three primary Impacted Communities, Tribes and partners and how efforts to educate about the historical and cultural significance of the site will be funded.

- I. Ensure that Native community and Indigenous connection to place are given the appropriate acknowledgement/representation in this project. *See also: Natural Spaces recommendations.*
- J. Where feasible, incorporate HSMC recommendations into the next phase(s) of the Expo Future project. If recommendations cannot be fully delivered at the Expo Center, Metro should provide reasoning and communicate why that is not possible and/or what alternatives it is considering. Metro should consider additional input from the Impacted Community members when deciding an alternative. Metro should leverage partnerships to implement community desires and seek to implement community desires in other Metro spaces or programs when not possible at the Expo Center.
- K. The Committee recognizes that some recommendations will require additional community input, analysis and planning and that Metro will need to identify funding sources and determine feasibility of each recommendation. It asks Metro to explore all available funding sources in good faith and exhaust all potential options as it assesses the feasibility of each recommendation.

Natural Spaces Recommendations

To truly honor the history and cultural significance of the Expo Center and the land it occupies, it is crucial to prioritize Indigenous stewardship and ecological restoration of the land at the Expo Center. These recommendations emphasize sustainable stewardship, climate resilience and the reconnection of communities to the land and water, with Indigenous input leading the way. By integrating native plants, cultural gardens, accessible trails and connections to the Columbia River, these efforts aim to restore the landscape's ecological health while also providing opportunities for Indigenous Peoples, Tribes and Impacted Communities to reestablish their deep and sustainable connections to the site.

- A. Explore and prioritize immediate and long-term viable opportunities to return land to Indigenous Peoples and Tribes. Return land stewardship and availability of First Foods safe for human consumption to Indigenous Peoples at the Expo Center campus and across Metro's properties. *See also: Metro Accountability recommendations.*
- B. Prioritize sustainable and climate-friendly stewardship of the site and the site's ecology. Restore and heal the land through a process that culminates in healthy water, soil, plants, and bioswales, starting with Indigenous input and priorities while providing opportunities for Indigenous People to lead stewardship at the campus. Restore plants that are native to the region to restore the environment, support reflection and healing, and allow future generations to remember what the area looked like before colonization.

- C. Collaborate with Impacted Communities to create centrally located and culturally appropriate natural spaces, outdoor gardens, art installations, and other gathering spaces, to support gatherings, events, learning, healing, reflection and interpretation. Work to provide access to restored landscape, garden and outdoor gathering spaces in a manner that will be open and free of admission fees to the extent possible. Design of these spaces should be led by Impacted Communities and partners.
- D. Establish trails to create access and connection to nature, trees, water and elevated viewsheds of neighboring wetlands and beyond the campus itself that activate the full campus and draw visitors to learning opportunities and outdoor art. Incorporate wayside interpretation to create a self-guided experience of the site's past, present and future.
- E. Restore the connection between the main Expo Center site and the Columbia River waterfront with a pedestrian crossing or bridge across Marine Drive to connect the Expo Center to the Regional Trail Network and provide water access for community-specific uses, particularly for Urban Indigenous Community members and Tribes.

Sports Recommendations

Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair. It is more powerful than governments in breaking down racial barriers. It laughs in the face of all types of discrimination.

- Nelson Mandela

Impacted Communities and HSMC members emphasized that Sports has played a significant role in the histories of the Impacted Communities. Their recommendations converge with the Expo Center's potential future sports-related uses and, importantly, highlight the deep connections these communities have to sports. Sports and playing games provided a sense of normalcy and an escape from the monotony of incarceration for Japanese Americans. Indigenous Peoples invented lacrosse, and residents of Vanport recalled the pleasure and sense of belonging that playing sports brought to their everyday lives.

- A. Stories about Impacted Communities should be visible at Expo Center events and facilities. Stories can reveal the intersection of sports with Impacted Communities. *See also: Educational Programming recommendations*
- B. Establish a framework to provide community benefit by providing Impacted Communities with preferential access to the Expo Center's sports facilities such as offering low barrier sport opportunities.
- C. Integrate the sports played by Impacted Communities into facility design and events at Expo.

APPENDICES

Summary of appendices:

- Appendix A: Suggested Implementation Strategies
- Appendix B: Compilation of Community input
- Appendix C: Expo Future Project Guiding Principles
- Appendix D: Expo Future Historical Significance & Memorialization Committee Values

Appendix A: Suggested Implementation Strategies

During the Expo Future community engagement process, participants offered multiple general and specific ideas for ways to represent and memorialize the histories and cultures associated with the Expo Center site. Many of those ideas were offered repeatedly and are represented in the HSMC’s recommendations. Other suggestions were specific to a particular community or offered a specific strategy for implementing a recommendation. Those specific strategies are captured here.

The following implementation strategies provide additional context and potential guidance for how to implement the recommendations. Implementation strategies are shown with the corresponding HSMC recommendation. Not all HSMC recommendations have implementation strategies. Most strategies come from direct community input with edits made for clarity only.

The following considerations should be given as the strategies are reviewed:

- Some recommendations include built-in implementation strategies and are listed as standalone recommendations.
- Certain implementation strategies may appear across multiple recommendations and categories due to their broad applicability and relevance to various goals.
- Not all implementation strategies apply to every Impacted Community. Further engagement is encouraged.

Art	
HSMC Recommendations	Suggested Implementation Strategies
<p>A. Create spaces at existing and new Expo Center facilities for performing arts and for display of a variety of flexible and permanent artworks that convey the histories and cultures of the Impacted Communities. Artwork at the site must be free and available to view whenever possible.</p>	Engage with each Impacted Community and Tribes to understand what “art” means to each and be as inclusive as possible of those art forms.
	All art installations and artistic performances that represent Impacted Communities’ history and culture should be “for us, by us,” i.e., selected and developed or performed by members of Impacted Communities.
	Provide interpretative materials so that people can learn about and understand the art and the artists behind it. Include a cumulative “catalog” of performances that have occurred on site to offer insights into the history of the site and the history of performances at the site.
	Integrate/offer musical performances at tournaments and other events to highlight Impacted Communities’ cultures.
<p>B. Convey histories and cultural memory through a variety of monumental, engaging artistic media and other activities throughout</p>	Create a designated artist fund to support artists to create, exhibit, perform, and teach at the Expo Center.

<p>the campus, both indoors and outdoors. Metro should learn from each Impacted Community and Tribes what art means to them, and publicly demonstrate that in its art installations. Impacted Community members and Tribes must be engaged in the selection, development, curation and/or performance of art at the site. Both temporary and permanent monumental artwork must be evident throughout the campus and connect with other interpretation materials and installations across the site.</p>	<p>Host an ongoing artist in residence program as a way of teaching art, skills, and culture.</p>
	<p>Include space for artists to work, exhibit, meet, and perform, in addition to a recording studio for capturing history and musical artists.</p>
	<p>Include gallery space for artists in residence or those using the studio space.</p>
<p>C. Develop an interpretive framework to coordinate art and its interpretation.</p>	

<p>Buildings, Facilities & Design</p>	
<p>HSMC Recommendations</p>	<p>Community-Suggested Implementation Strategies</p>
<p>A. Use a community-centered design process in building preservation, restoration, renovations or new construction. Involve Impacted Community members in the design and planning process and hire designers and contractors from Impacted Communities.</p>	
<p>B. Memorialization and representation features must be prominently distributed and highly visible throughout the site, rather than concentrated in one area or structure.</p>	<p>Have a common thread throughout the campus that ties back to memorialization and representation (e.g., as visitors traverse into different buildings, they are connected back to Hall A).</p>
	<p>Reflect or exhibit history of the site at Expo Center entry points (e.g., Torii Gate or include highly visible markers such as an archway that visitors walk through or install three main “gates” representing the three Impacted Communities that is highly visible as visitors drive onto or enter the campus).</p>
<p>C. Create a multi-use community/interpretive center for Impacted Communities to celebrate diverse cultures and histories, to recognize the resiliency, strength and perseverance of the Impacted Communities, and to have a place where these communities’ members “have a place to belong.” This center could occupy a new structure or be placed within Hall A to accommodate celebrations, events,</p>	<p>Build a Long House with a Native curator/steward for the site for Indigenous Peoples to gather.</p>
	<p>Include multi-use spaces with an auditorium and space for celebrations and events.</p>
	<p>Include a shared commercial kitchen and freezer/refrigeration space for Impacted Community vendors to sell culturally specific foods to sports complex attendees and events.</p>

<p>large community gatherings, arts, storytelling, presentations, cultural practices, entrepreneurship and similar activities. Impacted Communities should be given preferential access that is routine, affordable, predictable and frequent, while being a place for healing and connection. The space should be centrally located and visible on the campus and of a minimum size and configuration to support the functions and activities identified here and in the planning process. Impacted Community members should be closely engaged in the design and development of the space.</p>	<p>Include space for a performing arts center for storytelling music, drama, dance, photos, and audio presentations. <i>(See Arts recommendations)</i></p>
<p>D. Hold additional community conversations, engagement and fact-gathering to inform and determine what should be done with Hall A. Input and opinions about what to do with Halls A, B and C varied widely. Additional data and intersectional conversations among members of Impacted Communities may provide stronger agreement about potential uses and actions for the structure. Seek professional assessment of the structure's condition and cost estimates for potential renovation, preservation and deconstruction for potential use as the envisioned community center described above. Share this information with Impacted Communities and seek agreement about future actions, uses, operations and maintenance for Hall A, including uses for the site and its materials consistent with their historic importance. Prioritize transparency and healing in the decision-making process regarding Hall A so decisions do not cause additional harm.</p>	
<p>E. Work with Urban Indigenous Community members and Tribes to determine best use of the portion of the Expo site next to the Columbia River. <i>See also: Natural Spaces recommendations.</i></p>	
<p>F. Incorporate each Impacted Community's cultural aesthetics into facility design, along with design elements that celebrate the Impacted Communities, the land and the</p>	<p>Include the cultural aesthetics from each Impacted Community.</p> <p>Consider a children's playground and spaces within the site and design elements. <i>(See Natural Spaces recommendations)</i></p>

<p>water. Design new structures that blend with and reflect the land and water of the site.</p>	<p>Incorporate and reflect the cultures of Impacted Communities and Tribes connected to the site to existing buildings.</p> <ul style="list-style-type: none"> • Paint the existing buildings to look like the land that it once was. • Ensure structures blend with and reflect the land and water of the site. • Install murals that are a large visual signal to the significance of the buildings (Halls A, B, and C) and celebrate people to remember history.
<p>G. Use names and languages specific to Impacted Communities throughout the Expo Center, including naming physical features (lands, roads, walkways, buildings, etc.) and in art. Utilize communities' languages in naming and interpretation.</p>	<p>Request to "Please consider: 'Perseverance Road' from the main highway leading north."</p>
<p>H. Emphasize sustainability (a project guiding principle) during redevelopment by, for example, sourcing materials primarily/exclusively from the Pacific Northwest and repurposing any deconstructed materials from the site.</p>	<p>Repurpose any deconstructed materials throughout the site to let things continue to live on or return the timbers to Indigenous community.</p>

<p>Community Access</p>	
<p>HSMC Recommendations</p>	<p>Community-Suggested Implementation Strategies</p>
<p>A. Work with Impacted Communities to design spaces for community events, workshops, gatherings and learning/education that support engagement and empowerment of Impacted Communities. <i>See also: Buildings recommendation C.</i></p>	<p>Create a feeling of coming home and healing at the Expo Center.</p>
<p>B. Work toward a subsidized, free or low-cost community access program to the extent feasible for cultural, community, and history-related events and other appropriate Expo Center events. This is imperative with events held for or by Impacted Communities and should include updating scheduling and booking policies to improve community access. This framework should create</p>	<p>Update scheduling and booking policies to improve community access.</p>
	<p>Create a Community Advisory Committee or program, such as the Oregon Zoo's Community Access Program.</p> <p>Annual day of remembrance for Japanese Americans incarcerated at the Portland Assembly Center, victims of the Vanport flood, Obon, Min Yasui Day, and other significant events.</p>

<p>accessibility, identify eligible community groups/populations and types of access (facility rental and event admissions). It should also be analogous to discount pricing structures offered at other Metro facilities. A community advisory committee or program, similar to the Oregon Zoo’s Community Access Program, should inform this framework, further define who is eligible to receive this economic benefit and provide guidance on ways to support Impacted Community access to the site. The committee may provide recommendations to Metro staff, and staff should explore potential sources necessary to offset proposed subsidies and/or fee reductions.</p>	<p>Cultural events like Powwows, Indigenous markets, or Taiko performances, in addition to the existing events that celebrate and honor Impacted Communities like the Vanport Mosaic Festival or Juneteenth Rodeo.</p>
<p>C. Expo Center Future Guiding Principles and values should be upheld and built into Expo Center scheduling policies. <i>See also: Appendix D</i></p>	<p>When events are booked, share short and engaging informational background of the campus with event organizers.</p>

Economic Development Opportunities	
HSMC Recommendations	Community-Suggested Implementation Strategies
<p>A. Where permitted by law, create and publicize new policies to support ongoing wealth-building opportunities for Impacted Communities at Expo. Such opportunities may include allowing cultural marketplaces, food catering and concessions sales, and business development services to support Impacted Community groups. When developing these policies, work with Impacted Communities to further define who is eligible to participate in these opportunities.</p>	<p>Allow and support food carts to vend culturally specific foods by hosting an ongoing food cart pod or inviting food carts to events.</p>
	<p>Offer impacted and BIPOC communities the opportunity to be Expo Center’s concessions vendors.</p>
	<p>Offer space for members of Impacted Communities to sell their local or locally produced wares (food, produce, art, crafts), for example in a gift shop/gallery or at a cultural marketplace pop-up event.</p>
	<p>Cross-promote and offer “pop-up” opportunities to businesses in North and NE Portland corridors (MLK, Alberta, Williams, Kenton, etc.)</p>
	<p>Offer business development support for vendors to start and succeed by providing resources like business incubation space for food and other vendors.</p>
	<p>Give communities the opportunity to pick artists.</p>

<p>B. Where permitted by law, ensure that members of Impacted Communities receive priority selection for employment and contract opportunities at Expo (such as construction/maintenance, arts, design, and vending), followed by COBID-certified firms, members of other marginalized communities, then the general public.</p>	<p>In the logic of reparations, Metro could best honor Vanport and its lessons for today by investing in, supporting, and honoring Black and Indigenous people, Japanese Americans, other marginalized people, and the unhoused in our community.</p>
<p>C. Develop a community benefit fund to support wealth-building, arts and culture programming, and educational activities at Expo Center for Impacted Communities, Tribes and historically marginalized communities. Direct a portion of the fund to memorialization and representation projects, which should include their maintenance and operation, and a portion to grants or other activities at Expo Center. Potential funding sources could include an Expo Center parking surcharge, ticket/rental fee surcharge, grant funding or sponsorships. Specific uses of these funds, consistent with this recommendation, and governance of the fund will need to be defined during the fund’s development. This fund should be developed and governed by a committee of members of Impacted Communities with support of Metro staff. <i>See also: Arts, Community Access, and Educational Programming recommendations.</i></p>	
<p>D. Develop business and youth workforce training/development opportunities at the Expo Center with an emphasis on opportunities for businesses and youth from Impacted Communities.</p>	<p>Create an internship system at the Expo Center in coordination with other federal Japanese American historic sites.</p>

Educational Programming & Stories	
HSMC Recommendations	Community-Suggested Implementation Strategies
<p>A. Develop a long-term interpretive plan to identify programming and interpretation strategies that tell the stories of all Impacted Communities and includes relevant HSMC recommendations. The interpretive plan should take a comprehensive approach to telling the site’s many histories, stories and people’s inextricable connection to this place despite forced removals. Stories of Impacted Communities must be given priority in the development of the plan. Engage members of Impacted Communities in the development, ongoing evaluation and revision(s) of the plan.</p>	Tell the histories and personal impacts so that past harms are not repeated.
	Share stories of the strength, joy and solidarity of the Impacted Communities balanced with telling factual stories of harms and victimization.
	Bring Impacted Communities together to learn each other’s stories, so it is not just about recreation or capital gain, it is about the land, water, and people there. (See Metro Accountability recommendations)
	Include the following themes: <ul style="list-style-type: none"> a. Origin stories or stories about salmon and the river. b. The loyalty of Japanese Americans, especially the soldiers in the 442nd. c. Stories of significance of Black leadership that came from Vanport like Multnomah County’s first Black sheriff and first Black teachers in the area. d. Stories of Indigenous care of the land and water before it was colonized.
<p>B. Integrate the histories and stories of the site and the land Metro stewards throughout the campus. Presentation of the histories and cultures of Impacted Communities and Tribes should be immersive, experiential, and multisensory.</p>	Include intergenerational learning and historical lessons.
	Provide online live programming and host a YouTube channel as an ongoing space to watch/learn.
	Use markings, signage, and other wayfinding tools for visitors to experience the historical significance and represent the Impacted Communities.
<p>C. Develop educational resources to share the Impacted Communities’ histories and cultures connected to the site by working with professional educators and community organizations from Impacted Communities.</p>	Consider collaboration with National Park Service to become an affiliate site and with an onsite park ranger in relation to incarceration of Japanese Americans at the site.
	Develop a school curriculum to educate youth, including children’s programming and activities.
	Develop a visitor tour curriculum.
	Develop an educational kit for event organizers to understand how they can highlight site histories and cultures in their event.
	Print the site’s history and stories to share on tables (dining/banquet tables, display tables, etc.).
<p>D. Identify and provide urgently needed resources for Impacted Communities to</p>	Record and share stories of Japanese American and Vanport survivors.

<p>preserve stories of survivors, families, and others impacted before venerable Elders are lost. Resources could include funding, personnel, and guidance for Impacted Communities to record their own family history and story at the Expo Center. These oral histories should not be collected by Metro, but rather should be collected by community groups like Vanport Mosaic and the Oregon Historical Society and should then be shared publicly but only with written permission of the Elders/storytellers from Impacted Communities and their families.</p>	<p>Share oral stories that talk about life, not just the Vanport flood.</p>
<p>E. Highlight stories of sports and recreation within Impacted Communities in programming and storytelling at Expo Center. <i>See also: Sports recommendations.</i></p>	<p>Intersect the story of how sports provided the Japanese American community a sense of normalcy while incarcerated at the Expo Center.</p> <p>Showcase the history of athletes associated with the site:</p> <ul style="list-style-type: none"> a. Remember Vanport residents that became star athletes. b. Include stories of famous Japanese American athletes and Japanese American athletes who were excluded from continuing their athletic careers. c. Tell the Indigenous history of stickball and lacrosse. <p>Offer multiple sports facilities for high school students to access in remembrance youth activities at the time of the Vanport Flood and Japanese American incarceration at the Expo Center.</p>
<p>F. Use educational opportunities to encourage Expo guests to engage with history, connect the past to the present and future and highlight intersectionality among Impacted Communities.</p>	<p>Organize site’s stories chronologically without placing more importance on any group over another. Highlight the shared story of forced removal and how [inequities] continue now.</p> <ul style="list-style-type: none"> a. Indigenous Peoples and land before colonization b. Livestock/Ranchers/Railroad (colonization) c. Incarceration of Japanese Americans at Portland Assembly Center d. Vanport (thriving neighbor, progressive social aspects, importance to the war effort, etc.) <p>Engage Expo Center clients and visitors in memorialization and representation by incorporating history/memorialization/storytelling into in-event announcements and other event programming.</p>
<p>G. Make certain that the interpretive plan recognizes that these histories of forced displacement are not outliers, but rather</p>	<p>Recognize the great achievements of people from Impacted Communities who were the first to represent their communities in civic roles, continue</p>

<p>typify American history, which, from the inception of colonization, included many racist and xenophobic forms of displacement. This interpretive plan should be multilayered and multicultural and should recognize the great achievements of people from Impacted Communities who represent their communities in civic roles and continue to care for the land and water. Finally, we must honor the civic rights of all people.</p>	<p>to care for the land and water, and tie the importance of honoring the rights of all Americans.</p>
<p>H. All educational programming needs to tell hard truths with the purpose of healing and ensuring the past harms at the site do not happen again. Education must include how greed, racism, fear, colonialism and capitalism guided government decision-making and caused harm to Impacted Communities. The stories should strive to make the invisible visible while highlighting the strength, joy, pride, resilience and abundance of Impacted Communities.</p>	<p>Include the story of how greed, racism, fear, colonialism, and capitalism guided government decision making instead of policy and caused harm to Impacted Communities.</p> <p>a. Show how inequities and exclusion, like the lack of distinction between Japanese American citizens and Japanese during World War II, family separations, and how fear guided government decisions instead policy.</p> <p>b. Include the Bill of Rights to show that the violation of constitutional rights of American citizens that occurred at the Expo Center. This is an American story, not a Japanese story.</p>
<p>I. Expo Center infrastructure should support technology-based interpretive strategies throughout the campus.</p>	

<p>Metro Accountability</p>	
<p>HSMC Recommendations</p>	<p>Community-Suggested Implementation Strategies</p>
<p>A. Provide regular and ongoing communications and community engagement in advance of and after major decision points to ensure community-centered design throughout the next phase of the planning process and beyond.</p>	<p>New revenue and other resources brought about by the Expo Future project (from sports or other uses) need to go back to the community.</p> <p>Commit to community support, fundraising structures, and community access to space as part of its policy/project mission through a mission statement.</p> <p>Commit to allowing Impacted Communities to access the Expo Center at no cost with fundraising that is structured with a restorative justice aspect. (See Community Access recommendations)</p>

	Provide transparency on how this project will be funded.
B. Create an ongoing project governance committee with representation from Impacted Communities that works in partnership with Metro to advise and provide oversight to memorialization and representation and to ensure these goals and recommendations are being met.	
C. Work collaboratively with Impacted Communities to honor their experiences, concerns and valued principles by taking direction and listening.	People from Impacted Communities must guide representation of their stories and experiences and be part of future memorialization and representation decision-making processes.
	Conversations about envisioning this site and infusing Indigenous knowledge should include conversations around capitalism and it being a continued form of colonialism.
	Remember that “recognition is not representation.”
	Representation of Indigenous People must be included using their images and stories.
D. Partner and collaborate with Impacted Communities to honor and uplift the histories of the site without tokenizing or otherwise exploiting communities for Metro’s commercial or financial benefit.	Do not commercialize or tokenize Impacted Communities for the purpose of generating income for the Expo Center.
	Use caution when presenting the project so the focus is not only on the financial perspective without representation of Impacted Communities.
E. Create organizational agreements between Metro and partnering organizations or communities to provide certain rights/access to the use the space at the Expo Center or other Metro property. <i>See also: Community Access recommendations.</i>	Commitment to community support, fundraising structures, and community access to space as part of its policy/project mission through a mission statement.
F. Provide Expo Center staff with ongoing cultural competency training and education about the site’s varied histories.	The work Metro does at the Expo Center needs to go beyond a sculpture and provide commitment for [memorialization].
	Do not commercialize or tokenize [Indigenous People] for the purpose of generating income for the Expo Center. [Use caution] when presenting the project so the focus is not only on the financial perspective without representation [of Impacted Communities].
	Clarify what systems are in place to keep memorialization and representation as a central focus and maintain this even if a developer calls for change.

<p>G. Avoid fostering lateral oppression by siloing Impacted Communities in engagement or other areas as the project moves forward. Create space for stories, learning and connection across communities.</p>	<p>Sharing stories will prevent Metro from causing harm by causing lateral oppression or competition. Host meetings where all groups can talk to each other.</p>
<p>H. Transparently communicate the process Metro will use to make decisions about these recommendations. This should include a communication plan shared with all Impacted Communities that details how to achieve a balance between memorialization and representation of the three primary Impacted Communities, Tribes and partners and how efforts to educate about the historical and cultural significance of the site will be funded.</p>	<p>Create and share the process Metro will use to make these decisions.</p>
	<p>Share the values or factors that will guide the decision-making process.</p>
	<p>Provide clarity on how Metro will determine how to represent and be responsive to all the Impacted Communities and partners.</p>
<p>I. Ensure that Native community and Indigenous connection to place are given the appropriate acknowledgement/representation in this project. <i>See also: Natural Spaces recommendations.</i></p>	
<p>J. Where feasible, incorporate HSMC recommendations into the next phase(s) of the Expo Future project. If recommendations cannot be fully delivered at the Expo Center, Metro should provide reasoning and communicate why that is not possible and/or what alternatives it is considering. Metro should consider additional input from the Impacted Community members when deciding an alternative. Metro should leverage partnerships to implement community desires and seek to implement community desires in other Metro spaces or programs when not possible at the Expo Center.</p>	
<p>K. The Committee recognizes that some recommendations will require additional community input, analysis and planning and that Metro will need to identify funding sources and determine feasibility of each recommendation. It asks Metro to explore all available funding sources in good faith and exhaust all potential options as it assesses the feasibility of each recommendation.</p>	

Natural Spaces

HSMC Recommendations	Community-Suggested Implementation Strategies
<p>A. Explore and prioritize immediate and long-term viable opportunities to return land to Indigenous Peoples and Tribes. Return land stewardship and availability of First Foods safe for human consumption to Indigenous Peoples at the Expo Center campus and across Metro’s properties. <i>See also: Metro Accountability recommendations.</i></p>	<p>Designate Columbia River water areas for Indigenous Peoples for fishing, reflection, and rest.</p>
	<p>Think Seven Generations in the future!</p>
	<p>Provide a space for food cultivation, agriculture, and community garden space.</p>
<p>B. Prioritize sustainable and climate-friendly stewardship of the site and the site’s ecology. Restore and heal the land through a process that culminates in healthy water, soil, plants, and bioswales, starting with Indigenous input and priorities while providing opportunities for Indigenous People to lead stewardship at the campus. Restore plants that are native to the region to restore the environment, support reflection and healing, and allow future generations to remember what the area looked like before colonization.</p>	<p>Maintain wildlife connectivity: native plants bring the community together and keeps invasive species out.</p>
	<p>Offer sufficient tree coverage to buffer the sounds of cars and combat pollution</p>
	<p>Restore plants that are native to the region to restore the environment, support reflection and healing, and allow future generations to remember what the area looked like before colonization.</p> <ul style="list-style-type: none"> a. Include Native plants such as native huckleberry, native tobacco, and root crops to support Native people and bring back native animals; flowers; habitat; rocks; shade; water; trees; and education. b. Include plants that have significance to the Impacted Communities such as cherry blossoms, culturally relevant medicine, and First Foods. c. Include signage to provide botany/food cultivation education and interpretation that identifies the plants in multiple languages (Indigenous languages, Japanese, English, others, etc.)
	<p>Consider the environmental impact of parking areas and design them to manage stormwater.</p>
<p>C. Collaborate with Impacted Communities to create centrally located and culturally appropriate natural spaces, outdoor gardens, art installations, and other gathering spaces, to support gatherings, events, learning, healing, reflection and interpretation. Work to provide access to restored landscape, garden and outdoor gathering spaces in a manner that will be open and free of admission fees to</p>	<p>Include wayside exhibits, interpretation, place markers, and a path to the Torii gate [Voices of Remembrance artwork].</p>
	<p>Provide Impacted Communities with garden space and plant a native gathering garden that supports activities like reflection, healing, exercising, and uses native and culturally relevant plants.</p>
	<p>Create a nature park and walking pathways with the names of the Ancestors as a place for healing people.</p>

<p>the extent possible. Design of these spaces should be led by Impacted Communities and partners.</p>	<p>Provide outdoor spaces where families, children, and young people can go to play or take a break. Include an option for a covered space for inclement weather.</p>
	<p>Establish a medicinal garden with medicinal/healing plants from all Impacted Communities and extend into workshops about those plants and their uses.</p>
	<p>Include a peace and reflection garden celebrating the Oregon/Portland 442 members with symbolic plantings like Amachi Rose (rose discovered at Amachi Camp in Denver, WA) and trees that survived the atomic blast in Hiroshima.</p>
	<p>Research whether Japanese farmers brought seeds with them to the Assembly Center and honor as confirmed.</p>
	<p>Include playground equipment that portrays the traditional story of Indigenous Peoples like the Suquamish Tribe’s Suquamish Shores Natural Play Area. <i>See also: Buildings, Facilities & Design recommendations</i></p>
<p>D. Establish trails to create access and connection to nature, trees, water and elevated viewsheds of neighboring wetlands and beyond the campus itself that activate the full campus and draw visitors to learning opportunities and outdoor art. Incorporate wayside interpretation to create a self-guided experience of the site’s past, present and future.</p>	<p>Interpretive material should include Impacted Communities and be provided in multiple languages</p>
	<p>Create a nature park and walking pathways with the names of the ancestors as a place for healing people.</p>
	<p>Provide elevated viewing decks or viewsheds and place markers for the Columbia River, Vanport, camas fields, and wetlands.</p>
<p>E. Restore the connection between the main Expo Center site and the Columbia River waterfront with a pedestrian crossing or bridge across Marine Drive to connect the Expo Center to the Regional Trail Network and provide water access for community-specific uses, particularly for Urban Indigenous Community members and Tribes.</p>	<p>Connect the site to create access to the Columbia River waterfront with a pedestrian crossing or bridge across Marine Drive.</p>
	<p>Designate Columbia River water areas for Indigenous Peoples for fishing, reflection, and rest.</p>
	<p>Prepare the waterfront to be a canoe journey stop for Tribes and Indigenous Peoples.</p>
	<p>Explore opportunities to have culturally specific uses such as a CRUP (Cultural Resources Use Permit), special use permit for Indigenous community members to apply for a specific cultural use. [reduce barriers to accessing the site for culturally specific uses.]</p>

Sports	
HSMC Recommendations	Community-Suggested Implementation Strategies

<p>A. Stories about Impacted Communities should be visible at Expo Center events and facilities. Stories can reveal the intersection of sports with Impacted Communities. <i>See also: Educational Programming recommendations</i></p>	<p>Find commonality to tie the historical significance and sports topics together so they are not two distinct things, such as the history of sports — overcoming adversity.</p>
	<p>Create some way to let spectator feel the unknown – what Japanese Americans felt in Hall A, everything being taken and the shared experience of removal with Tribes and Vanport community.</p>
	<p>Offer multiple sports for high school students to remember youth activities in Vanport/Expo Center.</p>
	<p>Bring back Vanport activities like the Soapbox Derby Competition.</p>
<p>B. Establish a framework to provide community benefit by providing Impacted Communities with preferential access to the Expo Center’s sports facilities such as offering low barrier sport opportunities.</p>	<p>Offer low barrier opportunities for people to be introduced to sports.</p>
	<p>Link the site to bike paths for transportation and recreation.</p>
	<p>Install a culturally representative miniature golf course.</p>
	<p>Provide recreational fields that would bring community to the Expo Center.</p>
<p>C. Integrate the sports played by Impacted Communities into facility design and events at Expo.</p>	<p>Host Indigenous and other BIPOC sports and tournaments like lacrosse.</p>
	<p>Given the significance of baseball in Japanese American culture, install a baseball diamond as recommended by youth representatives.</p>

Appendix B: Compilation of Community Input

During the Expo Future community engagement process, the engagement consulting team made every effort to record participants comments and input through notes and transcriptions. This appendix provides a recap of the wealth of ideas and input provided during the engagement process, along with online input. This input is organized first by community and then arranged into the initial themes that emerged during the engagement process. The cumulative input of the Historical Significance & Memorialization Committee is also included.

Urban Indigenous Community

Recommendations for Representation and Memorialization

The following provides a recap of recommendations that were shared by members of the urban Indigenous community during virtual and in-person workshops, individual interviews, and online input in summer and fall of 2024. Project consultants and/or Metro staff organized the recommendations into the categories shown below. (Some categories were later refined by the Expo Future Historical Significance & Memorialization Committee.) The Expo Future Historical Significance & Memorialization Committee drew from this input and that of other communities in developing its recommendations for representation and memorialization at the Expo Center site.

REPRESENTATION & STORIES

Use of the word “Memorialization”

- Add use of the word “representation” “it does not make us seem like we're extinct.”
- Consider using the word “uplift” over memorialize.
- Survivance – the idea that we have survived so much in such a short amount of time in Oregon
- It's not “memorialize.” It [the site] has been here since time immemorial which is a completely different thing and we are still here and so the resiliency of the Indigenous people and the resiliency of our salmon, the resiliency of our lamprey, and the resiliency of our native plants.

Representation

- Representation of Indigenous people must be included using their images and stories.
- Conversations about envisioning this site and infusing Indigenous knowledge should include conversations around capitalism and it being a continued form of colonialism.
- Create a chance for healing with our Black and Asian relatives.
- Include Mexican Americans and Pacific Islanders in the conversation since they are Indigenous too.

- Want to see some kind of connection – even interracial connection, that reflects the complexities of our lives [multi-racial intersectionality]

Stories

- Share origin stories or stories about the salmon and the river.
- Bring impacted communities together to learn each other’s stories, so it is not just about recreation or capital gain, it is about the land, water, and people there.

Context note: “A tool of colonization in this country is to pit us against each other and that only one story can be told.”

- Just let people know that this was a major hub for many Tribes.
- Metro does not do a good job at story telling displays – any future displays or monuments need to be done by community. Looking into the Confluence project for how they captured the story telling collection and display.

ARTS & EXPERIENCE

Arts

- Hire Indigenous and other artists from impacted communities to create art, murals, and sculptures.
- Include a sculpture park featuring impacted community artists.
- Incorporate music and earth sounds that have been drowned out by city sounds.
- [Sound sculptures or exhibits](#) that play music or whistles when the wind blows.
- Art installation or interpretive space so that people could share it throughout the year.

Context note: “Big spaces, that support ongoing and changing interpretation and storytelling events and programming. Ongoing opportunity for everybody’s use and benefit and that has less potential scarcity or competition.”

- Murals that are static or have a building with a mural that gets updated and changed and solicits artists from all of the communities.
- Include native plants, trees, and native animals in the mural that gives an accurate representation of the land before it was destroyed.
- Flags are very powerful
- Brought up at one of the meetings a totem pole, someone said “we didn’t do totem poles” then found out that we did do them, other tribes other than just coastal did them too.
- Permanent display of photos and locally produced art by local
- Totem Poles

Signage and Markings

- Have a marker representing “the land of the [Indigenous Tribes] people you are walking.”
- Markers and representation should be highly visible and “in your face.”

- An arch that represents impacted communities that visitor walk through.
- Walking trail signs that are written in Indigenous languages and names of Indigenous plants and animals. Use QR codes for visitors to hear the correct pronunciation of the words and describe the land, plants and animals that once were there. Consider accessibility for all ages and abilities with the use of QR codes or other technology.
- Use markings on sidewalks and building such as native animal paw prints or Indigenous basket weaving patterns to show the cultures that used to live there.
- show the time and native context of the site
- Historical Markers

Communications

- Have flyers [and other brochures] incorporate Indigenous patterns or land like basket weaving patterns, plants, animals, etc.

Context note: "It's further than just like the aesthetics of the building."

Experience: Sense of Belonging

Representatives were asked to think of a time and place where they really felt like they belonged.

What did they see there? What did they feel? What did they hear while they were there?

- Lean into joy and bring back joy at the Expo Center and land.

Context note: "[Thinking about] the Expo Center and like it's, it's role, it's potential role that it could play with like Native American community and just this idea of bringing joy and belonging."

Context note: "The area around the Expo Center is now hectic, stressful, and bland. It's been deprived of all its joy and love and everything that it could be."

- Have the future of the Expo site be a place where Native people and people of color feel comfortable being in North Portland.

Context note: "Portland, sometimes you feel like you're alone and invisible and lost here."

- Feelings of belonging shared:
 - "Sharing land and sharing community. Being in the Native American Indigenous space, it's this idea of like everybody loves you and everybody cares for you."
 - "The feeling that you get when like you first roll up to a powwow and it's like the first song."
 - "I would love it if the descendants of my family would go there [family allotment on the reservation] and be like 'hey you know our ancestors are watching over us and they thought about us when they decided to do this, and this is for us.'"

EVENTS & ACCESS FOR COMMUNITY

- Host Indigenous and other environmental events and fairs.
- Host Native/Indigenous markets and other markets for impacted communities.
- Make big events accessible to impacted communities.
- Host seed fairs, seed exchanges, farmers markets, or environmental food events.
- Make event space and access low- to no-cost for impacted communities.
- Programming should be both indoor and outdoor.
- Love the idea of a cultural/community center.
- A Metro Powwow – could be something really special – hard to have a space with no parking, especially for our Elders
- Multicultural night/weekend event
- Provide space for recurring community events held by member os the Indigenous community

FOOD & ECONOMIC OPPORTUNITY

- Invite food trucks or food stations that are owned and operated by impacted communities and serve their cultural foods.
- Support impacted community-owned businesses in being successful.
- Offer the money to the people. Give grants, and scholarships to the people
- Food gardens that have Indigenous and local soul foods (see “Land, Water, and Nature”).

Context note: “This is a way of incorporating cultural expression and cultural strength.”

- Promote more Native and BIPOC business for events
- Give control of decisions and finances of the art and interpretation to the three identified key stakeholder communities. If the center generates revenues, earmark a portion of it to re-invest into those communities.

BUILDINGS, FACILITIES & DESIGN

- Design and revamp building to reflect and incorporate Indigenous culture.
- Paint all the buildings to look like the land that it once was.

Context note: “The most beautiful thing you can do with the buildings is to paint them and make it look like the land in which it once was and kind of like bring that back. Doesn’t want to necessarily say it’s an “I’m sorry” letter, but that’s kind of what it feels. When you bring our land back, it’s like, hey, like this Expo Center is here and it, you know, it sucks that the land was taken away, but the Expo Center, we can utilize this space to bring culture and community in.”

- Make facility or infrastructure adjoining.
- Acknowledge that the changes to the Expo Center will change the way people look at, use, and move through the space and the area for generations.
- Offer a dance pavilion/gymnasium

- Can the buildings and parking lot be depaved? Do we need all of the buildings? Priorities for restoration would be depaving section of the parking, stacking parking to reduce amount of ground area covered in pavement.
- Build a Long House with a Native curator/steward for the site for Indigenous People to gather.

Context note: “Indigenous People really don't have that space in Portland to say goodbye to their relatives or to celebrate. The space available is not sacred and there is no parking available.”

- Community center and cultural center, owned and managed by the Tribes, urban Indigenous communities. Designed with natural/'green' materials. The space would need to be cultivated in the Native way, not Metro's operating way. Bigger community space than the ones available now (PSU, etc). Tell stories of Native people, vignettes of different Indigenous people of the Pacific Northwest
- Sustainability of the materials: how will the materials be sourced? Can they be from the Pacific NW only? Can we hire Native contractors, artists and designers?
- There was a desire to maintain the old buildings in some way. Some ideas were building around the structures or reusing materials salvaged from the buildings if they are demolished. Some community members think removing the old buildings would cause the site to lose some of its historical value.
- Can the 100 year old beams [from Halls A,B, C] be utilized? How can they be restored to us?

NATURAL SPACES

“The Expo Center area is a damaged place. But it can be healed, and we can do that. We can do that from our heart, from our spirit, from our beings, and we can do that together. The more we come together, the more we can push back on things that try to commercialize us.”

Land Back

- Opportunity to give some of the land back to Indigenous People.
- The most important thing Metro can do to honor the Indigenous community and Indigenous connection to place in a meaningful way at the Expo Center site is to give it back. Otherwise, co-stewarding the site with Indigenous community would be a grateful step.

Gardens and Plantings

- Different cultural gardens like Native gardens in the Cully Neighborhood or the Japanese Garden that are integrated.
- Walking trails and reflective spaces
- Native Gather Garden with native plants for gathering and space for activities like exercising, reflection, and healing. Include native landscaping which is easier to care for and better for the environment and to heal the land that has been damaged.

- Include Native plants such as native huckleberry, native tobacco, and root crops to support Native people and bring back native animals.
- Outdoor spaces where families, children, and young people can go to play or take a break. Option for a covered space for inclement weather.
- Playground equipment that portrays the traditional story of Indigenous People like the Suquamish Tribe's Suquamish Shores Natural Play Area.
- Restoration and healing of the land and water.

Water

- Designate Columbia River water areas to Native peoples for fishing, reflection, and rest.
- Create space to allow the river to be a canoe journey stop.
- Create more access to the water ways and land for the communities
- Whatever it takes to have a full out canoe journey set up is what is needed: access to waterways, welcoming center, remove buildings
- There was an interest in expanding the wetland south of the Expo center.
- Restoration should aim as much as possible to restore the land to how it was prior to development. Show what the land was before it was 'developed'
- provide access to the natural spaces for food gathering, fishing, gathering of materials for art-making

SAFETY

- Ensure safety by providing [security] cameras at the Expo Center.
Context note: "Taking the Max to Expo does not feel safe currently."
- The Expo Center should be well lit to deter crime. Consider using solar or other renewable energy for this lighting.
- Install a parking garage for safety.
- Kids [and visitors] should feel safe at the Expo Center.

SPORTS

- Host Native and other BIPOC sports and tournaments like lacrosse.
Context note: "If it's not represented in the sports, then why are the Native and BIPOC people here?"
- BIPOC and Native representation should be part of deciding which sports will be hosted at the Expo Center.
- Sports for Native youth. Sports can be a good way to connect Native youth to positive outlets. The sports at Expo center should focus on bringing Native folks into that space, connecting communities with each other

METRO ACCOUNTABILITY

- Sharing stories will prevent Metro from causing harm by causing lateral oppression or competition. Host meetings where all groups can talk to each other.
- The work Metro does at the Expo Center needs to go beyond a sculpture and provide commitment for [memorialization].
- Share funding [income] from future sports facility with the people of the land and the care of the land.
- Give groups space to do their own fundraising for the buildings they want.
- [Metro] should be accountable in more ways than just in this project. If recommendations are not fully delivered at the Expo Center, push to make them happen at other Metro spaces where resources are available.
- Actively support the federal recognition efforts of the Columbia River/Willamette River tribal communities by recognizing them yourself, as an agency
- Do not commercialize or tokenize [Indigenous People] for the purpose of generating income for the Expo Center. [Use caution] when presenting the project so the focus is not only on the financial perspective without representation [of impacted communities].

Context note: "Hearing this other thing about sports or financial reasons and I don't necessarily know that people want to be used in order to pump up the financial perspective without being represented and I don't mean like a little plaque on the wall kind of thing. This is a very important thing because Native peoples are tokenized a lot in order to make money for other services and other things that do not connect to the land. Furthermore, if there is going to be funding that is going to come in, how much of that is going to go back to the peoples of this land or the care of this land? Somebody [sports consultants] is already determining what sports should be there and they're not BIPOC or Native. Where's the representation?"

- Provide transparency on how this project will be paid for.

Context note: "I'm very curious about who's paying for this. Because we can dream all we want, but if they want a hotel and a swimming pool and a McDonald's, what game are we playing? The money thing is like I need to know. I need to know, is Gates going to write a big check? Is Nike going to come down? Because, you know, obviously they could benefit, and they probably could use a second campus anyway."

Japanese American Community

Recommendations for Representation and Memorialization

The following provides a recap of recommendations that were shared by members of the Japanese American community during virtual and in-person workshops, individual interviews, and online input in summer of 2024. Project consultants and/or Metro staff organized the recommendations into the categories shown below. (Some categories were later refined by the

Expo Future Historical Significance & Memorialization Committee.) The Expo Future Historical Significance & Memorialization Committee drew from this input and that of other communities in developing its recommendations for representation and memorialization at the Expo Center site.

VALUES

Representatives were asked what values and lessons should be upheld in the Expo Future Project.

- Never Again. Remember the wrongs of the past and the relevancy today, and share lessons for future generations, since what happened in the past can happen again.
- The American values of the *Bill of Rights*.

Context note: "It is not about a specific ethnic community, but it is about all of America. ...but it happened to everybody because the Bill of Rights is everybody's right."

- Japanese Cultural Values of "Gaman", "Shikata ga Nai" and "Kodomo no tame ni" which encapsulates the response of survivors following incarceration and allowed them to endure hardship without complaint.
 - "Gaman" refers to perseverance and enduring difficult situations with patience and dignity.
 - "Shikata ga nai" means it cannot be helped.
 - "Kodomo no tame ni" means for the sake of the children.
- We are heterogeneous country and does not exclude any racial identity.
- Civil rights & civil liberties with truth + justice for all people.
- Importance of democracy!
- Importance of the place.

REPRESENTATION

- Be truthful in the representation of the injustice that occurred at that time. Bring it to life for those who were imprisoned there and who we pay respect to now. Acknowledge the generational trauma created by incarceration of Japanese Americans.

Context notes:

The Japanese American [community] is diverse. Many people do not want to dwell on the sorrow of that time but move to a positive view of where the community is now. Many people want to make sure it is not forgotten. Somewhere there is a balance."

You think about how communities are oppressed and most of the time it's communities of color and we need to acknowledge that."

It's really important to show the similarities and how the patterns kind of persist, because once we sort of recognize the similarities and the things that continue to

happen, you can sort of interject earlier on or put in your opinion. I think it's kind of missing from other memorializations I've been to before.

- Tie the past to the present, make it visible and seen, then keep talking about it.
- If the road leading to the enlarged expo needs a name, please consider: 'Perseverance Road' from the main highway leading north.
- Integrate stories and representation of impacted communities throughout the entire campus. Integrated, not separate, multicultural stories will make the Expo Center a unique approach to memorialization.
- Representation should include honoring the non-Japanese Americans who “did the right thing” in support of the community during a time when this was neither the norm, nor convenient.
- Include the Bill of Rights to show that the violation of constitutional rights of American citizens that occurred at the Expo Center. This is an American story, not a Japanese story.
- Reshape the narrative of what people consider Portland’s history (i.e. what is standard knowledge) by presenting a multilayered, multicultural campus and show that Japanese American, Black, or Indigenous history is American history.
- Build in an understanding that many Japanese American youth have multiracial and intersectional identities.

Context note: “These patterns of exclusion are shared by many different communities & people-of-color and there are shared experiences that will be powerful to connect.”

- Have an example of WHAT the conditions were like for the Japanese incarcerated at the Expo Center [sights, smells, space, activities] - a replica that people can walk through.
- An activity of what would you pack from your home in a suitcase? What would you leave behind that is important to you.
- Honor the Nisei Vets who served in WWII

VISIBILITY

- Memorials must be unavoidable and unable to be ignored by visitors to the Expo Center Campus.

Context note: “No matter how beautiful, if you must seek it out, it no longer achieves an important goal – which is to confront the viewer with the history; to make viewers take pause.”

Context note: “If it's just a preservation in one corner of the Expo Center, it'd be really easy for everyone to come in, use the space, and leave, and never know anything about the history, if they don't have a reason to, like, engage or interact with it, or if it's not, you know, just because it's not the exact spot where everyone was, right? The main interest is somewhere else, and there's not something, you know, if we're not acknowledging the history at the entryway or at a key point of the new facility, then we're kind of just wiping that history under the rug, and not really doing it justice, in my mind. So, I don't know exactly what that engagement interaction would look like,

but I do think, like, the placement and how it's developed as part of the project is, you know, equally, equally important.”

- Create awareness and teach younger generations about the historical significance of the people from impacted communities and the Portland Assembly Center.
- Tie the past to the present, make it visible and seen, then keep talking about it.

ARTS & EXPERIENCE

Art & Visual Displays

- Murals that are a large visual signal to the significance of the building [Hall A] and celebrates people to remember history.
- Activate the space through visual art, like the Voices of Remembrance (Torii Gate) sculpture.
- Exhibits for community rotating art space for public/everyone to remember the communities that were impacted by the place.
- Visual displays should include:
- Photographs showing incarceration conditions of the Assembly Center.
- Maps, exhibits, infographics, sculptures, paintings, statues, photographs, banners, maps, displays, documentaries, and exhibits to preserve the history of the Expo center for the Japanese American people.
- Historical pictures to compare to now (in the same spot)
- Displays, infographics to visualize the conditions to remember the overall history
- Photos of people who were there and what their lives (or their descendants' lives) are like now.
- Large digital projections about the history of Assembly Center that includes projection mapping [technology that overlays projected images onto a surface] to tell stories of people.
- Include oral histories and images in museum setting to help bring the Expo experience to the visitor.
- Change exhibits and have video loops that can be regularly updated, ensuring visitors have new and engaging experiences each time they visit.
- Music from that timeframe , oral histories, and artwork by the people who were there.

Torii Gate: Voices of Remembrance

Note: Metro does not own the Voices of Remembrance artwork. This work is owned by TriMet.

- There must be a connection to Valerie Otani’s “Voices of Remembrance” art piece at the TriMet MAX Expo Station, known as the Torii Gate, to what happens at Hall A.
- Increased visibility is needed for the Torii Gate and should be connected to the Expo Center with a walking trail and landscaping with a series of memorialization pieces.
- Integrate [Voices of Remembrance, which] is really far away from where the Portland Livestock Exhibition Center is.. maybe a path or something from the MAX station where they have a map on the platform, some sculptural pieces of like a trunk. Not a lot of people are aware of it because it's so far away from the main buildings.

Design Ideas

- Three main gates or roads for the three impacted communities at the entrance to the Expo Center that visitors cannot avoid as they enter the campus.
- 100,000 small elements fully integrated (such as sconces, horticulture, etc.) is preferred over one very large, expensive statue.
- Include Japanese and other cultural aesthetics.

Programming

- Share a statement or announcement before sporting events that says, “this is a site where these things happened.”
- You want people to be educated and inspired. But most, most of all, you know, you want people to feel things. I want people to be touched, you know, emotionally, physically have a reaction to what they're seeing and what they're experiencing.
- Incorporate programming and features focused on youth, to include:
- Educational efforts in schools.
- Consideration for different sizes and heights in all memorialization efforts to include the perspective, engagement level, and line of vision of children and youth.
- Give special attention to areas that children may be paying attention where an adult would miss, such as footsteps or murals.
- Provide youth resources such as a coloring book on notable AAPI individuals who have contributed to American society.
- Lessons, classes, or questions for discussion to develop critical thinking with students to think about how this could happen again with various groups in society. Help students/people see how history could repeat.

Remembrance

- Name the 3,676 survivors as an important way to honor the individuals and families who were incarcerated.
- Include the story of the Stockyards, as it impacts all the groups: 1. First Nation displacement; 2. Black cowboys and sunset laws; 3. Japanese American incarceration in conditions of stockyards.
- Speak to the joyful moments in people’s lives and not only the traumatic. Survivors found joy in tragedy, but there is a dissonance of past experience and present narrative
- Widely share the history to prevent atrocities from recurring.
- Preserve these memories while first-hand accounts are still possible. Need for these narratives to be formally documented and published, calling on educators, historians, and communities to actively engage in preserving these memories for posterity.
- Pursue remembrance legislation beyond Metro:
- Memorialization by Portland City, State of Oregon, The Oregonian, and other entities, public and private that participated in the unjust action against the Japanese Americans.
- Push for legislation which authorizes OR DOE to require teaching of Japanese Incarceration in Oregon into all social studies curriculum (currently this is optional topic for teachers to choose under social injustice).
- Photos of people who were there and what their lives (or their descendants' lives) are like now. Music from that timeframe, oral histories, and artwork by the people who were there.
- Photos, names, the Assembly Center sign or copy of, etc.

- A tangible memorialization feels appropriate — either in the form of public art, or access to benefit from the projects developed on this site. e.g. offer a part of the newly developed site to the JA community to utilize in a way that benefits their community, be it a workspace for entrepreneurs, a creative venue, commercial space for businesses to operate out of, etc.
- Educate through a replication experience what the Japanese Americans went through
- In addition of the memorialization of what was done to the Japanese residents of SW Washington and Oregon, there should be memorialization of or by Portland City, State of Oregon, The Oregonian, and other entities, public and private that participated in the unjust action against the Japanese Americans. There should be memorialization of those courageous citizens and public servants who stood up in support of Japanese Americans incarcerated at the Expo Center.

Experience

- Use digital technologies to re-create the full Assembly Center experience. This includes the unedited, visceral conditions in multisensory ways as such as the experience described by Min Yasui noting the smell of horse manure and flies. Other experiences to convey include sleeping on hay and sounds with hectic, chaotic, and hastily built [living facilities].

Context notes:

Sensory memories, particularly smells, play a crucial role in recalling experiences.

Effectively convey the sense of fear, humiliation, and loss of freedom experienced by those detained at the Portland Assembly Center.

- Include logistical details of those incarcerated, such as how many people moved in and out.
- Make memorialization accessible to new audiences (unfamiliar with the histories), to include:
 - Distilling “universal values” such as democracy, civil rights, and justice, to connect, create empathy, and share virtues with general audiences to understand the experience of people impacted. [See Values section]
 - Using the land/place where audiences are standing to ground events through different times, such showing foot and shoe prints where people stood to “register” for incarceration, or work boots from the Vanport shipyards to show that visitors are in a place where oppression occurred. This can provide additional opportunities for naming and sharing language and serve as a visual pathway to guide visitors, literally walking someone’s path.
 - Using multi-sensory techniques to engage, remembering that there are 5 types of visitors (explorers, facilitators, experience seekers, professionals, and rechargers) and not to forget those who are motivated to relax and rejuvenate (outdoor trails and gardens).
 - Creating reflective opportunities for processing difficult content.
 - Embedding gestures like an acknowledgement before events, within the everyday operations of the sporting center.
 - Utilizing the sports theme to talk about the histories and unity.
 - Providing interpretive and accessible information for nuanced, cultural (aesthetic) Japanese sensibilities that may get missed by general audiences.

- Something comparable to First the Memorial wall, Bainbridge and secondly the Emerging Radiance installation and to provide a community space where people could gather and host events.
- Similar to DC, honoring the nisei Vets who served in WWII, establishing significant historical and cultural dates which honor Japanese Community (past and current), and push for legislation which authorizes OR DOE to require teaching of Japanese Incarceration in Oregon into all social studies curriculum (currently this is optional topic for teachers to choose under social injustice).
- I think activities that encourage seeing similarities and shared community are the best to create meaning. Specific names of people may not mean anything to a visitor, but seeing a symbol of how many people were incarcerated would create meaning (like one crane for each person or similar). Knowing the smell of manure would create a visceral reaction, or seeing an image of people corralled together at the same spot you might stand brings the message home.
- Replica where people can walk through
- Something similar to the late Otani's work in scale and symbolism.
- I think activities that encourage seeing similarities and shared community are the best to create meaning. Specific names of people may not mean anything to a visitor, but seeing a symbol of how many people were incarcerated would create meaning (like one crane for each person or similar). Knowing the smell of manure would create a visceral reaction, or seeing an image of people corralled together at the same spot you might stand brings the message home.
- Replica where people can walk through
- Something that will live on in perpetuity and not be forgotten or ignored or not preserved and honored forever.
- Diorama of horse stalls with people in it, possibly made with wood from a stall Activity of what would you pack from your home in a suitcase? What would you leave behind that is important to you.
- Build a replica of the stalls the people were billeted there before being sent to other camps, like Minidoka.
- I would like to see photos of the families in both the Expo center and Vanport displayed the effects of incarceration and natural disasters that played into the lives of three generations of Japanese Americans.
- I think it is important to have an example of WHAT the conditions were like for the Japanese incarcerated at the Expo Center. My understanding is that they were housed in stalls used for horses/cattle. The Minidoka site in Idaho had remnants of the houses/buildings where the Japanese were housed. We got to see the land where they lived which was quite barren. The Memorial Wall at Bainbridge Island offered a tour guide, if you made arrangements. It was very informative and heart rendering at times.
- In addition of the memorialization of what was done to the Japanese residents of SW Washington and Oregon, there should be memorialization of or by Portland City, State of Oregon, The Oregonian, and other entities, public and private that participated in the unjust action against the Japanese Americans. There should be memorialization of those courageous citizens and public servants who stood up in support of Japanese Americans incarcerated at the Expo Center.
- Be truthful in the representation of the injustice that occurred at that time. Bring it to life for those who were imprisoned there and who we pay respect to now.

- Incorporate an apology and acknowledgement of the generational trauma this event created.
- Do something that engages the community, not just a plaque that people can read.

BUILDINGS, FACILITIES, & DESIGN

See also PORTLAND ASSEMBLY CENTER

Halls A, B, and C, the Assembly Center

- The importance of Hall A as a ‘meaningful site’ to the Japanese American community needs either preservation or thoughtful reconstruction. Rehabilitate or save elements and materials from Hall A to incorporate into any new development, as was done with the Puyallup Fairgrounds partial reconstruction.
- “Retain the feelings” and “sacredness” of the physical space, regardless of preservation or partial reconstruction of Hall A.

Context note: “...it's super important because it is so rare that we actually have a part of the original Assembly Center. That's part of that non-negotiable, whether it's rehabilitation, whether it's saving some of the structure and incorporating it into a new development, saving original elements or materials.

- Use a community-centered design process like the Bainbridge Island Memorial.
- Gather architects, designers, landscape architects, etc. from the [Japanese American] community to form an advisory group through the “master planning” stage.

Provide Additional Facilities

- Community center to celebrate diverse cultures and history to remember the strength of the community and “have a place to belong.”
- Shared kitchen for community vendors to sell culturally specific foods to sports complex attendees.
- Performing arts center for music, drama, dance, photos, and audio presentations.
- Interpretive center from one of the remaining buildings.

EVENTS & ACCESS FOR COMMUNITY

Access for Community

- A place where people will come to celebrate community (JA community banquet, Obon, Mochizuki) and have an interpretive center to show and tell people what it was like for the Japanese and Japanese American people who were imprisoned there.
- Space for Community Activation through access to a multi-use-space with kitchen, an auditorium or theater with a stage, exhibition space, business incubation for food vendors, a venue for community celebrations, etc. A location for community to bring their stories and tell their stories, celebrate community (JA community banquet, Obon, Mochizuki) and have an interpretive center to show and tell people what it was like for the Japanese and Japanese American people who were imprisoned there.

- Dedicated area that is a vibrant cultural space for education and community events that rotate such as Tribal or Taiko performances to celebrate diverse culture and history to remember the strength of community.
- An annual access day for the Japanese American community to have festivals or a commemorative day.
- Offer the site to the Japanese American community to use for free or a nominal fee to celebrate our heritage (e.g. JACL, Portland Taiko, etc.).

Events and Programming

- Host cultural events such as Japanese American graduation banquets, Min Yasui Day, Mochizuki, Obon, or community celebrations.
- Education, programs, tours, events to honor, commemorate the Japanese American experience.
- Day of Remembrance where names of are announced like the 9-11 Memorial.
- Invite students and schools to participate in programming and learn about the history and highlight the importance of making the memorial accessible to a wide audience, not just those already interested in Japanese American history. Schools are essential for educating younger generations, ensuring that the lessons of the past reach them.

ECONOMIC OPPORTUNITY

- Access to benefit from the projects developed on this site. e.g. offer a part of the newly developed site to the Japanese American community to utilize in a way that benefits their community, be it a workspace for entrepreneurs, a creative venue, commercial space for businesses to operate out of, etc.
- Also local vendors who could sell their food onsite since food is a large part of the JA and BIPOC communities
- Providing the community with a way to connect there and/or share in the prosperity. Our relatives were unconstitutionally imprisoned there—lives, businesses, and families were robbed. If descendants of those who experienced that can benefit from new developments here, and if the rest of Portland can learn something about our shared history, that is beautiful progress.

NATURAL SPACES

- A nature park and walking pathways with the names of the ancestors as a place for healing people. This could include “wall like” structures similar to the Bainbridge Island model.
- Plant restoration for future generations to remember what area looked like before colonization and include flowers, habitat, rocks, shade, water, trees, and education.
- Indigenous gardens/ community gardens that include peace and reflection gardens (celebrating Oregon/Portland 442 members) with symbolic plantings like Amachi Rose (rose discovered at Amachi Camp in Denver, WA) and trees that survived the atomic blast in Hiroshima.
- Natural spaces should be focused on what was there and is community-centered to include Urban Indigenous and Vanport communities and weaves a more holistic presentation of all the impacted communities.

- Natural space in which you contemplate Indigenous peoples, in which you contemplate the suffering of Japanese Americans and their erasure of African American communities in the area.
- Structures and place markers on walkways along with elevated viewing decks facing the Columbia River and wetlands.
- Explore community gardens and research whether Japanese farmers brought seeds with them to the Assembly Center.
- Walking path for healing people
- Parks, paths, plants restoration for future generations to remember what area looked like before colonization
- Nature park pathway with names of ancestors
- Indigenous gardens/ community gardens about what was there and be community-centered + Urban indigenous and Vanport
- Gardens, paths, rocks
- Flowers, habitat, plants, rocks, shade, water
- gardens, flowers, paths, plants, trees, rocks, education,
- Structures, placemarkers, walkways

SPORTS

- Intersect the story of sports and how it provided the Japanese American community a sense of normalcy while incarcerated at the Expo Center.

Context note: Youth who were interviewed connected stories of sports from their family history and the Japanese American experience as ways to tie to the sports complex's direction. Baseball diamonds and baseball have importance to the Japanese American community and at Minidoka.

- Include stories of famous Japanese American athletes and Japanese American athletes who were excluded from continuing their athletic careers.
- Given the significance of baseball in Japanese American culture, install a baseball diamond as recommended by youth representatives.
- Recreational fields that would bring community to the Expo Center.
- Provide a cultural miniature golf course.

METRO ACCOUNTABILITY

Commitments with Commemoration

- Commitment to community support, fundraising structures, and community access to space as part of its policy/project mission through a mission statement. Commemoration without Expo Center/Metro's full commitment to community support would not be enough.
- If the Expo had a mission statement, looking at or editing it to include presenting the harsh realities, the ugly warts of this story is necessary, is a must.
- Organizational agreements between Metro and partnering organizations or communities to provide certain rights to the use of the space or something equally important.

- Commitment for impacted communities to access the Expo Center at no cost with a fundraising structured for the restorative justice aspect. There should be an overhead charge or like per person charge, maybe one or \$2 a head that goes into a community pot to help out with [things like] is a cultural center to hire staff and have some of the money to go back to allowing the communities to [use the space]. There needs to be a funding system within that has to be structured for this like restorative justice aspect, that then the communities who are utilizing the spaces also then giving back into this community aspect.
- Metro needs a commitment to community-centered design. Utilize the community to create the ideas rather than designing from a white heteronormative standard.
- Do something that engages the community, not just a plaque that people can read. Providing the community with a way to connect there and/or share in the prosperity.
- Truly receive and apply the input received from the interviews, workshops and guiding discussion
- Commit to involve local Japanese Sansei (Third), Yonsei (Forth), and perhaps Gosei (Fifth) generations in the creation of this project. It is imperative this project includes contributions from those impacted by the memory of Expo relocation.
- Truly receive and apply the input received from the interviews, workshops and discussions
- Demonstrate that governments are able to "do better" and not repeat the mistakes of the past.

PORTLAND ASSEMBLY CENTER (HALLS A, B, C)

FACILITATOR SUMMARY: Throughout workshops and interviews with Japanese American community members, participants frequently offered ideas of what to do with the remaining buildings that formed the Portland Assembly Center. Members hold multiple perspectives, and those perspectives may vary by generation. No consensus was reached, nor was a consensus the goal of this engagement process. Project consultants offered the following summary of Japanese American community members' discussion.

Concerns about deconstruction of Halls A, B, and C (Portland Assembly Center)

- Multiple participants expressed concerns about the risk of Hall A being removed.
- Some participants' stated reason for retaining Hall A is to ensure that there is a physical place that acts as an artifact of truth. Some voiced that they strongly oppose changing the building, who believe there will be a loss of connection with tangible evidence and connection to the tragedies that happened at the Portland Assembly Center.
- In the mapping activity, "Preserve Hall A" was listed on 4 of 8 maps; one says, "keep the original building."
- During the group share, several individuals expressed concerns about the fate of Hall A. Opinions ranged from preserving and renovating the hall completely to repurposing its materials for other uses and/or using other means to capture its "feeling" (i.e. technology or reconstruction). One participant suggested deconstructing then reconstructing the historic halls in a different location.

The Value of Halls A, B, and C

- The Expo site is such an important place for the Japanese American community because the only other significant place for the community, Nihonmachi, only has two remaining buildings. Puyallup, Portland, possibly Santa Anita may be the only assembly centers that still have some/all of the original structures.
- Some participants expressed that the feeling and sense of place of being in ABC is incomparable and brings the story of incarceration to life.
 - The JAMO teachers' group, a mix of Japanese American, Latinx, and white teachers, said they felt a sense of connection to the structure of the old halls, but not the newer vestibule addition. The old buildings make people feel the feels. The full viewshed of A&B was meaningful to this group.
 - One participant cited the example of Min Yasui's jail cell – currently housed at JAMO – as a reconstruction that still holds power, even though it is no longer in its original location.
 - Present and future-oriented education/community activation of Hall A: one participant wanted to direct Hall A's uses beyond historic preservation, towards ways that the Japanese American community could better engage with new audiences at the sports center; this is a theme that has been echoed from other participants from other engagements.
- One participant shared that the community is at an inflection point (generationally) where many of the last survivors are passing—people with lived experience—and once they all pass, without this building/place, there will be nothing remaining for younger generations to have that direct connection to this history.

Vanport Community

Recommendations for Representation and Memorialization

The following provides a recap of recommendations that were shared by individuals with ties to the Vanport community in summer of 2024. These recommendations were provided during an in-person workshop, individual interviews, and online input. Project consultants and/or Metro staff organized the recommendations into the categories shown below. (Some categories were later refined by the Expo Future Historical Significance & Memorialization Committee.) The Expo Future Historical Significance & Memorialization Committee drew from this input and that of other communities in developing its recommendations for representation and memorialization at the Expo Center site.

VALUES & LESSONS

Representatives were asked what values and lessons should be upheld in the Expo Future Project

- Reconciliation
- Understanding and respecting each other's experiences
- Healing
- Resilience
- Justice
- Innovations
- Innocence and perspective of children
- Standard of coming together

REPRESENTATION

"The people of Vanport should be remembered and that my family was part of Vanport."

- Tell Vanport story in framework of how institutional and systemic power worked.
- History should be told from all aspects: the good, the bad and the ugly.
- Vanport history is not to be lost in translation.
- More Black voices – recordings in City of Portland and PSU archives.
- Integrity and respect for history as Vanport is Oregon History.
- Recognize that Vanport existed. There was a period of time that Vanport was not part of Portland history.
- The establishment of a Vanport museum would be an excellent start.
- I suggest that a more appropriate, inclusive and meaningful objective would use language such as the following: "meaningfully memorialize the site's history of forced displacement during World War II, Vanport City (the largest WWII war worker housing project in the world), and the Vanport Floods..."
- While there is overlap between "Vanport residents" and "Vanport survivors" it is inaccurate (and dismissive) of the essential wartime workers to refer to all of them -- as is often done -- as "Vanport survivors." "At the time of the flood, the population of Vanport was down to about 18,500 people."
- Many Americans of Japanese ancestry who were incarcerated in WWII returned to Portland after the war and found housing at Vanport.

ARTS & EXPERIENCE

Art

- Large Artwork sculptures like “The Bean” in Chicago and large vibrant paintings showing stories of all impacted communities like Historic Alberta House – painting of flood and muralist Hank Panter.
- Media/Art: theater/mid-size entertainment venue attracting entertainment.
- Statue of families coming together.
- A monument recognizing the 16 million men and women who served in WWII.

Experience & Healing

- Recognizing pain + trauma = healing.
- Use a holistic approach to create a place of fun and community /Acknowledge people's pain and trauma but emphasize healing.
- Joy & community: Play, action, activity, connectivity, not all trauma.
- Touching people/changing lives.
- “They told us we were not that smart, well, we are that smart.”

Context note: discussing African American builders that moved to Vanport and worked in shipyard.

- Vanport was great but racism was not.
- Needs to be more inclusion of voices.
- Reconcile Racism.
- Beauty and place of peace.
- Memorial for the people who died in the flood.
 - Those who died in the flood, even if unnamed, also ought to be given a dedicated memorial.

Youth Programing

- Children’s programing and activities for the public.
- Soapbox derby for youth to remember soap derby competition at Vanport.

Signage

- Signage and way finding signs, historic markers, ghost structures that tells the history.
- A memorial for the people who died in the flood.
- Vanport name being used on the site.
- Create more awareness about the people lived here and what happened through signage.
- Plaques explaining the history of all impacted communities and large statue of families coming together to acknowledge/remember lost lives and the living and to uplift.

ECONOMIC OPPORTUNITY

- Activation, technology and consistency.

Context note: discussing community and local business.

- Connection to NE Portland corridors with pop-up shops for weekly programming that attracts tourism and local activation.
- In the logic of reparations, Metro could best honor Vanport and its lessons for today by investing in, supporting, and honoring Black and Indigenous people, Japanese Americans, other marginalized people, and the unhoused in our community.
- Ideally, would like for the Vanport Expo Future memorial to spur a solution-focused public conversation around housing and how we can better support the marginalized people in our Portland community.
- I would also love for this project to support current BIPOC artists and vendors, and to connect the history of this federal housing project with current efforts to provide housing to those who need it in the Portland area.

EDUCATION & EVENTS

- Record and share stories of Vanport survivors (Urgency as folks are passing away).
- Share oral stories – talk about life, not just flood.
- Ceremonies, public programming and community gatherings to remember life of the people who have historical connection to the space.
- Tell history with Vanport audio boxes around site.
- Create and share a fuller story of how Vanport came to be with City Hall document displayed explaining why it was erased.
- A museum for families and showing the effects of the flood.
- Plaques about the history of Vanport to remember the legacy.
- Comprehensive tours of Vanport (physical and virtual). Close Portland International Raceway for this.

Note: Portland International Raceway is owned and operated by the City of Portland.

- Combine all the history of sites – Delta Park Site (Delta Park Powwow supports Vanport land).
- Photo exhibits of:
 - Vanport shipyard workers of various races and ethnicities.
 - Vanport residents, of various races and ethnicities, who performed other recognized essential war work (communications workers such as telephone operators, for example).
 - Vanport Rosie the Riveters – the expanded work roles women performed in the war years.
- A diorama of Vanport City (its shopping center, recreation centers, theater, hospital, fire stations, police station, library, schools, childcare ("nursery") centers, bus stops, administration building, 9,942 apartments, playgrounds, ice houses, Force Lake, Bayou Lake, etc. Surround the diorama with photos of the various buildings and detailed information about purpose/use of each one.

- A full-size walk-through furnished Vanport apartment. (8) An exhibit documenting the successful union organizing/admission efforts Black Vanport shipyard workers made to join the shipbuilding unions by conducting their meetings in the middle of the night in the hulls of unfinished ships. The stories, memories and memorabilia of the people who lived in Vanport. Audio or video clips of former Vanport residents sharing their stories ought to be an essential part of this exhibit.
- Online links to Vanport history, include planning, building, cleanup after the flood.

SPORTS & WELLNESS FACILITIES

- Sport center, swimming, health & wellness program for the community and tourism.
- Multi-sports for high school students to remember youth activities in Vanport/Expo center.

Expo Future Historical Significance & Memorialization Committee

Recommendations for Representation and Memorialization

The following provides a recap of recommendations that were identified by members of the Expo Future Historical Significance & Memorialization Committee (HSMC). These recommendations were identified throughout the committee's meetings and brainstorming sessions. Metro staff organized the recommendations into the categories shown below. (Some categories were later refined by the HSMC.) The HSMC drew Impacted Communities' input and these committee ideas when developing its recommendations for representation and memorialization at the Expo Center site.

REPRESENTATION

- Use names/naming of buildings/areas that ties into and highlights impacted communities and their languages, such as the Tilikum Crossing Bridge, [which is Indigenous] by the name and the design.
- Recognize and use different languages.
- Provide a website where communities can tell their stories.

ARTS & EXPERIENCE

Art

- Host rotating art installation with different artists from different communities.
- Give communities the opportunity to pick artists; Metro/Expo staff should not select.
- [Art should show] not just history but should be relevant to today. *"Art is activism."*
- Have a designated fund for artists and focus on developing artists when pursuing artwork for the site.
- Host an ongoing artist in residence program as a way of teaching art, skills, and culture.
- Include space for artists to work, exhibit, meet, and perform, in addition to a recording studio for capturing history and musical artists.
 - A space that serves community and provides opportunity and access – perhaps a partnership with Open Signal for skills building and public access.
 - A shared space for groups'/artists' practice or meeting space, e.g. taiko, martial arts demonstrations/clinics.
 - Real studios that are used by local groups and artists with observation space
- Offer a place for school performances (choir, etc.).
- Include gallery space for artists in residence or those using the studio space; could be a cooperative model where artists display and staff the gallery. (See [Valley Arts](#) in Forest Grove)
- Integrate/offer musical performances at tournaments and other events [to highlight communities' cultures].
- Host a music festival.

Experience

- Create a feeling of coming home and healing at the Expo Center.
- Balance confrontational [history/information] for those who are unaware with healing.
- Include a healing space.
- When events are booked, share short and engaging informational background, such as, "Your gymnastics event is here ... this is where here."
- Find commonality to tie the historical significance and sports topics together so they are not two distinct things, such as the history of sports — overcoming adversity.
- Moments of silence during events, done in a way that it doesn't become rote.

Context note: "Land acknowledgements can start to feel unemotional."

- Create a solemn space for personal connections where people come to listen to oral histories. Ex. Museum in Chile is about Pinochet.
- Restorative Justice.
- Create some way to let spectator feel the *unknown* – what Japanese Americans felt in Hall A, everything being taken and the shared experience of removal with Tribes and Vanport community.

BUILDINGS, FACILITIES & DESIGN

- Metro Expo Center should become a destination.
- Explore the idea of a cultural center more than a "museum." It should be at least 15,000 square feet.
- Have a common thread throughout the campus that ties back to the memorialization. As you traverse into different buildings to always be tied to Hall A. If someone steps into another hall, they may not even realize that Hall A exists.
- Give an architect something that is unique to design around because Expo is a unique experience and opportunity not to follow other things.
- Repurpose and reuse building materials to let things continue to live on.
- Create a view out of the parking lot — Camas Fields, Vanport, etc.
- Get back to themes that are included in décor of buildings and quotes on walls.
- Install murals/urban art on the building exteriors and it should be cohesive. [Also in Arts]
- Architecture: make it nature-based, not a concrete jungle. Highlight PNW in landscape and buildings.
- Honor and represent the historic importance of the historic halls.

ECONOMIC AND COMMERCIAL OPPORTUNITY

- Create wealth opportunities for community members like food carts for culturally specific foods and vendors. Could be an incubator-type space where the carts are provided for vendors to utilize. Could possibly partner with Small Business Administration, Small Business Development Center, or microenterprise organizations for funding and business development support.
- Include a cultural marketplace with food, produce, culturally specific crafts/local artists.

- If there is a gift shop, sell local/locally produced wares from impacted community members, and offer business development support.
- Create a community benefit fund. Add a ticket/rental fee surcharge that would fund community-oriented restorative justice work. Direct a portion for site maintenance and portion for grants or other activities. Funds could be directed toward supporting educational/cultural activities and impacted communities, communities of color. Could be used to commission artists to produce work for the site.
- Develop youth workforce/training opportunity.

EDUCATION & PROGRAMMING

- Provide online live programming and host a YouTube channel as an ongoing space to watch/learn.

Context note: "Helps ameliorate lack of space for all stories to be told."

- Consider collaboration with National Park Service to become an affiliate site and with an onsite park ranger.
- Include intergenerational learning and historical lessons.
- Link back to history using social media.
- Historical lessons.
- Have educational exhibits that connect the past to the present and highlight intersectionality in ALL buildings. This can tie in well with sports. This can include:
 - Tournaments and Harlem Globetrotters at Expo.
 - Japanese Americans died in the Vanport flood and had nowhere to go.
 - Internment of Japanese Americans.
 - University of Portland – ties to Vanport.
- Organize site's stories chronologically without placing more importance of any group over another and highlight the shared story of forced removal and how [inequities] continue into now.
 - Native Americans (Who paid the highest price?)
 - Livestock/Ranchers/Railroad.
 - Vanport (neighbor).
- Integrate technology into education through use of Virtual Reality (VR) and QR Codes.

Context note: "Augmented or virtual reality activities need the right equipment and people to support it. (It will fail.) 'Bring your own' device is often successful. JAMO has source/info on this.

- Activate the space and serve the community Include wayside interpretation and have a holistic plan that tells the story of all communities.

Context note: "Don't tell [these stories] in isolation. Look for themes, create a long-range interpretive plan."

- Develop and distribute a school curriculum to educate youth.
- Develop a visitor tour curriculum.

- Have interactive maps or kiosks that relate the history with locations and photos for Japanese American, Vanport, and Indigenous areas/waterways.

Context note: “Map it and convey what is there. Display photos and historical information. Could also be integrated and layered. Can be GIS based, could partner with universities to develop this. Replicate it online with QR code/link.”

- Print the site’s history and stories to share on tables (dining/banquet tables, display tables, etc.).
- Share audio in the tangible memorialization such as oral histories and provide a physical representation.
- Interactive things that show changes over time.
 - [Indigenous people and land] before colonization.
 - Vanport [thriving].
 - Assembly Center.
- Create an internship system at Expo in coordination with other federal Japanese American historic sites.

EVENTS & ACCESS FOR COMMUNITY

- Activate the space and serve the community by creating community access that is no cost or has significantly reduced fees. Consider how the space can serve community through access and a place for events, workshops, and learning.

Context note: “If you are providing a resource that people otherwise must pay for, it moves from intangible to tangible.”

- Host annual celebrations of history, like a celebration of Black History Month with a panel (storytellers) with themes each year. An example of a theme could be Black Excellence in the C-Suite with a Zoom link and recording for people who cannot travel or attend.
- Features should be accessible at any time/free (this has some operational considerations: bus, car, parking, parking fees, potentially building access).
- Everyone should have access.

FOOD & FARMING

- Serve First foods and rotating cultural foods.
- Share the land’s history through food.
- Have a farmers market on site and offer selling space to backyard farmers with surpluses.
- Provide a point of access for tribal-sourced foods and tell stories about those foods.
- Create a commercial kitchen to support food prep.
- Provide a space for food cultivation, agriculture, and community garden space. [Also in Natural Spaces]

NATURAL SPACES

- Create access and connection to nature, trees, and water.
- Restore the environment and use plants with significance such as cherry blossoms, native plantings identified in Native languages, and First foods. Include signage to provide botany/food cultivation education and interpretation.
- Have a medicinal/healing garden with healing plants in which all impacted communities each have medicinal plants. This could extend into workshops [about the plants and uses].
- Build a pathway from Torii gate along with walking trails that include:
 - Timelines
 - Wayside exhibits
 - Beautification
 - Place-keeping
 - Create a flow of the timeline with visuals and show the past and future
 - Open accessibility for everyone
 - Can be guided or unguided
- Create gathering places and park spaces.
- **Think Seven Generations in the future!**
- Return of hydro-functionality of space.
- Provide a space for food cultivation, agriculture, and community garden space.
- No fountains or water features – these often fail and are expensive to repair/replace!

METRO ACCOUNTABILITY & FUNDING

- Separate commercial activity from honoring history.
- Metro has policies for preferred vendors already, perhaps these should be region-wide?
- Money needs to go back to the community (with the increase in income from sports use).
- Don't segregate communities and allow everyone to contribute.
- Must have community engagement in the later master planning and interpretive planning.
- Identify things that are must-haves/non-negotiables in recommendations s.
- Give something to the community/people; serve the needs of the people.
- [Look for] unrestricted sponsorships/partnerships.
- State Cultural Resource Development Funds may be a source of funding.
- Consider contacting Tribes to partner with funding and/or support funding needs.

SPORTS

- Use sports to attract people so that the stories can be told.
- Offer low barrier opportunities for people to be introduced to sports.
- Link the site to bike paths for transportation and recreation.
- Have a nighttime bike ride as a fundraiser.
- Hold a Sunday Parkway at Expo.

VISIBILITY

- Access and scale.
- Achieve a scale that you cannot miss.
- Scale such as planting, gates, big built environment.

Appendix C: Expo Future Project Guiding Principles

EXPO CENTER FUTURE SCENARIO GUIDING PRINCIPLES

Updated May 25, 2022



Appendix D: Expo Future Historical Significance & Memorialization Committee Values

The Historical Significance & Memorialization Committee recommendations are made with the intent to

- Encourage people to engage and interact with the history of the site;
- Tell each community's story authentically and honestly, including stories of displacement, through this work
- Acknowledge and learn from history to address past harms and prevent oppression and marginalization of people, today and in the future.
- Describe the histories of Indigenous, Japanese American, and Vanport communities and Tribes at the Expo Center site and recognize their vibrant present and futures
- Activate the space primarily for community-driven programming, with the permission of those affected by its history
- Foster a sense of place and belonging through representation and memorialization

In addition to the Expo Future project's Guiding Principles, the Historical Significance & Memorialization Committee holds the following values.

- Serving and building community through this project
- Providing increased access to the site for community-driven programming and groups, particularly the Indigenous, Japanese American, and Vanport communities whose histories integral to the site
- Fostering opportunities for community members to connect and hear each other's stories
- Engaging and enriching a multi-generational audience
- Continuing to be transparent and to engage community in the next phases of the project
- Including Tribes' histories and connections to the site in addition to these recommendations
- Creating economic and other opportunities for members of the three impacted communities in memorialization and other work at Expo

BEFORE THE METROPOLITAN EXPOSITION RECREATION COMMISSION

RESOLUTION NO. 25-02

FOR THE PURPOSE OF REDEVELOPING THE PORTLAND EXPO CENTER AS A SPORTS-ORIENTED DESTINATION VENUE

WHEREAS, the Portland Expo Center (Expo) is a regional asset that attracts more than 300,000 visitors to as many as 100 public trade shows and community events annually; and

WHEREAS, the Metro Council and the Metropolitan Exposition Recreation Commission (MERC) seek to derive the greatest public benefit of the 53-acre property and venue and are engaging with key stakeholders and partners, including communities and partners with historic and cultural ties to Expo, business interests, interested Tribes, and Expo clients and business stakeholders to identify future uses for the Expo Center; and

WHEREAS, the sports tourism industry nationally generated direct spending impact of \$52.2 billion and total economic impact of \$128 billion and supported 757,600 full-time and part-time jobs in 2023¹; and

WHEREAS, Oregon's Athletic, Outdoor, Team and Recreation Ecosystem supports \$29 billion annually in economic impact and is growing²; and

WHEREAS, the Metro Council and MERC, recognizing Oregon's status as an international powerhouse in the sport and outdoor industry, directed staff to take measures to align Expo's future redevelopment as a community-centric destination venue that prioritizes amateur, professional, and recreational sports; and

WHEREAS, sports and recreational uses have been a part of Expo throughout its history and offer a means of interpretation of the rich and complex history of the site; and

WHEREAS, MERC, on behalf of Expo, adopted the *Portland Expo Center Revised Booking Policies and Procedures* on November 1, 2023, which offers priority booking to sporting events; and

WHEREAS, Metro has partnered with local experts in the areas of tourism and sports tourism, sports facility operation, amateur and professional athletic teams, hospitality, economic development, healthcare and more and government partners on a market and feasibility study to examine how Expo can best pivot its operations toward a sports facility as a primary market, with other uses such as consumer, live entertainment, and community events as secondary markets; received from Hunden Partners insights into management trends for sports facilities similar to those contemplated at Expo, which indicated that, increasingly, third-party management is favored at comparable sites across the country; and explored additional revenue generating opportunities for the site; and

¹ *State of the Industry Report for 2023*, Sports ETA, 2023.

² *Oregon: The State of Sport*, Portland Business Alliance, 2022.

WHEREAS, the *Expo Future Project Feasibility Study* completed by Hunden Partners in June 2024 found the Pacific Northwest and Portland regions lacking in indoor sports facilities; and

WHEREAS, Hunden Partners' updated economic impact analysis based on the preferred sports scenario for Expo Center shows the potential to generate up to 122 sporting events and 186 event days, annual visitation of more than one million guests, 53,195 new hotel room nights annually, 217 new fulltime-equivalent jobs, and \$1 billion in new direct spending over a thirty-year period, in addition to meeting unmet local demand for additional sports facilities; and

WHEREAS, the sports facilities proposed in the *Expo Future Project Feasibility Study* could meet local needs and unaccommodated demand for indoor court and ice sports and track; could expand demand for related public and private sports facilities; could add value to the community by providing more diversity in lodging, dining, and other uses; and could provide the public with the opportunity to be more engaged in recreational and competitive sports, which can aid residents' overall mental and physical wellbeing; and

WHEREAS, the Expo Future Sports & Facilities Committee has developed a Public Use Statement that identifies the need to balance sports tourism-derived events at Expo Future with regular public use of all indoor and outdoor facilities and amenities to ensure economic and social benefits to the region; now therefore,

BE IT RESOLVED that the Metropolitan Exposition Recreation Commission

1. Accepts the preferred sports development scenario presented by the Expo Future Sports & Facilities Committee on December 10, 2024, and supports Metro Council's direction to staff to continue to analyze and refine the scenario and provide regular updates to MERC as the project progresses.
2. Supports Metro Council's direction to staff to propose a package of short-term, interim investments and funding sources in Metro's FY25-26 budget within 90 days of adoption of this resolution for the purpose of better preparing Expo Center to attract and to host more sporting events and tournaments, preferably regional or larger, and to generate resources that allow Expo to meet needs for public use.
3. Supports Metro Council's direction to staff to bring forward the criteria for solicitation of a public-private partnership for full build out of the recommended Expo Center sports redevelopment scenario, including representation and memorialization recommendations and other required site features, by June 30, 2025, with the intent of selecting a development partner by December 2025.
4. Supports Metro Council's direction to staff to ensure that implementation of actions pursuant to sports uses at Expo is supportive of and compatible with the representation and memorialization recommendations presented to the Metro Council and MERC on December 10, 2024, and that staff endeavor to accomplish expansion of sports uses and representation/memorialization of the site's histories and cultures in a way that does not commodify or cause harm to involved partners and communities.

5. Supports Metro Council’s direction to staff, within the current venue constraints, to continue to make every effort to pursue the sports event market including offering first priority booking to sporting events as specified in the *Portland Expo Center Booking and Scheduling Policies and Procedures* adopted November 1, 2023, and to report to MERC every 180 days on progress booking sports-related events.

Passed by the Commission on January 8, 2025.

Approved as to form:

Carrie MacLaren, Metro Attorney

Karis Stoudamire-Phillips, Chair

By:

Nathan A. S. Sykes, Deputy Metro Attorney

Deidre Krys-Rusoff, Secretary-Treasurer

IN CONSIDERATION OF RESOLUTION NO. 25-02 FOR THE PURPOSE OF
REDEVELOPING THE PORTLAND EXPO CENTER AS A SPORTS-ORIENTED
DESTINATION VENUE

Date: December 30, 2024
Department: Chief Operating Officer
Meeting Date: January 8, 2025

Prepared by: Stephanie Redman
Presenter(s): Stephanie Redman,
she/they, Expo Future Project Manager
Craig Stroud, he/him, General Manager,
Visitor Venues
Length: 10 minutes

ISSUE STATEMENT

Metropolitan Exposition and Recreation Commission (MERC) Resolution 25-02 advances one of two key objectives of the Expo Future project:

Objective 2: Leveraging Oregon’s status as an international powerhouse in the sport and outdoor industry, Metro will pivot Expo’s future redevelopment as a community-centric destination venue that prioritizes amateur, professional, and recreational sports.

This resolution expresses MERC’s support for Metro Council’s direction to staff to begin to take actions to advance the preferred sports redevelopment scenario presented by the Expo Future Sports & Facilities Committee to the Council and Metropolitan Exposition Recreation Commission (MERC) on December 10, 2024.

ACTION REQUESTED

Adoption of Resolution 25-02, which

1. Accepts the Expo Sports & Facilities Committee’s preferred sports development scenario presented on December 10, 2024; and
2. Expresses MERC’s support of Metro Council’s direction to staff to pursue key actions in support of implementation the preferred sports redevelopment scenario:
 - a. continue to analyze and refine the scenario and provide regular project updates to MERC and Council;
 - b. propose a package of short-term investments in Halls D & E in Metro’s FY25-26 budget to better equip Expo to attract and host sporting events;
 - c. develop criteria for solicitation of a public-private partnership for full build-out of the preferred Expo Center sports redevelopment scenario, including representation and memorialization recommendations and other required site features, with the intent of selecting a development partner by December 2025; and
 - d. continue to make every effort to pursue the sports event market per the *Portland Expo Center Booking and Scheduling Policies and Procedures*.
3. Expresses MERC’s support of Metro Council’s intent and direction to staff to ensure that actions in pursuit of the preferred sports scenario at Expo are compatible with the *Expo*

Future Historical Significance & Memorialization Committee Recommendations Report and do not commodify or cause harm to involved partners and communities.

The actions directed in Resolution 25-02 comprise the foundation of a nine- to 12- month workplan for staff to pursue the preferred sports redevelopment scenario in Phase 3 of the Expo Future project. Assuming adoption of this resolution on January 9, 2025, the timeline for implementation of the actions directed in this resolution is as follows.

Est. Timeline	Expected Actions
January 2025	<ul style="list-style-type: none"> • Resolution adopted • Staff identify sports equipment needed in Halls D&E, prepare and submit budget request for funding for materials, equipment • Staff continue to pursue sports event marketing to attract sporting events to Expo Center per November 2023 <i>Portland Expo Center Booking and Scheduling Policies and Procedures (ongoing)</i>
By June 30, 2025	<ul style="list-style-type: none"> • Staff develop and present to Council and MERC criteria for solicitation of a public-private partnership for full build-out of the preferred Expo Center sports redevelopment scenario, including representation and memorialization recommendations and other required site features, with the intent of selecting a development partner by December 2025
August 2025	<ul style="list-style-type: none"> • Staff solicit public-private partnership for full build-out of the preferred Expo Center sports redevelopment scenario (if directed by Council and MERC)
July 2025	<ul style="list-style-type: none"> • Staff begin to solicit purchase and installation of sports equipment and materials in Halls D&E (assumes funding for purchase, installation) • Staff provide an update on progress and sports marketing and bookings to Council and MERC
October 2025	<ul style="list-style-type: none"> • Review of public-private partnership redevelopment proposals (if directed by Council and MERC)
Dec. 2025	<ul style="list-style-type: none"> • Development partner selected (if directed by Council and MERC) • Staff provide an update on progress and sports marketing and bookings to Council and MERC

IDENTIFIED POLICY OUTCOMES

The resolution directs further staff actions in support of Expo’s redevelopment as a community-centric sports destination venue. These actions support **MERC and Council’s fall 2019 direction to find the highest and best public use and long-term financial sustainability of Expo** and the Chief Operating Officers’ six objectives for Phase 2 of the Expo Future project, endorsed by Council and MERC in February 2023. In particular, the actions directed in this resolution begin the process of additional evaluation and planning in pursuit of the preferred sports redevelopment scenario presented by the Expo Future Sports & Facilities Committee on December 10, 2024, to Metro Council and MERC.

POLICY QUESTION(S)

- 1) Does MERC accept the preferred sports redevelopment scenario presented by the Expo Future Sports & Facilities Committee to Council and MERC on December 10, 2024?
- 2) Does MERC support Metro Council's direction to staff to pursue the resolution's actions (2 and 3, above) in pursuit of the preferred sports redevelopment scenario presented to Metro Council and MERC by the Expo Future Sports & Facilities Committee on December 10, 2024?

POLICY OPTIONS FOR MERC TO CONSIDER

- Whether to continue to pursue the preferred sports redevelopment scenario; and
- Next steps in the Expo Future process.

STAFF RECOMMENDATIONS

Staff recommend that MERC adopt Resolution 25-02.

STRATEGIC CONTEXT & FRAMING FOR DISCUSSION

Partner organizations in sports, tourism, and hospitality are very supportive of the project, particularly the prospect of adding sports facilities that can attract regional or national visitation and overnight lodging. These organizations generally recognize the project's potential to revitalize the northernmost part of Portland and to energize the region with positive development.

Expression of opposition to the project has been low to date. Some long-time Expo clients have expressed concern that their traditional show dates might change or that they may lose parking or exhibit space, but they also express excitement about the prospect of Expo Center renovations and new features that can refresh the site and make the venue a more attractive destination.

Racial Equity

Expo Future Phase 3 activities advance the following goals of Metro's *Strategic Plan to Advance Racial Equity, Diversity and Inclusion*:

- A, convening and supporting regional partners to advance racial equity;
- B, meaningfully engaging communities of color; and
- D, creating safe and welcoming services, programs, and destinations.

If or as the project evolves to include construction, business development, and job creation, it also has the potential to meet Goals C and E of the plan:

- C, a racially diverse workforce, and
- E, resource allocation that advances racial equity.

Climate Action

Sustainability is one of the Guiding Principles of the Expo Future Project. The preferred sports redevelopment scenario supports climate action goals through the following proposed activities:

- Retrofitting and reusing existing structures in pursuit of sports redevelopment at Expo
- Following Metro's Sustainable Building Practices as the project moves forward

BACKGROUND

Metro owns the Portland Expo Center (“Expo”) site, a well-positioned, 53-acre employment and exhibition site at the economic center of greater Portland. Under the current business model, the long-term prospects of Expo are challenging due to the large-scale capital needs of Halls A, B, and C and the ongoing routine maintenance of the newer buildings and campus infrastructure. Pre-pandemic, Expo generated approximately \$50M in annual economic impact through 100+ public trade shows and community events that attracted. Post-pandemic, Expo attendance has declined; in 2023, annual attendance was approximately 311,000 visitors at 56 events.

The site is the largest exhibition space in Oregon, boasting 333,000 square feet of existing building area and 2,500 parking spaces. Halls A, B, and C have been in operation for more than 100 years. Halls D and E are 23 and 27 years old, respectively. Expo is adjacent to other popular sports assets such as Portland International Raceway and Delta Park, a multi-field outdoor sports complex owned by the City of Portland that hosts various youth and adult sports tournaments throughout the year.

Metro recognizes the site’s pre-colonial history and importance to Indigenous Peoples. The land upon which Expo sits was previously part of a dynamic and complex network of wetlands and river channels supporting Tribes and Indigenous Peoples and their ways of life since time immemorial. In addition, given Expo’s hundred-year operational history, many communities and partners in the greater Portland region have developed unique and important historical and cultural ties to the venue and surrounding area.

Specifically, the nearby Vanport Flood and World War II incarceration at the Portland Assembly Center have had lasting impacts on Black, Indigenous and Japanese American communities. Metro recognizes the past events and injustices that took place on or near the Expo property. Expo staff works with Vanport Mosaic and the Japanese American Museum of Oregon to ensure these occurrences are never forgotten.

Since 2003, Metro has been working to determine the highest and best use of the Expo Center site and to develop a plan for its financial sustainability. From 2020 to present, Metro has engaged with communities with historic and cultural ties to the site (such as the Black, urban Indigenous, and Japanese American communities), Tribes, business stakeholders, and other key partners to identify vision for the site. One outcome of this stakeholder and partner engagement was the development of the project Guiding Principles, which MERC and Metro Council adopted by resolution in spring of 2022.

In February 2023, after a multi-year, community-involved assessment of opportunities to improve the long-term financial sustainability of the Portland Expo Center, the Metro Council and MERC directed staff to focus on two overarching project objectives identified by Metro’s Chief Operating Officer.

Objective 1: Metro will recognize Expo Center’s Hall A as a site of national historical significance and meaningfully memorialize the site’s history of forced displacement during World War II and the Vanport Floods, as well as the site’s pre-colonial history and importance to Indigenous Peoples.

Objective 2: Leveraging Oregon’s status as an international powerhouse in the sport and outdoor industry, Metro will pivot Expo’s future redevelopment as a community-centric destination venue that prioritizes amateur, professional, and recreational sports.

The following table outlines the history and relevant actions of this project.

2000	Metro Council Resolution 00-3019 supports submission of a Conditional Use Master Plan to City of Portland. General components include site development plans, transportation and parking, mitigation of Expo development impacts, environmental compatibility, development review, neighborhood communication and coordination, project review procedures for future development, and public involvement. Major elements of the Master Plan include replacement and expansion of exhibit halls A, B and C to match the look of Hall E and Hall D (under construction at the time). CUMP is submitted and approved in 2001.
2003	MERC completes study “Expo: A Vision for the Future” with Yost, Grube Hall architects, to replace the outdated facilities of Halls A B C, and East and West Halls with 255,000 square feet of new facilities, including an exhibit hall, meeting rooms, support facilities, landscaping and related improvements to augment Halls D and E.
2011	MERC submitted Expo Center Conditional Use Master Plan, prepared by Shiels Obletz Johnson, SERA and subcontractors to City of Portland for expansion and replacement of existing exhibition facilities –Halls A, B, and C—with a new exhibition hall similar to Hall D and E, as well as 11 other site developments.
2014	Metro commissioned Hunden Partners to provide an independent assessment of Expo governance and operations, a local competitive market analysis, and the possible impact of a new local headquarters hotel. The scope of work also included an analysis of the existing physical conditions.
2016 - 2019	From 2016 to 2019, a range of options to increase and diversify revenue streams was studied, including long-term tenancies and flexible outdoor space.
Fall 2019	At the direction of Metro Council, the Portland Expo Center Development Opportunity Study (DOS) was launched. The study’s purpose was to identify development options that could complement, support, or replace the current operations at Expo and assess its current value.
2020-2021	Metro engages with the communities and stakeholders most impacted by the site through meetings and listening sessions, and a draft set of community-driven Guiding Principles is formed.
Spring 2021	The DOS report is published, outlining nine scenarios (from logistics to film studios) the site could accommodate. MERC and Metro Council deprioritize the “sell option” and direct staff to create a solicitation process to seek creative ideas and public/private development partners for the site.
Spring 2022	MERC and Metro Council adopt the community-driven Guiding Principles developed during the DOS by resolution as part of their framework for decision-making.
Summer, fall 2022	The Request for Expressions of Interest (RFEI) is launched. Metro receives eight submittals in response to the RFEI process.
Winter 2023	Metro engages community members, Tribal and other government partners, and staff in the evaluation of RFEI submissions, culminating in the “Phase one: RFEI Findings and recommendations” report.

Spring, summer 2023	Metro Council and MERC unanimously support the COO's recommendations for the future of Expo and Phase 2 of the Expo Future project began. In summer 2023, Metro Council and MERC endorse the proposed project governance structure and COO's recommended next steps for the project.
Sept. 2023	Expo Future Historical Significance & Memorialization Committee, Expo Future Sport & Facility Committee, and Executive Advisory Committee begin working to fulfill their missions.
Dec. 2023 to June 2024	Hunden Partners begins to study determine the feasibility of shifting Expo Center to sports-oriented uses. The firm conducts a comprehensive market analysis and interviews dozens of local representatives of sports teams, leagues and facilities; committee members; and partner government, economic development, and tourism/hospitality organizations.
March 2024	Metro Council and MERC receive a six-month Expo Future progress report from the cochairs of the Sport & Facility and Historical Significance & Memorialization Committees and staff.
June 25, 2024	Results of the Expo Future sports feasibility study are presented to Metro Council and MERC by consultant Hunden Partners.
July to Sept. 2024	Metro engages with key communities to identify ways to honor and recognize their histories and cultures at Expo Center. Interviews, virtual discussions, in-person workshops and online input are held to gather input from urban Indigenous, Japanese American, and Vanport communities. Expo clients provide project input during a virtual discussion on August 15, 2024.
August to Nov. 2024	The Scenario Refinement Subcommittee of the Expo Future Sports & Facilities Committee analyzes all four recommended sports redevelopment scenarios identified in the sports feasibility study. Weighing multiple factors and with additional data analysis by Hunden Partners, the Subcommittee identifies a final recommended scenario, which is adopted by the Sports & Facilities Committee
March to Nov. 2024	The Expo Future Funding & Financing Task Force reviews Hunden Partners' funding models for sports redevelopment, including public private partnerships, public financing tools, and federal and philanthropic resources.
Sept. to Nov. 2024	The Historical Significance & Memorialization Committee, supported by consultants and staff, analyzes the community input and shapes its recommendations based on community input.
Nov. to Dec. 2024	Expo Center clients are invited to provide online input about the project. North Portland residents are invited to provide online input about the Expo Future project.
Dec. 10, 2024	Metro Council and MERC receive the Expo Future vision, including representation and memorialization of the histories and cultures tied to the Expo Center site, final recommended sports redevelopment scenario, and funding and financing strategies. Resolutions in support of representation and memorialization and sports are also presented for consideration.

ATTACHMENTS

- A. Resolution 25-02 for the purpose of redeveloping the Portland Expo Center as a sports-oriented destination venue
- B. Expo Future Sports & Facilities Committee's preferred scenario for phased sports redevelopment as shown in *Expo Future Project Update*, dated December 10, 2024



Expo Future Project Update

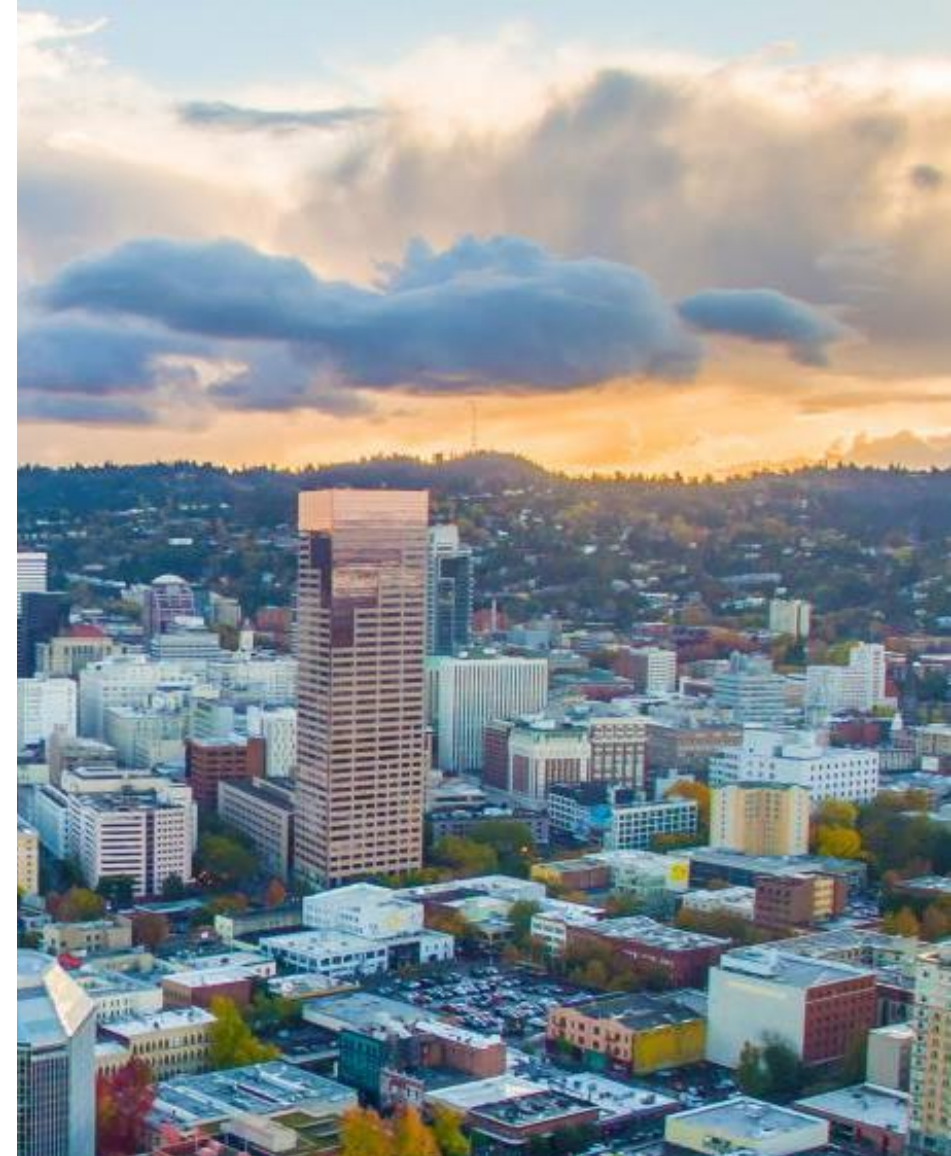
Metro / MERC
Joint Session

DECEMBER 10, 2024



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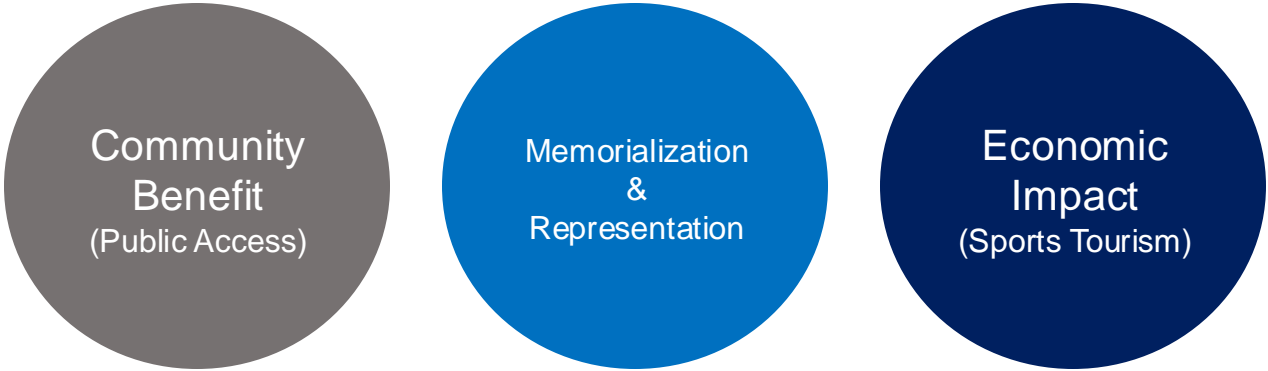


Project Purpose

The goal for Expo's future redevelopment is to be a **community-centric destination venue that prioritizes amateur, professional, and recreational sports**. Within the Sports & Facilities Committee's Public Use Statement, an emphasis is placed on the importance of striking a balance in creating a **regionally significant sports competition and tournament venue** and **ensuring local community members have reliable venue access**.

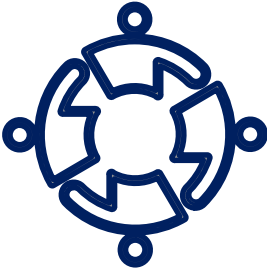
Equally important is **memorializing Expo as a site of national historic significance** given its history of forced displacement during World War II and the Vanport Floods, as well as the site's pre-colonial history and importance to Indigenous Peoples.

PROJECT PRIORITIES



Since June of this year, additional steps have been made to help advance the Project and these priorities. This includes: **1) Memorialization & Representation Recommendations, 2) Scenario Refinement, and 3) Project Funding Strategies**. The results of this work through collaboration amongst Project committees and Metro staff are outlined on the following slides.

Community Benefit



All of the scenarios initially proposed for the Project would generate additional community benefits to the residents of the Metro area and the region beyond. The Project includes an investment in community spaces, which will provide new sports and Expo attendees, along with the public, an opportunity to learn and engage in Expo's historical significance.

The proposed sports facilities also provide the public the opportunity to be more engaged in recreational and competitive sports, which can aid in the overall mental and physical wellbeing of residents. These sports facilities would also be an attractive proposition to families considering the Metro area for relocation and aid in the retention of the Metro area's current resident base.

Weekday Days



**Public Access
(Community Benefit)**



Weekday Nights



Club / League



Weekends



**Tournaments
(Economic Impact)**

Memorialization & Representation

Metro's Expo Future Historical Significance & Memorialization Committee (HSMC) guided the community input process and developed recommendations of how to represent and memorialize the histories and cultures associated with the Expo site. Committee members provided their time, talent, insightful questions and thoughtful comments, with a generosity of spirit that set the tone for their work.

Throughout Metro's community engagement process, more than 140 members of urban Indigenous, Japanese American and Vanport communities generously shared their perspectives during interviews, virtual conversations, in-person workshops and online. Partner organizations, including Epworth United Methodist Church, Japanese Ancestral Society of Oregon, Japanese American Museum of Oregon, and Vanport Mosaic, provided outreach to their respective communities and hosted many of the workshops. Formal and informal community ambassadors also provided outreach and encouraged community participation in this process.

HSMC recommends that Expo's future include memorialization and representation of Impacted Communities: urban Indigenous, Japanese American, and Vanport communities, which are the three primary groups with significant historical ties to Expo and its surrounding land and water. HSMC's recommendations reflect both the pain of their histories and the joy of and pride in their ongoing community presence. The committee recommends that features that represent histories and cultures be located throughout the Expo site, indoors and out, and not concentrated in any single area. Specifics on design and placement will be identified in the next phase of planning in close collaboration with Impacted Communities.















For a complete version of recommendations for memorialization and representation recommendations, please refer to the *Expo Future Historical Significance and Memorialization Committee Recommendations Report* of November 2024.



Scenario Refinement

Scenario Recap

To the right are the four scenarios that resulted from the market study completed earlier this year. These scenarios show a range of facilities that could generate more sports tourism versus more local demand. In all scenarios, it is expected these facilities would be accessible to the public, at least on weekdays with the goal of tournaments driving weekend activity.

Scenario 1	 2 Ice Sheets	 9 BB / 18 VB	 200m Track	 1 Turf Field	
Scenario 2	 2 Ice Sheets	 9 BB / 18 VB			
Scenario 3	 1 Ice Sheet	 6 BB / 12 VB		 1/2 Turf Field	
Scenario 4	 2 Ice Sheets	 9 BB / 18 VB	 200m Track	 1 Turf Field	 Training Facility

Eliminated Scenarios

Through the work of the **Scenario Refinement Subcommittee**, numerous scenarios or elements were eliminated:

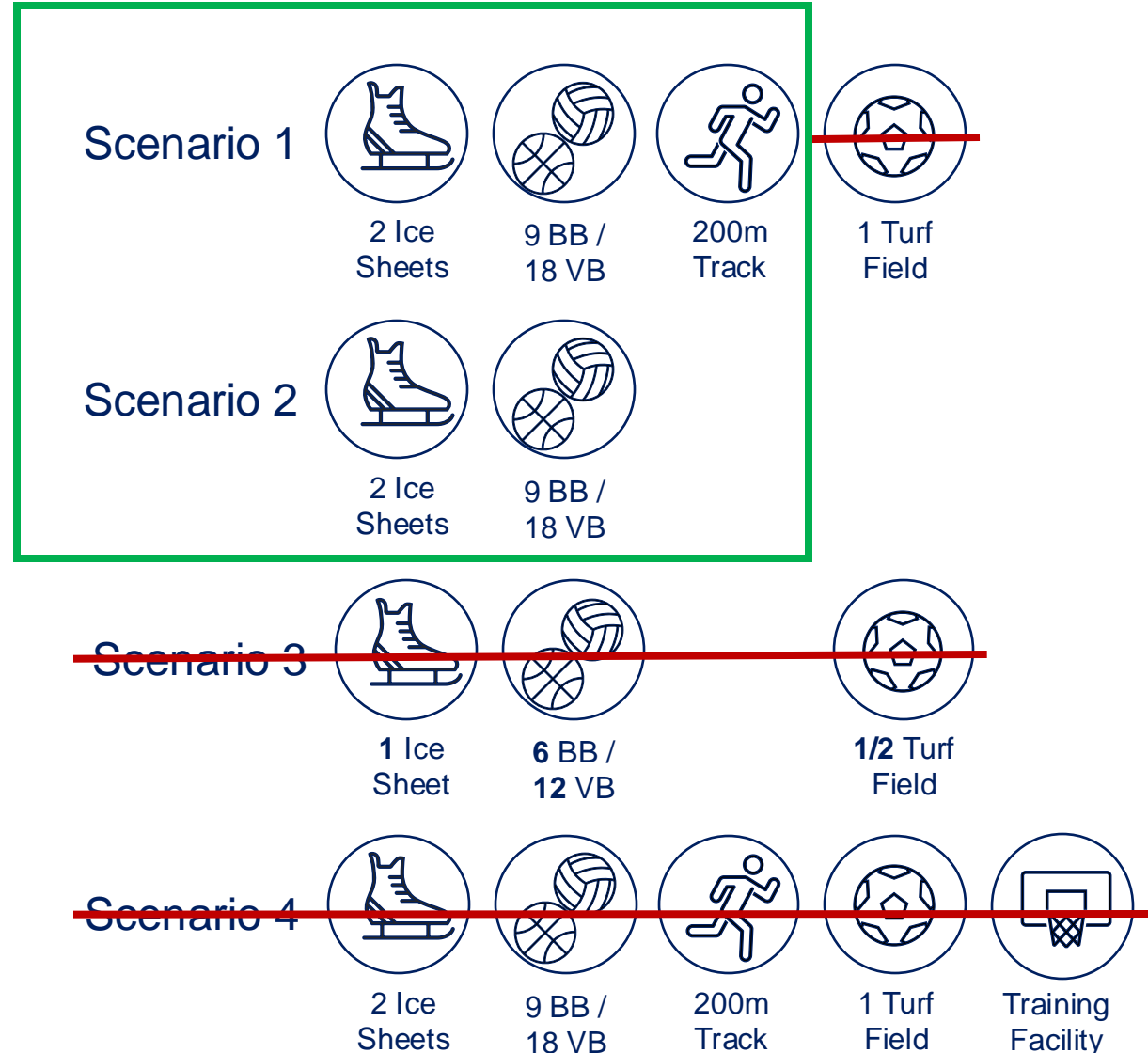
- **No** Scenario 4 - No Professional Basketball Training Facility (at Expo)
- **No** Turf Field (all scenarios)

Hunden also does not recommend moving forward with the following development options:

- **No** Scenario 3 (reduced sports tourism potential)
- **No** standalone Track Facility (underutilization)

This left Scenario 1 (without a turf field) or Scenario 2, with the difference being a portable 200m banked track being utilized within the court facility during a portion of the year. Due to conflicting basketball, volleyball, and track seasons, it was recommended the portable 200m banked track instead be designated for short-term placement within Halls D&E during track season rather than the court facility.

The following slides shows the site concept plan for the recommended new redevelopment scenario for Expo.

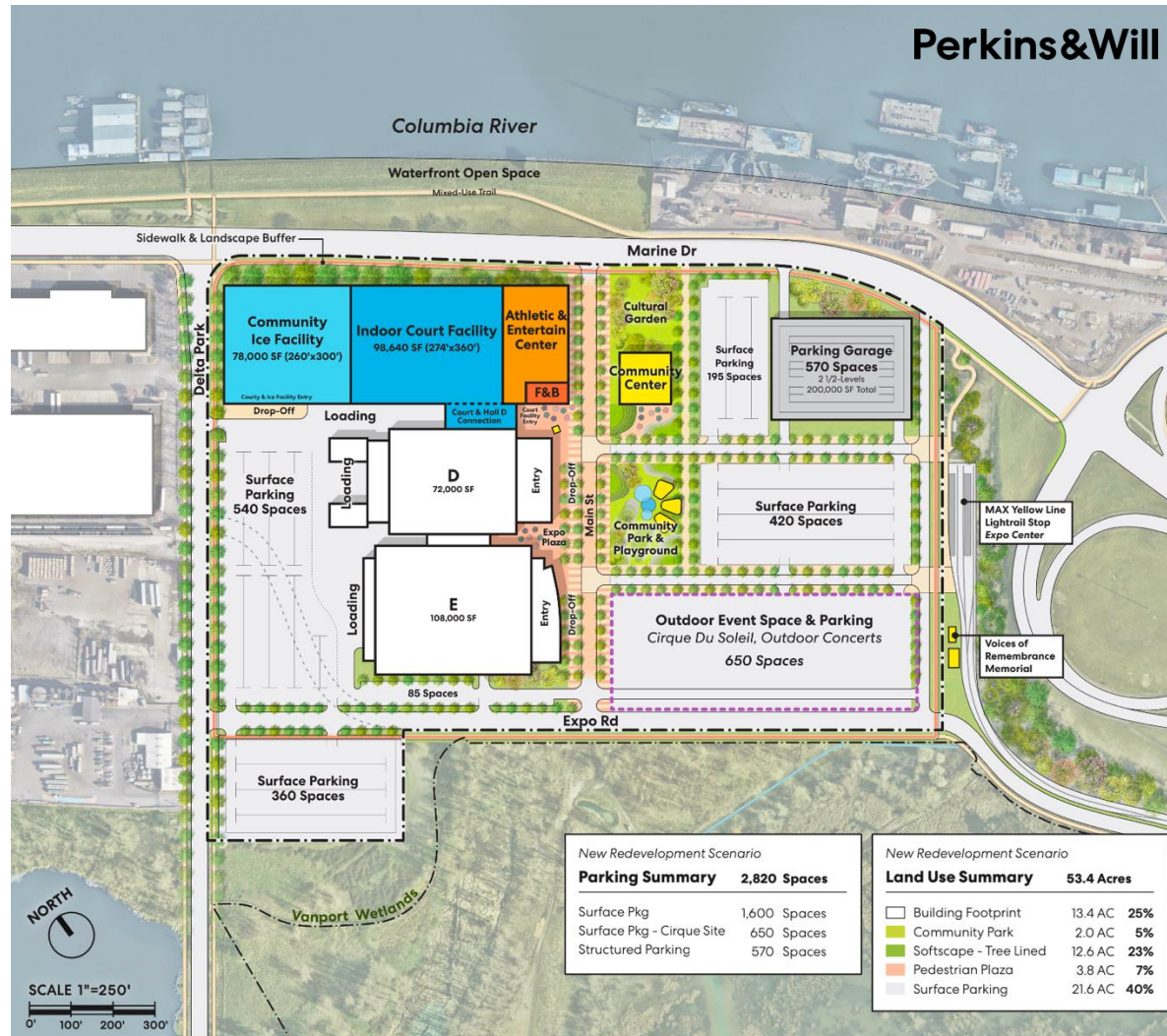


New Redevelopment Scenario

Developed by Perkins&Will, the site concept to the right shows the proposed new sports facility development scenario for the Expo site.

This includes not only a twin-sheet ice facility, but also a Hall D-connected 9 basketball court (16 volleyball court) facility, along with on-site amenities including sports support spaces, food and beverage space, and a family entertainment center.

Centralized on the site is a 15,000 SF community center surrounded by a community garden, park and playground envisioned to be used as gathering space for the public and communities affected by Expo's history.



New Redevelopment Scenario

Court & Ice Facility

Program Summary

- Existing Expo Halls D&E
- Temporary Outdoor Events / Cirque Du Soleil Repurpose of Historical Hall Materials
- Pedestrian connection around site

New Sports Facilities (Indoor) 176,640 SF

	Community Ice (2 Ice Sheets)	78,000 SF
	Court Facility (9 BB, 18 VB)	98,640 SF

On-Site Amenities 85,120 SF*

Athletic and Entertainment Center 65,170 SF*		
	Fitness/Training	12,000 SF
	Sports Medicine	3,000 SF
	Meeting Space/Classrooms	6,000 SF
	Offices	8,000 SF
	Family Entertainment Center	15,000 SF
	Food & Beverage	5,000 SF

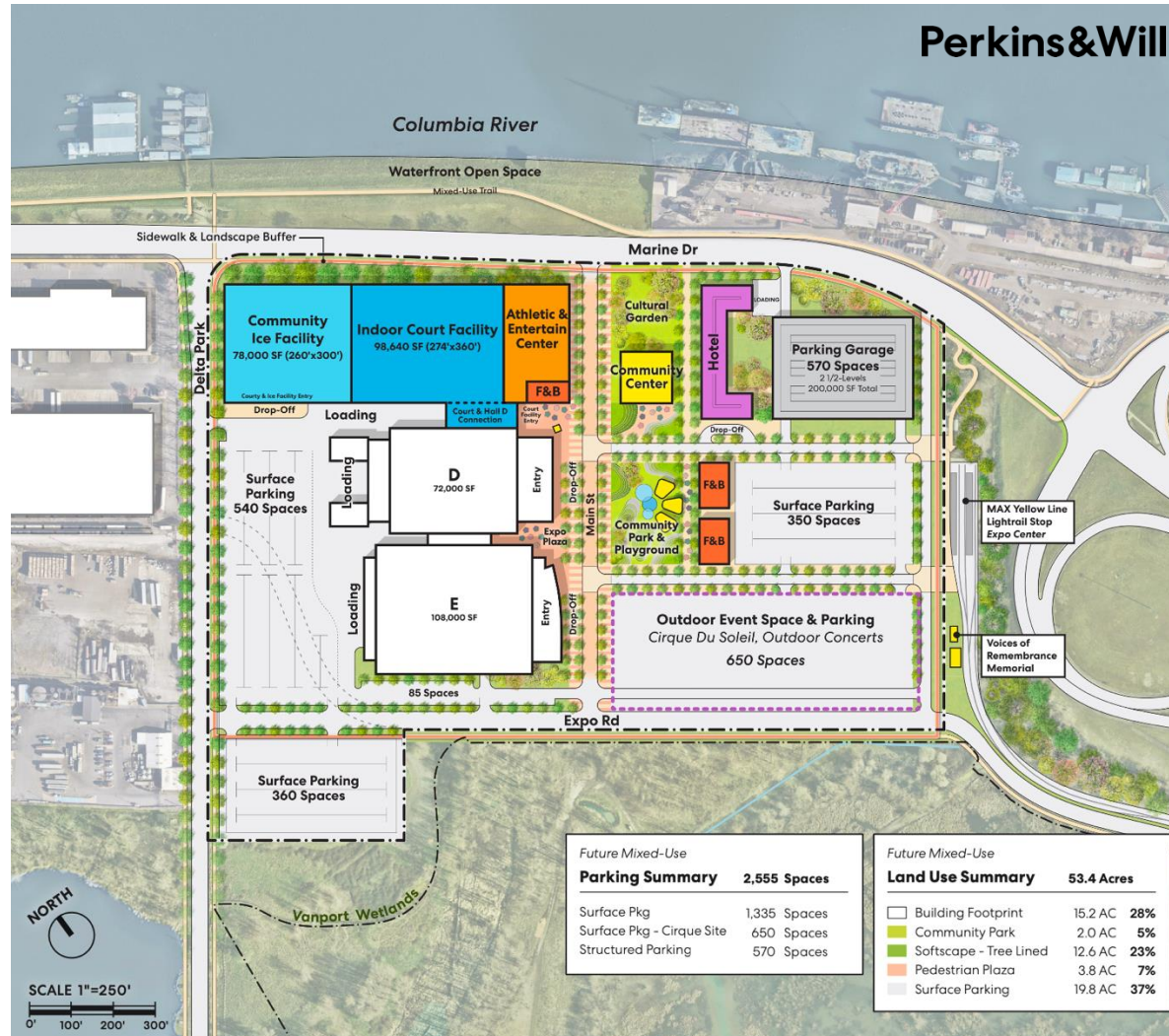
Community Space		
	Community/Event Space	15,000 SF

*Subtotal plus Grossing Factor

Future Mixed-Use Development

As these new facilities stabilize and as the local hotel and retail market continues to rebound, additional private development is recommended for the Expo site over the long-term to help support projected overnight visitation and increase on-site spending.

This second concept shows the placement of a 120-key select-service hotel and 15,000 SF of additional restaurant space, creating more density on-site, encouraging visitors to linger longer from increased convenience and walkability.



New Redevelopment Scenario - Future Mixed-Use

Court & Ice Facility

Program Summary

- Existing Expo Halls D&E
- Temporary Outdoor Events / Cirque Du Soleil Repurpose of Historical Hall Materials
- Pedestrian connection around site

New Sports Facilities (Indoor) 176,640 SF

	Community Ice (2 Ice Sheets)	78,000 SF
	Court Facility (9 BB, 18 VB)	98,640 SF

On-Site Amenities 85,120 SF*

Athletic and Entertainment Center 65,170 SF*	
	Fitness/Training 12,000 SF
	Sports Medicine 3,000 SF
	Meeting Space/Classrooms 6,000 SF
	Offices 8,000 SF
	Family Entertainment Center 15,000 SF
	Food & Beverage 5,000 SF

Community Space 15,000 SF

On-Site Amenities (Future Mixed-Use) 69,000 SF

	Hotel 120-Keys / 54,000 SF
	Food & Beverage 15,000 SF

*Subtotal plus Grossing Factor

Project Renderings – Aerial View

The image to the right shows an aerial rendering of the proposed new redevelopment scenario including a future hotel and restaurants.



Project Renderings – Aerial View

The image to the right shows a zoomed in view of the proposed new redevelopment scenario including a future hotel and restaurants.



Project Renderings – Ground Level View

This image shows a rendering of the ground level view of the **athletic & entertainment center** along Main Street.



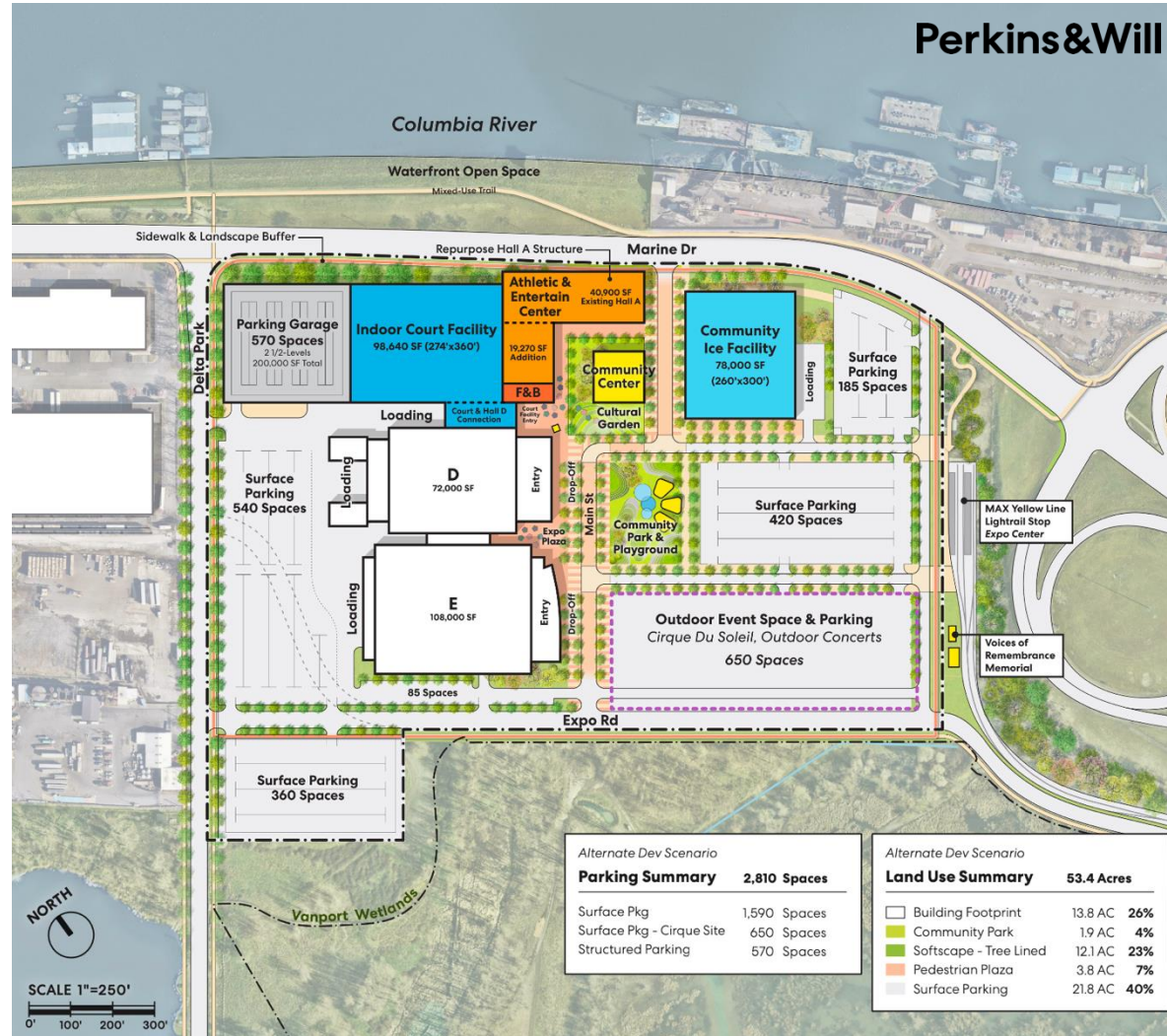
Project Renderings – Ground Level View

This image shows a rendering of the ground level view of the **community center** along Main Street from Marine Drive.



Alternate Scenario – Repurposing of Hall A

Developed by Perkins&Will, the site concept to the right shows the alternate redevelopment scenario that includes the repurposing of Hall A.



Alternate Development Scenario - Repurposing of Hall A

Court & Ice Facility

Program Summary

- Existing Expo Halls D&E
- Temporary Outdoor Events / Cirque Du Soleil Repurpose of Historical Hall Materials
- Pedestrian connection around site

New Sports Facilities (Indoor) 176,640 SF

Community Ice (2 Ice Sheets)	78,000 SF
Court Facility (9 BB, 18 VB)	98,640 SF

On-Site Amenities 85,120 SF*

Athletic and Entertainment Center 65,170 SF*

Fitness/Training	12,000 SF
Sports Medicine	3,000 SF
Meeting Space/Classrooms	6,000 SF
Offices	8,000 SF
Family Entertainment Center	15,000 SF
Food & Beverage	5,000 SF

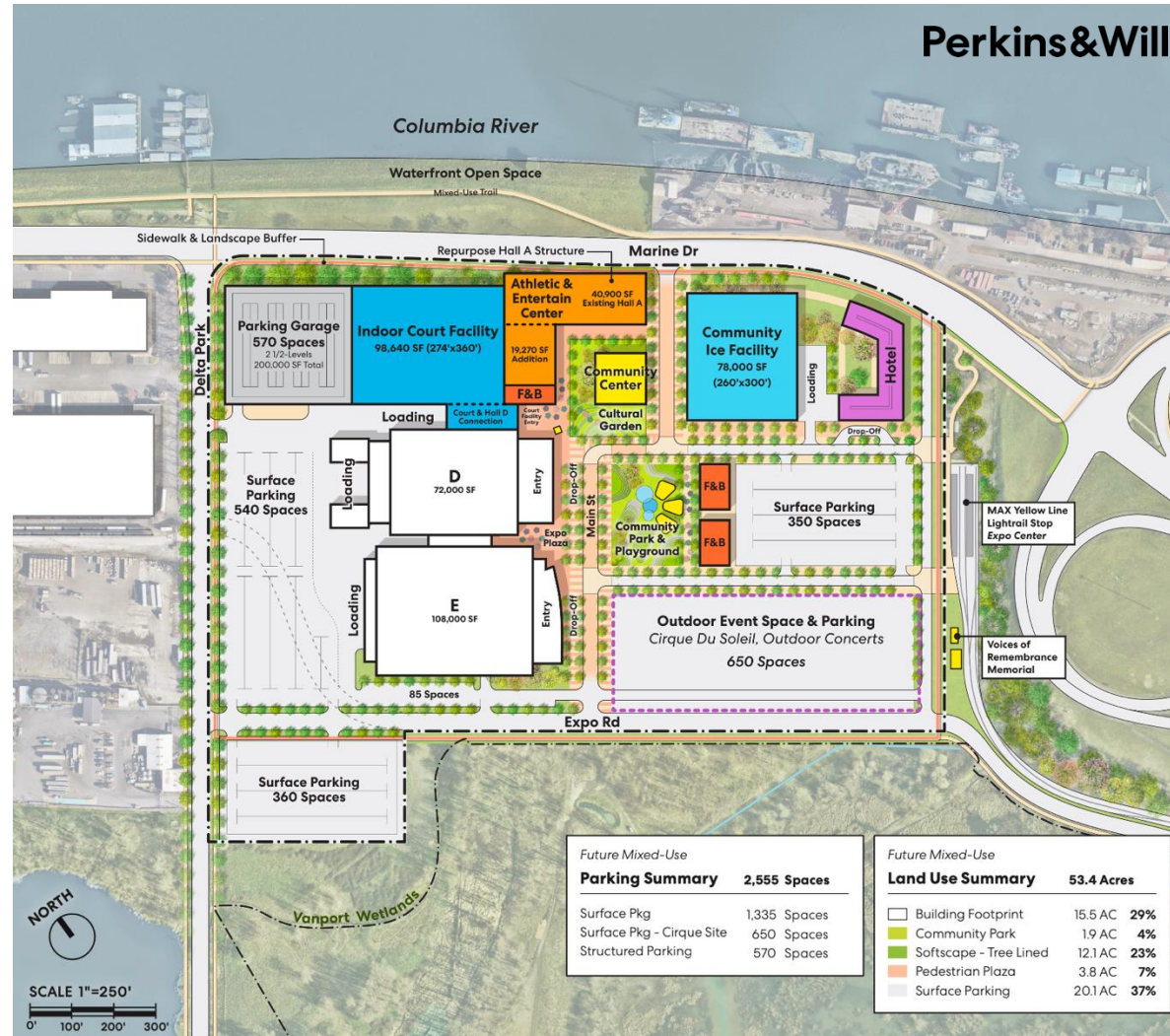
Community Space

Community/Event Space	15,000 SF
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*Subtotal plus Grossing Factor

Alternate Scenario – Future Mixed-Use

This site plan shows the alternate redevelopment scenario, including the proposed future hotel and additional restaurant space.



Alternate Development Scenario - Repurposing of Hall A - Future Mixed-Use

Court & Ice Facility

Program Summary

- Existing Expo Halls D&E
- Temporary Outdoor Events / Cirque Du Soleil
Repurpose of Historical Hall Materials
- Pedestrian connection around site

New Sports Facilities (Indoor) 176,640 SF

Community Ice (2 Ice Sheets)	78,000 SF
Court Facility (9 BB, 18 VB)	98,640 SF

On-Site Amenities 85,120 SF*

Athletic and Entertainment Center 65,170 SF*

Fitness/Training	12,000 SF
Sports Medicine	3,000 SF
Meeting Space/Classrooms	6,000 SF
Offices	8,000 SF
Family Entertainment Center	15,000 SF
Food & Beverage	5,000 SF

Community Space

Community/Event Space	15,000 SF
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On-Site Amenities (Future Mixed-Use) 69,000 SF

Hotel	120-Keys / 54,000 SF
Food & Beverage	15,000 SF

*Subtotal plus Grossing Factor



Demand & Financial Projections

Sports Facility Events

Based on Hunden’s analysis of the market and discussions held with national sports facility operators, Hunden projected the number of stabilized events and event days for the new development scenario.

Ice tournament projections were developed based on feedback from the Winterhawks team. Meetings and classes are projected to be an additional opportunity as it relates to potential sports academies and related sports education.

Sports Facility Stabilized Event Projections (Year 3)

Events

Basketball Tournaments	12
Volleyball Tournaments	16
Pickleball Tournaments	6
Wrestling Meets	4
Cheer/Dance	8
Ice Tournaments	18
Meetings / Classes	58
Total	122

Event Days

Basketball Tournaments	24
Volleyball Tournaments	32
Pickleball Tournaments	12
Wrestling Meets	8
Cheer/Dance	16
Ice Tournaments	36
Meetings / Classes	58
Total	186

Source: Hunden Partners

Sports Facility Attendance

Hunden also projected stabilized attendance based on comparable facilities and the market opportunity in the Metro area.

Public use and daily rentals are based on the assumption that the court facility would be available to the public during weekday daytime hours, available for rental on weekday nights, and available for tournaments on the weekends.

Ice facility public use and tournament attendance was estimated based on feedback of potential programming and utilization by the Winterhawks team.

Attendance projections for the family entertainment center (FEC) and community space only include non-sports attendees and do not include attendees visiting the facility for sports.

Sports Facility Stabilized Attendance Projections (Year 3)

Public Use	116,640
Daily Rentals	124,740
Ice Facility Use	608,408
Basketball Tournaments	54,000
Volleyball Tournaments	134,400
Pickleball Tournaments	2,880
Wrestling Meets	14,400
Cheer/Dance	30,000
Ice Tournaments	30,240
Meetings / Classes	2,880
Family Entertainment Center (Non-Sports Visitors)	20,000
Community Space (Non-Sports Visitors)	10,000
Total Attendance	1,148,588

Source: Hunden Partners

Expo Events



The proposed sports facilities could have an impact on the future performance of Expo’s existing facilities. Either Halls ABC would be deconstructed or just Hall A would be repurposed for sport facility support spaces and community space.

There are a number of events that require more space than what Halls D and E provide which could result in lost attendance and revenues due to the elimination of the exhibit space in Halls ABC. Hunden projects that attendance and revenues for events that currently use all five halls would reduce by 50 percent, and attendance and revenues for events that currently use three halls would reduce by one-third.

Due to the presence of the new sports facilities, it is expected that Expo will be able to host additional larger sporting events (from 9 to 14), and that there is the potential for additional concerts / entertainment due to recent increase in demand for this at Expo.

A major outdoor event is assumed as well, which could include a Cirque event or a long-run fair / festival or a family show.

For comparison, Expo hosted 56 events over 202 event days in FY 2023. Increases to this baseline are reflected in more consumer shows, concerts / entertainment, and sporting events.

Expo Stabilized Event Projections (Year 3)

Events	
Consumer Show	37
Concert / Entertainment	4
Major Outdoor Event	1
Sporting Event	14
Meeting / Seminar	6
Banquet	2
Other	5
Total	69
Event Days	
Consumer Show	111
Concert / Entertainment	8
Major Outdoor Event	50
Sporting Event	42
Meeting / Seminar	12
Banquet	2
Other	5
Total	230

Source: Hunden Partners

Expo Attendance

Expo attendance estimates were projected based on FY 2023 average event attendance and the projected number of events by type in each scenario.

In FY 2023, Expo events generated approximately 311,000 attendees. With incremental increases in consumer shows, concerts / entertainment, and sporting events, attendance for these event types are projected to increase from FY 2023.

Expo Stabilized Attendance Projections (Year 3)

Consumer Show	148,000
Concert / Entertainment	32,000
Major Outdoor Event	80,000
Sporting Event	77,000
Meeting / Seminar	3,450
Banquet	550
Other	500
Total Attendance	341,500

Source: Hunden Partners

Financial Projections

The table to the right outlines the stabilized financial projections (Year 3) for the sports and Expo facilities. Hunden utilized FY 2023 averages for Expo facility rental revenues per event type, concessions/catering per caps, parking per caps, other event charges per event, and admission fees as a baseline for its projections of operating revenues. Sports facility assumptions were confirmed with national sports facility operators.

Rental revenues consist of court rentals along with building rental. It is assumed that the ice facility is based on a lease structure, whereby the Winterhawks pay a lease per square foot plus common area maintenance (CAM) reimbursements and are responsible for their own facility staff and operating expenses. The Winterhawks would then retain any program and other revenues generated within the ice facility; however, parking, F&B, and family entertainment center (FEC) revenues are assumed for ice facility spectators and public users.

For spectators and public users for the sports facilities, per cap concessions/catering (Food & Beverage or F&B) and FEC revenues were assumed. Parking revenues were assumed for sport tournament spectators and Expo events (events utilizing Halls D&E) only. Based on the scope of the scenario programs, it is anticipated the facility would generate new naming rights and sponsorship revenues.

Hunden assumed a full load of full-time personnel and part-time labor would be needed for the sports facility, in addition to current staff at Expo. It is also assumed a private management company would operate the facilities. Currently Expo is allocated a share of Metro CAP expenses. In FY 2024, this amounts to approximately \$950,000. If Expo moves to a private management structure, this cost allocation will need to be revisited. To be conservative, however, Hunden included this expense in the projections. It was also assumed approximately half of historical rentals and related revenues of utilizing parking lots may be lost due to the need to utilize parking on a more daily basis for the sports facilities.

Projected net operating income may appear high, but Expo would be more unique compared to some other indoor sports facilities in that it can charge for parking (only assumed for tournament spectators and Expo events) and includes a FEC that generates significant additional revenues for the facility. Without these revenues and related expenses, the facility would operate at or below breakeven. Expo also currently funds approximately \$1 million in Expo debt service annually, which will be paid off in FY 2025.

Combined Expo / Sports Stabilized Financial Projections (Year 3)

Revenues (000s)

Rental Revenues	\$	4,551
Concessions / Catering (Net)	\$	1,328
Parking (Net)	\$	2,834
Event Charges	\$	1,135
Family Entertainment Center (Net)	\$	762
Admission Fees	\$	169
Advertising & Sponsorship	\$	191
Other Revenues	\$	93
Total	\$	11,064

Expenses (000s)

Personnel & Labor	\$	3,492
Metro Cost Allocation	\$	1,008
Operating Expenses	\$	3,438
Management Fees	\$	297
Total	\$	8,235
Net Operating Income (000s)	\$	2,830

Source: Hunden Partners



Economic Impacts

New Visitation

In total, Expo (Halls D&E) and the proposed court and ice facility are projected to **generate approximately 1.5 million total annual visits and approximately 96,000 total room nights in total annually.**

It is recommended that “**Stay to Play**” **measures** be implemented for sporting events at a minimum to ensure a significant portion of these room nights are not lost to Vancouver. Assuming these measures are in place, **85 percent of new room nights** are assumed would be captured in Portland. Total new room nights projected in Portland due to the Project are estimated at over 81,000 annually, 53,000 of which are assumed to be net new.

Combined Expo / Sports Stabilized New Visitation

Total Visits	1,490,088
Net New Daytrips	604,764
Net New Overnights	156,333
Total Room Nights	95,714
Net New Room Nights	62,583
Total New Room Nights Captured in Portland (85%)	81,357
Net New Room Nights Captured in Portland (85%)	53,195

Source: Hunden Partners

New Impacts

The table to the right outlines the combined net new economic, fiscal, and employment impacts for the new development scenario.

Net new daytrips, overnights, and room nights have a direct impact on new spending and related new earnings and jobs in the local economy. Due to assumed “Stay to Play” measures, overall projected impacts have increased due to a higher share of new room nights assumed are generated in Portland.

Projected tax impacts are also significant, with higher net new room nights to Portland generating more net new county and city hotel taxes.

Combined Expo / Sports New Impacts (millions) - 30 Years	
Net New Spending	
Direct	\$ 1,089
Indirect	\$ 426
Induced	\$ 206
Total	\$ 1,722
Net New Earnings	
Direct	\$ 471
Indirect	\$ 188
Induced	\$ 98
Total	\$ 757
Net New Jobs (actual)	
Direct	217
Indirect	87
Induced	43
Total	348
Construction Jobs (actual)	2,098
Net New Transient Lodging Taxes	
Multnomah County (5.5%)	\$ 22.0
Portland City (6.0%)	\$ 24.0
Total	\$ 46.0
Source: Hunden Partners	



Project Costs & Funding Options

Project Costs

Perkins&Will developed rough order of magnitude cost estimates for the two scenarios. Estimates include hard and soft costs, along with a 20 percent contingency.

These cost estimates also include a three-year escalation and amount to an approximate 15-percent increase in the budget from today's dollars.

Net profits from Expo and the new facilities are projected to be sufficient to cover capital reserve funds over this period.

Current cost estimates are based on gross area calculations and per square foot cost assumptions for each building project and type. It is assumed that the cost of repurposing of Hall A will be comparable to new construction. A feasibility study on existing conditions and systems that would determine what components of Hall A are salvageable would be part of a more comprehensive master plan and design process.

Project Cost Estimates (millions)

	New Redevelopment Scenario	Alternate Development Scenario
Sports Facilities		
Community Ice Facility	\$ 67.6	\$ 67.6
Court Facility	\$ 87.0	\$ 87.0
Total	\$ 154.6	\$ 154.6
Support Amenities		
Athletic & Entertainment Center	\$ 56.5	\$ 59.3
Community Center	\$ 18.3	\$ 18.3
Total	\$ 74.8	\$ 77.6
Site Costs		
Expo Main Street & Pedestrian Plaza	\$ 5.5	\$ 5.5
Community Park / Playground & Parking	\$ 7.0	\$ 7.0
Cultural Garden & Green	\$ 2.1	\$ 2.1
Seasonal Outdoor Event Space & Parking	\$ 7.2	\$ 7.2
Westside Parking Lot	\$ 10.2	\$ 10.2
Structured Parking	\$ 35.9	\$ 35.8
Total	\$ 67.9	\$ 67.8
Existing Halls		
Existing Hall Deconstruction / Repurposing	\$ 2.6	\$ 1.7
Total	\$ 2.6	\$ 1.7
Total Project Costs	\$ 299.9	\$ 301.7

Source: Perkins&Will

Funding Options

This table outlines potential public funding options for the Project as identified through the work of the **Expo Future Funding & Financing Task Force**. These funding mechanisms would require significant political will to undertake. Due to the high economic impact and community benefit of the proposed Project, however, public investment is warranted and also needed given the Project’s financial feasibility gap.

It is likely a combination of these financing tools will be needed to successfully fund the Project. While operating profits for the Project are projected to be significant and could be a potential source of capital funding, it is crucial that not only upfront capital required is funded, but also a long-term capital improvement plan to maintain the Project as a state-of-the-art facility in the region in the future.

Net estimated bond proceeds from these potential revenue streams are very preliminary based on conservative debt assumptions including 2x debt service coverage and a 20-year amortization. Having Metro’s full faith and credit backing would keep bond interest rates low, and potentially improve upon the term and coverage needed, which could in turn increase net bond proceeds available to fund the project.

Given current market conditions for residents and ongoing recovery of the hospitality market, it is not assumed that an increase in property taxes or transient lodging taxes is a likely source of funding for the Project currently.

Expo Funding Options Summary						
Source	Description	Baseline Annual Revenues	Estimated Net Bond Proceeds	Voter Approval Required	Stability	Adequacy
Targeted Funding Sources						
VFTA	Expo Budgeted Allocation	\$ 1,500,000	\$ 10,000,000	No	Mid	Low
VFTA	Motor Vehicle Rental Tax	\$ 7,900,000	\$ 50,000,000	No	Mid	Mid
Solid Waste Excise Tax	Inc. of \$8.5M	\$ 8,500,000	\$ 54,000,000	No	High	Mid
Potential Future Additional Funding Sources						
Property Tax	Inc of \$0.07/\$1,000 of AV	\$ 15,500,000	\$ 99,000,000	Yes	High	High
Metro-Wide TLT	New Tax (1%)	\$ 10,000,000	\$ 64,000,000	No	Mid	Mid
County or City TLT	Inc. in Tax (1%)	\$ 6,000,000	\$ 38,000,000	No	Mid	Mid
Source: Metro						



Short-Term Investment

Short-Term Solution

Due to the high capital and investment cost required under the new development scenario, a **\$10-15 million investment in Halls D&E** has been proposed to help drive more sporting events to Expo. This would involve the installation of sports equipment such as hoops, nets, and sport court flooring during a portion of the year along with portable seating and investments in A/V and F&B. While this lower investment could lift the number of sporting events hosted at Expo, **it would likely not create the impact this project is hoping to achieve and is not a long-term solution for the set-out goals for the future of Expo.** Below highlights the pros and cons of reverting to this strategy.

ADVANTAGES

- Lower cost and public funding required
- Additional sporting events and related impacts
- Short-term solution for long-term plan
- Sports-ready ancillary facility for larger events in the long-term

DISADVANTAGES

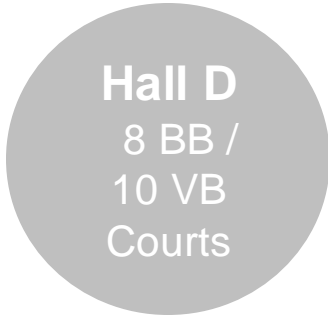
- Potential loss of existing Expo business, contingent upon booking priorities and windows / lead times
- Lack of competitiveness due to lack of desired amenities / infrastructure and overall appeal
- Does not address ice demand / opportunity
- Does not allow for ongoing public / community benefit
- Potential lack of material new economic impacts – new local spending, room nights, and jobs
- Risk of loss of momentum for achieving long-term goals

Hall D&E Investment

To date, Expo staff has determined Halls D&E's capacity for court sports to help estimate the cost of investing in Halls D&E to be sport ready in the near future. Total court capacity between both halls is 18 basketball courts or 24 volleyball courts.

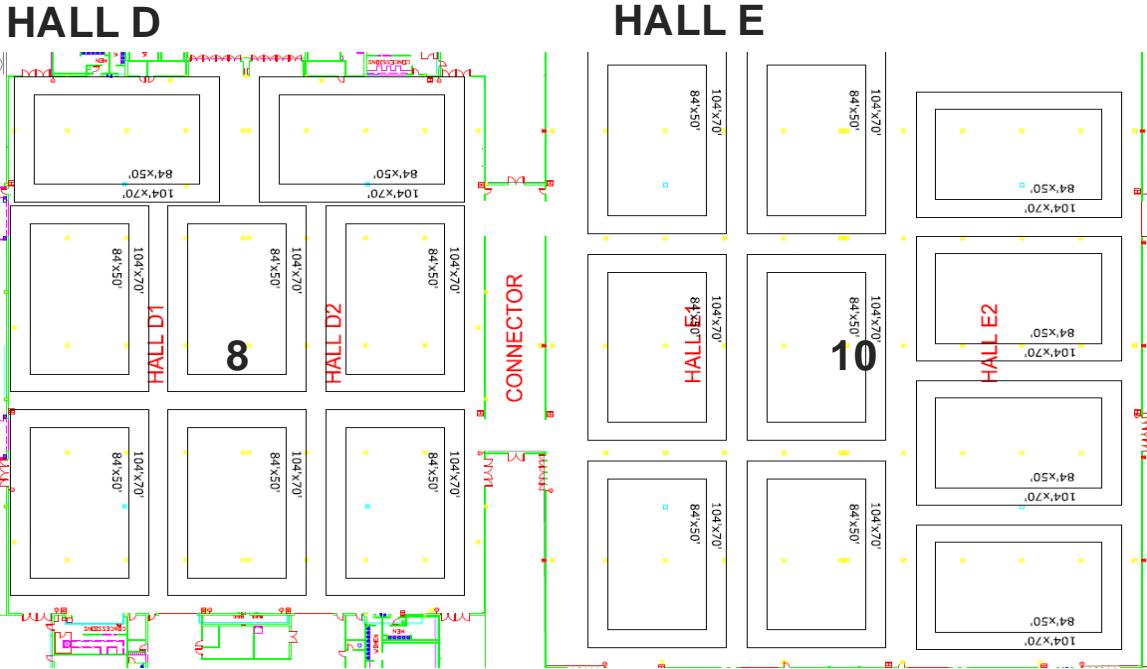
While each of these Halls have the available floor print to hold a number of courts at or above what is proposed for the new court facility, it is a not a long-term solution for the project, due to:

- Existing Expo business and priority events
- Reduced competitiveness with other purpose-built sports facilities because of lack of:
 - Sports support facilities
 - Training / fitness space
 - Classrooms
 - Offices
 - Food & Beverage infrastructure
 - Family Entertainment Center

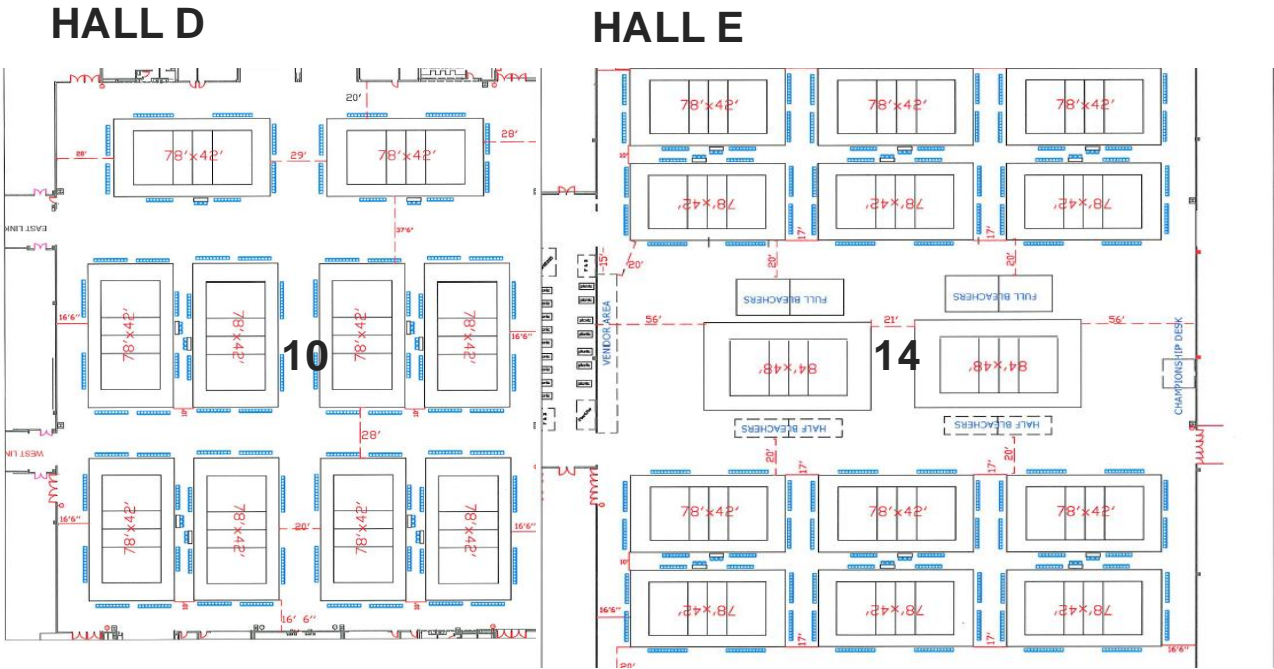


Hall D&E Court Layouts

The figures below show the proposed court layouts for Halls D&E, under both a basketball and volleyball court set-up.



Basketball



Volleyball

Recommendations

While **investment in Halls D&E** for court-based sports is a wise **short-term solution** for Expo due to the time it will require to secure funding for the project and complete construction, **Hunden does not recommend shifting to this investment strategy alone.**

A pivot to focusing on just an investment in Halls D&E poses the **risk of losing the momentum behind the purpose of this collective effort**, resulting in other capital projects to take priority over the long-term.

Without investment in dedicated and purpose-built sports facilities or the full program recommended for the complex, Portland may **not be able to generate the sports tourism it desires, provide sports-related support** (training / fitness space, offices, classrooms) **or provide attractive amenities for non-sports participants** (diverse F&B offerings, family entertainment center). Without these new facilities, Portland will also **not be able to provide an ongoing community benefit** needed to warrant such public investment.

A multi-purpose 9-court basketball / 18-court volleyball facility and twin ice sheet complex provides the highest opportunity for generating both impactful sports tourism and local public use across a variety of sports. As these new sports facilities are developed, this opens up Halls D&E to be utilized temporary for placement of a portable 200m banked track during track season. Additional investment in a standalone track facility is not recommended as it that would be underutilized for most of the year and come with additional capital investment. With the removal of the turf field and professional basketball training facility, overall capital costs are greatly reduced without significantly reducing projected new spending and room nights, and new jobs that such a facility will support both on-site and in the local economy.

Hunden strongly recommends proceeding with this new sports facility development program as well as pursuing an investment in Halls D&E, with recommended next steps outlined on the following slides.



Next Steps

Next Steps

The following are recommended next steps for proceeding with investment in Halls D&E. A number of these beginning tasks could occur simultaneously.

- 1) Due Diligence
 - a) Third party facility / infrastructure analysis to further define:
 - i. Costs
 - ii. Requirements (e.g. storage)
 - iii. Limitations (e.g. rigging)
 - b) Review of Booking Policies and Priorities
 - i. Determine approach to existing clients versus new (sports) business including legacy clients, booking priorities / windows, etc.
 - ii. Determine any adjustments required to current Expo booking policies to provide priority to sports
 - *Example: For event dates Jan-Mar, non-sports groups can only hold dates less than 12 months out*
 - c) Develop demand and financial projections and economic impacts to determine return on investment
- 2) Approval of Funding
- 3) Construction of Project

Next Steps

The following are recommended next steps for proceeding with the long-term capital investment plan for Expo, which include the Investment in Halls D&E. A number of these beginning tasks could occur simultaneously.

1. Investment in Halls D&E (steps outlined in prior slide)
2. Site Planning
 - a) Defined Memorialization - within buildings and throughout the site
 - b) Transportation, Parking, & Infrastructure Analysis – multimodal, connectivity, site circulation, interstate project / light rail impact, zoning, etc.
 - c) Building Requirements – defined program, front of house, back of house, etc.
3. Adjusted Site Concepts & Renderings
4. Detailed Cost Estimates
5. Public Funding Plan
6. RFQ / RFP Process for various Development Partners
7. Funding / Construction of Project
8. Project Opening

hunden partners



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WWW.HUNDEN.COM

Hunden Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, New York, Dallas and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 28 years, with more than \$20 billion in built, successful projects.



APPENDIX



Prior Development Scenarios

Scenario 1

Max Tournaments & Local Utilization



2 Ice Sheets



9 Basketball / 18 Volleyball Courts



200m Track



1 Full-Size Turf Field



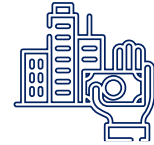
694,000 New Annual Daytrips



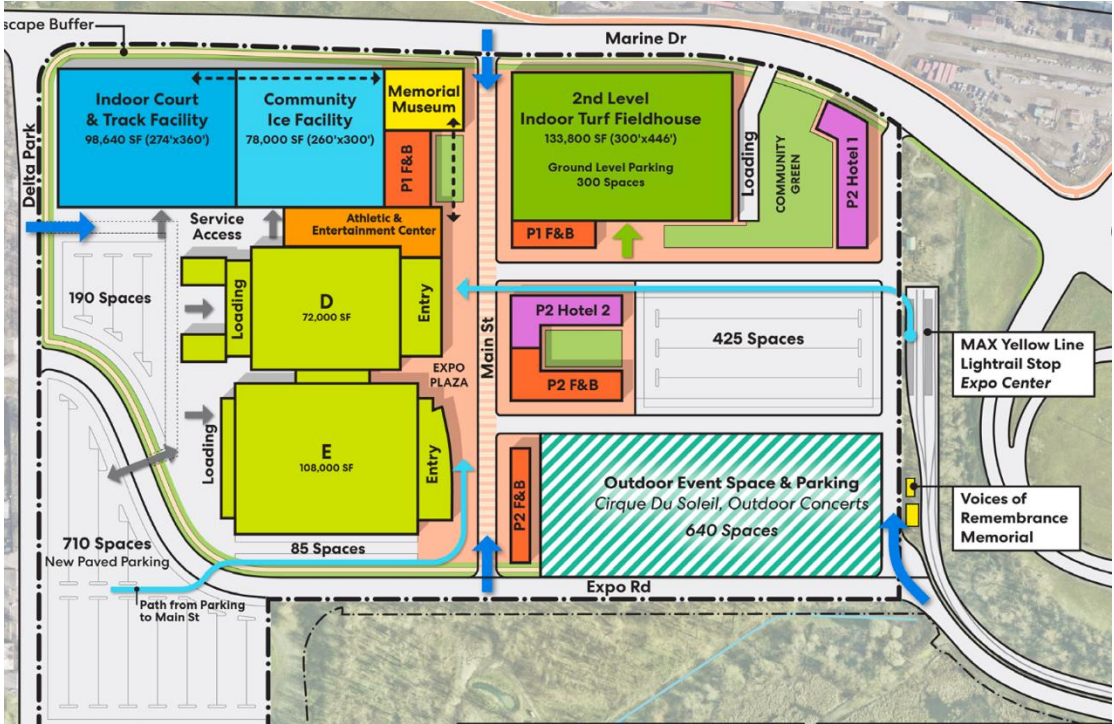
69,000 New Annual Room Nights



223 New Direct FTE Jobs



\$381M Capital Investment



Scenario 2

Max Court / Ice
Tournaments & Local
Utilization – No Turf / Track



2 Ice
Sheets



9 Basketball /
18 Volleyball
Courts



563,000 New
Annual Daytrips



62,000 New Annual
Room Nights



146 New Direct
FTE Jobs



\$261M Capital
Investment



Scenario 3

Local Tournaments & Focus – No Track



1 Ice Sheet



6 Basketball /
12 Volleyball Courts



1 Half-Size Field



274,000 New Annual Daytrips



21,000 New Annual Room Nights



63 New Direct FTE Jobs



\$226M Capital Investment

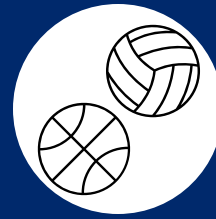


Scenario 4

Max Tournaments, Local Utilization & Professional Basketball Training Facility



2 Ice Sheets



9 Basketball / 18 Volleyball Courts



200m Track



1 Full-Size Turf Field



Training Facility



703,000 New Annual Daytrips



69,000 New Annual Room Nights



224 New Direct FTE Jobs



\$446M Capital Investment





Additional Renderings

Project Renderings – Aerial View

The image to the right shows an aerial rendering of the proposed new redevelopment scenario excluding a future hotel and restaurants.



Project Renderings – Aerial View

The image to the right shows an aerial rendering of the proposed new redevelopment scenario excluding a future hotel and restaurants.



Project Renderings – Aerial View

The image to the right shows an aerial rendering of the proposed new redevelopment scenario including a future hotel and restaurants.



Project Renderings – Aerial View

The image to the right shows a zoomed in view of the proposed new redevelopment scenario including a future hotel and restaurants.



Project Renderings – Ground Level View

This image shows the ground level view of the athletic & entertainment center along Main Street.



Project Renderings – Ground Level View

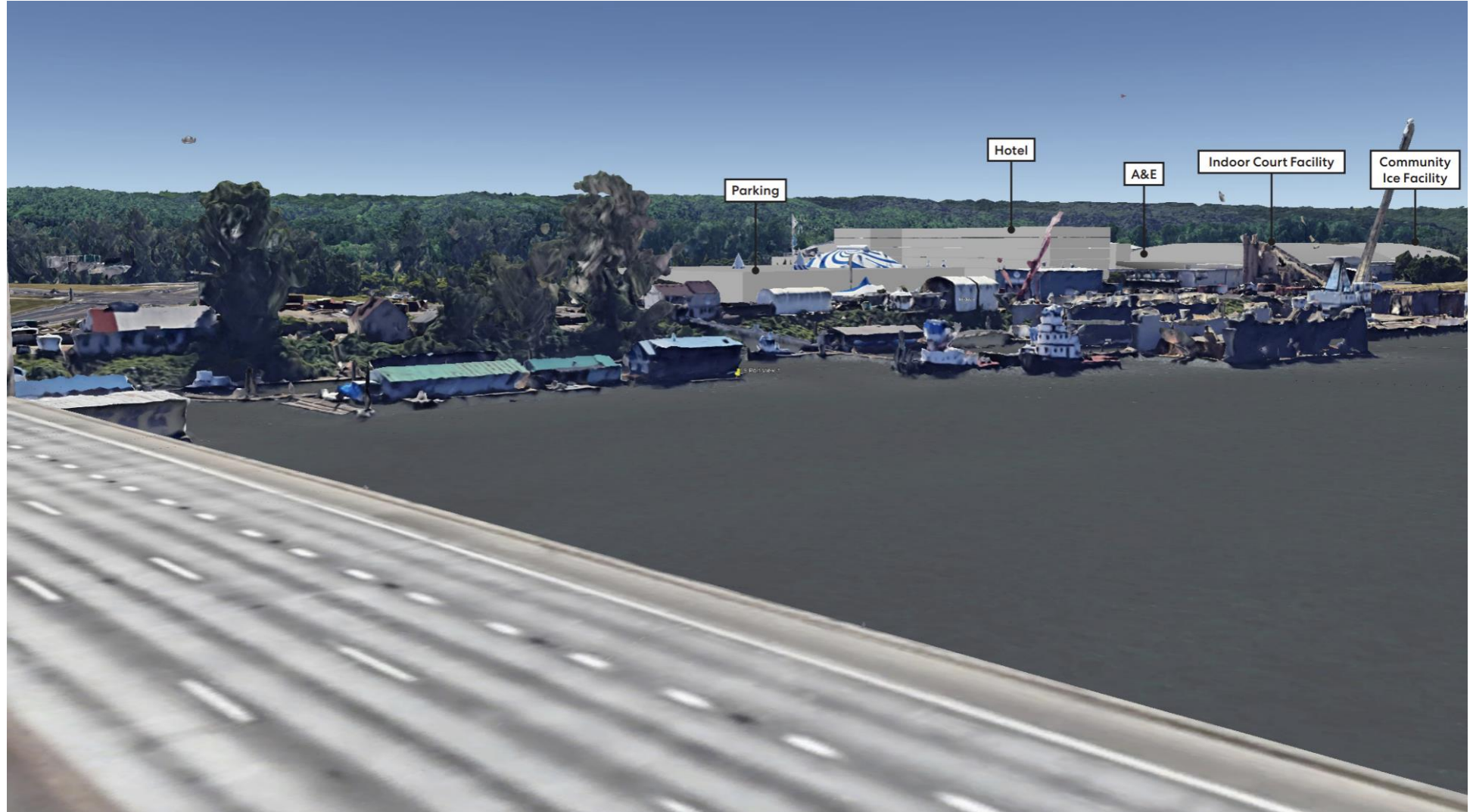
This image shows the ground level view of the community center along Main Street from Marine Drive.



Google Earth Massing View

This image shows the viewpoint of the proposed facilities from I-5 traveling south over the Columbia River.

Having visibility from roadways with high traffic counts can present signage and sponsorship opportunities for a development.



Google Earth Massing View

This image shows the viewpoint of the proposed facilities from the Martin Luther King Jr Boulevard overpass to Marine Drive.



TRAVEL
PORTLAND

1ST QUARTER 2024-25 REPORT

Highlights:

Executive Summary – Page 3



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Jeff Miller.....	President and CEO
Megan Conway	Chief Strategy Officer
James Jessie.....	Chief Sales Officer
Greg Newland	Chief Marketing Officer
Yang Yang.....	Chief Financial Officer



EXECUTIVE SUMMARY

ACCOMPLISHMENTS

- For the 1st Quarter, OCC realized more than \$3.7 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 15.6 to 1.
- 12 new and 1 repeat OCC conventions were booked for future years worth more than \$4.3 million in OCC revenue and community economic impact more than \$20.6 million. Total Travel Portland bookings, including single hotel will result in more than \$29.6 million of economic impact.
- Across media outlets, Portland was included in 7127 placements with a total impression of more than 125 billion that could potentially influence Portland as a business and leisure travel destination.
- Jon Hixon joined the Travel Portland Convention Sales Team as Senior Vice President of Business Strategy. Jon has an extensive background in convention sales and will lead the team's efforts to bring citywide conventions to Portland.
- Travel Portland hosted ConferenceDirect's event CDX. Over 100 planners and top sellers from ConferenceDirect were hosted by Travel Portland to showcase the city's offerings. Travel Portland unveiled a promotional offer created specifically for ConferenceDirect planners and clients.
- EMC, the Strategic Communications firm engaged to drive positive media, presented to a stakeholder group on their efforts on reputation recovery.

TRENDS, SUCCESSES, OBSTACLES

- We saw softening hotel revenue trends in the spring, including a double-digit decline in May. Total TLT/TID collections in Q1 of FY23 reflect this trend and actualize to \$5.8 million, which is a decrease of 9% year-over-year. Throughout the summer, we have seen improved hotel performance with higher demand and occupancy rates from June through September and expect stronger TLT/TID collections in FY25.
- One group was lost due to safety and perception concerns which would have totaled 4,695 room nights with an estimated community economic impact of more than \$3 million.
- Travel Portland's International Sales team and CEO Jeff Miller, joined Mayor Wheeler and the Portland – Sapporo Sister City Association in Sapporo to celebrate the 65th anniversary of this relationship. Both business and cultural exchanges helped enhance our partnership with Sapporo. The international sales team continued with events in Tokyo to promote Portland as a destination for leisure travelers.
- The leisure marketing campaign, Portland, Yours to Share was promoted in San Francisco, Los Angeles, Seattle and two new markets, Denver and Sacramento. This quarters Smith Travel Report showed significantly increased rooms sold in Portland.
- TravelPortland.com web traffic broke record views induced by the campaign as well as enhanced products such as the Food Cart Finder and Near Me Now.

MERC CONTRACT TARGETS

TARGET #	TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
1	OCC revenue target	\$3,749,567	\$17 Million
2	ROI on future OCC business	2.3	3.1
3	Lead conversion	13%	17%
4	Services performance survey	3.9	3.8
5	Public relations/media	8	25
6	Community economic impact	15.6	10.7

CITY CONTRACT GOALS

OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1	Convention Sales and Marketing Economic Impact ROI	11.2	21.0
5	International visitors against comp set	N/A	Within 20%
7	Total Media Placements	97	250
7	Total Media Engagements for Minority-Owned Businesses	617	825
8	Services Performance Survey	7	6/Year

***See International Tourism page for further explanation



EXECUTIVE SUMMARY

HOTEL DEMAND			
COMPETITIVE SET COMPARISON			
Smith Travel			
Research Central Business Districts			
	Occupancy (%)	ADR (\$)	RevPar (\$)
Portland Central City +	60.7%	\$ 152.13	\$ 92.39
Denver	71.2%	\$ 213.80	\$ 152.29
Seattle	74.3%	\$ 235.52	\$ 174.93
Salt Lake City	72.6%	\$ 170.01	\$ 123.38
Nashville	76.8%	\$ 282.58	\$ 217.11
Austin	66.6%	\$ 242.25	\$ 161.28
Minneapolis	57.3%	\$ 181.39	\$ 103.88
San Francisco	60.2%	\$ 242.17	\$ 145.88

**Smith Travel Report is on a calendar basis, not Travel Portland's Fiscal Year*

Smith Travel Research - Region*								
	Occupancy		ADR		RevPar		Demand	
	This Year	Change	This Year	Change	This Year	Change	This Year	Change
Downtown	60.7%	6.3%	\$ 152.13	-7.5%	\$ 92.39	-1.7%	1,667,452	6.3%
Airport	67.2%	3.8%	\$ 137.45	0.5%	\$ 92.39	4.3%	603,163	2.9%
Eastside	65.5%	0.6%	\$ 109.32	6.3%	\$ 71.64	7.0%	87,849	0.6%
Jantzen Beach	61.3%	3.1%	\$ 121.87	1.2%	\$ 74.73	4.3%	242,904	3.1%
City of Portland +	62.3%	5.2%	\$ 144.45	-4.7%	\$ 90.05	0.2%	2,601,368	5.0%

**Smith Travel Report is on a calendar basis, not Travel Portland's Fiscal Year*

REGION	LODGING TAX COLLECTIONS*			
	QUARTER 1			
TLT/TID				
	FY25 (\$)	FY25 (% of TLT)	CHANGE FY24 to FY25 (\$)	CHANGE FY24 to FY25 (%)
Central City	\$3,079,802	53%	(\$288,761)	-9%
Airport	\$857,185	15%	(\$396,957)	-32%
Eastside	\$60,956	1%	\$18,023	42%
Jantzen Beach	\$318,430	6%	(\$25,680)	-7%
Subtotal	\$4,316,373	75%	(\$693,375)	-14%
Online Travel Agency	\$622,509	11%	\$197,497	46%
Short Term Rental	\$830,725	14%	(\$76,479)	-8%
Other	\$20,007	0%	(\$5,212)	-21%
Subtotal	\$1,473,241	25%	\$115,806	9%
Grand Total	\$5,789,614	100%	(\$577,568)	-9%

**Data provided by the City of Portland Revenue Division.*



CONVENTION SALES

OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND BOOKINGS			
	OCC Revenue	Annuals	Total Potential Future Business
FY 24/25	\$ 15,374,672	\$ 293,125	\$ 15,667,797
FY 25/26	\$ 8,507,708	\$ 2,265,747	\$ 10,773,455
FY 26/27	\$ 6,526,756	\$ 2,438,100	\$ 8,964,856
FY 27/28	\$ 3,515,964	\$ 2,265,747	\$ 5,781,711
FY 28/29	\$ 1,819,142	\$ 2,438,100	\$ 4,257,242
FY 29/30	\$ 1,850,552	\$ 2,265,747	\$ 4,116,299
FY 30/31	\$ 393,477	\$ 2,438,100	\$ 2,831,577
FY 31/32	\$ -	\$ 2,265,747	\$ 2,265,747
FY 32/33	\$ -	\$ 2,438,100	\$ 2,438,100
FY 33/34	\$ 727,661	\$ 2,265,747	\$ 2,993,408
TOTAL	\$ 38,715,932	\$ 21,374,260	\$ 60,090,192

**FY 24/25 OCC Revenue includes the following meetings that occurred during quarter 4 of FY 23/24 at OCC, but had not settled in OCC's accounting software (USI) at the time of reporting: American Society for Engineering Education and United National Indian Tribal Youth.*

OREGON CONVENTION CENTER PROJECTED FUTURE REVENUE			
Total Travel Portland Contract:	QTR	YTD	Target
New OCC Bookings	12	12	
Repeat OCC Bookings	1	1	
Total OCC Bookings	13	13	
Room Nights from OCC Bookings	24,699	24,699	
Future OCC Revenue Booked during FY 2024/25	\$ 4,373,311	\$ 4,373,311	
ROI OCC Bookings	\$ 2.3	\$ 2.3	3.1 to 1
Community Economic Impact from OCC Bookings	\$20,634,920	\$ 20,634,920	
Total Room Nights Booked	44,285	44,285	
Total Community Economic Impact from Bookings	\$ 29,628,054	\$ 29,628,054	
ROI on Total Community Economic Impact	\$ 15.6	\$ 15.6	10.7 to 1
OCC Revenue Realized During FY 2024/25*	\$ 3,749,567	\$ 3,749,567	\$17 Million

**OCC Revenue Realized includes the following meetings that occurred during quarter 4 at OCC, but the group had not settled in OCC's accounting software (USI) at the time of reporting. They are included in quarter 1 OCC revenue realized - American Society for Engineering Education and United National Indian Tribal Youth.*

**OCC Revenue Realized does not include the following meetings that occurred during quarter 1 at OCC, but had not settled in OCC's accounting software (USI) at the time of reporting: Word Press, Northwest Human Resource Management Association, Portland Retro Gaming Expo, and Christian Community Development Association. They will be included in quarter 2 OCC revenue realized.*



CONVENTION SALES

OCC LEAD CONVERSION	
	As of October 1, 2024
Lead Conversion Percentage	13%
Benchmark / Annual Target -17%	

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS					
AS OF OCTOBER 1, 2024					
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29 and beyond
Current	45	22	11	7	8
4 Year Average	Current	1 yr. out	2 yrs. out	3 yrs. out	Beyond 3 yrs.
(FY 21/22-24/25)	42	28	16	8	7

OREGON CONVENTION CENTER REVENUE		
THREE YEAR AVERAGE		
	Total Contract	
	Quarter	YTD
OCC Revenue Generated (3 yr. average)	\$ 3,534,024	\$ 3,534,024
Travel Portland Contract Costs	\$ 1,896,125	\$ 1,896,125
ROI (Revenue / Costs)	1.9	1.9

1ST QUARTER - OREGON CONVENTION CENTER LOST BUSINESS					
	Groups	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Total	37	152,996	92,822	\$ 18,864,770	\$ 102,797,460



CONVENTION SALES

DIVERSE GROUPS/MINORITY PROJECTED FUTURE REVENUE		
Total Travel Portland Contract	1st Quarter	YTD
New Minority Bookings	0	0
Total Minority Bookings	0	0
Room Nights from Minority Bookings	0	0
Minority Leads	6	6
Minority Lost Leads	2	2

For the first quarter of FY24/25 there were no diverse group/minority bookings.

1ST QUARTER - OREGON CONVENTION CENTER CANCELLATIONS							
Account Name	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact	Arrival Date
Compassion to Action	1	Safety & Perception Concerns	140	1,000	\$ 85,658	\$ 170,993	8/28/2024
Total OCC Cancellations	1	N/A	140	1,000	\$ 85,658	\$ 170,993	N/A



ACTIVITY DESCRIPTION	1ST QUARTER	YTD
OCC groups occurring during the quarter	13	13
Pre-convention attendance building - Site tours	14	14

TRAVEL PORTLAND POST CONVENTION SURVEY							
Overall impression of the following:							
Answer Options	Excellent = 4	Good = 3	Fair = 2	Poor = 1	N/A	Rating Average	Response Count
Travel Portland sales staff	7	0	0	0	0	4.0	7
Travel Portland convention services staff	7	0	0	0	0	4.0	7
Travel Portland collateral/promotional materials	6	1	0	0	0	3.9	7
Quality and user-friendliness of the Travel Portland website	6	0	1	0	0	3.7	7
Average rating for the quarter						3.9	
Average rating YTD						3.9	
Target						3.8	

In planning your event from start to finish, how would you describe your relationship with your Sales Manager and/or Services Manager?

PHENOMENAL!

Again, Beth Miranda, was exceptional. One of the best CVB event services professionals I have worked with in my career. She was with me every step of the way through challenges with Hyatt (relocations) and MTR Western transportation, Beth was a great support.

Our relationship with Crista Kocher, our Convention Services Manager, was exceptional from start to finish. Crista was highly responsive, attentive to our needs, and proactive in addressing any challenges that arose. Her professionalism and commitment to our event's success made the planning process smooth and efficient, and her deep knowledge of the venue and local resources was invaluable. We couldn't have asked for a better partner in ensuring the success of our event!

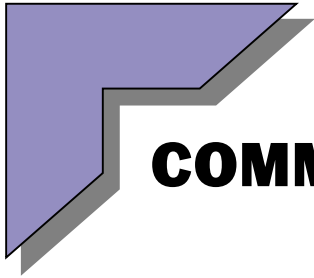
Very responsive and professional. We enjoyed working with them.

Outstanding! They treat me like a friend instead of a customer.

Excellent all the way around!

Completed Group Survey:

- Rose City Comic Con
- International Association of Venue Managers (x2)
- American Society of Echocardiography
- U. S. Department of Veterans Affairs
- American Society for Engineering Education
- United National Indian Tribal Youth



COMMUNICATION & PR

TOTAL MEDIA NARRATIVE	Q1	YTD
Placements	7,127	7,127
Impressions	125,294,386,708	125,294,386,708

Traditional media mentions captured across print and online that may influence consumer perception of Portland as a business and leisure travel destination.

MERC-RELATED MEDIA PLACEMENTS	Q1	YTD
Placements	9	9
Impressions	301,471	301,471

Earned media placements generated by Travel Portland public relations efforts that mention the Oregon Convention Center or cover industry topics related to Portland as a meeting destination.

TARGETED MEDIA NARRATIVE	Q1	YTD	Target Goal
Placements	97	97	250
Impressions	2,757,700,634	2,757,700,634	

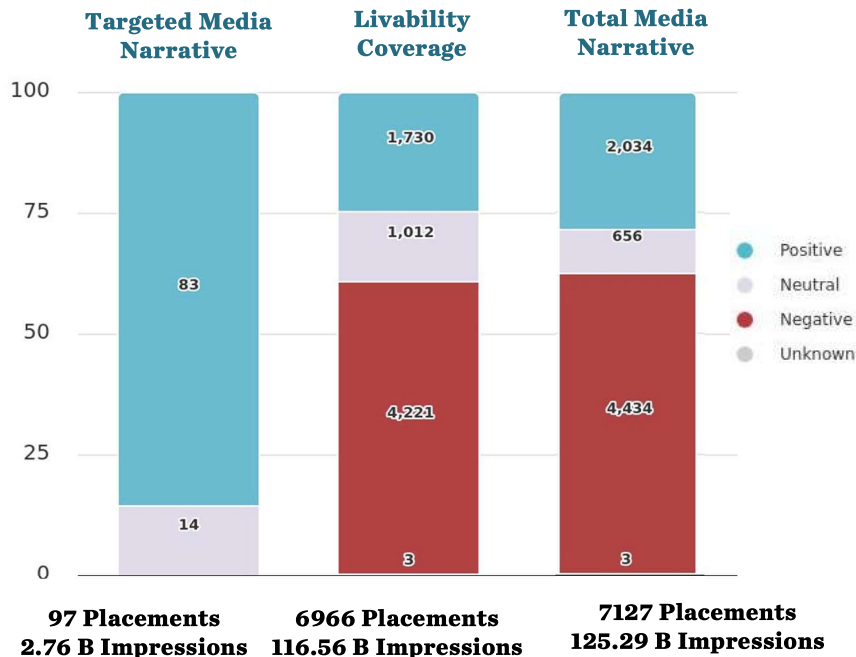
Print and online media outlets strategically targeted by Travel Portland's public relations efforts because they are most influential to potential visitors.

TARGETED INTERNATIONAL MEDIA*	Q1	YTD
Placements	0	0
Impressions	0	0

International print and online media outlets strategically targeted by Travel Portland's public relations efforts in international markets, including, but not limited to: United Kingdom, The Netherlands, Oceania and Canada.

**Measurement on hold until in-market contractors are retained*

1ST QUARTER MEDIA SENTIMENTS



MEDIA ENGAGEMENTS FOR MINORITY-OWNED	Q1	YTD	Target Goal
Engagements	617	617	825

A media engagement is defined as an interaction with media regarding a single topic or issue.

COMMUNICATION & PR

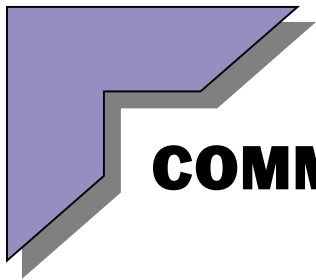
1ST QUARTER KEY MESSAGES PLACEMENTS & IMPRESSIONS

TOTAL MEDIA NARRATIVE

Key Messages Summary				Export ▾
Key Message	Articles	Unique Outlets	Average UVM	
Total Media Narrative w/ e... <small>Base term</small>	7,127	1,330	17,713,562	
Outdoors	283	232	22,164,667	
Culinary	218	146	46,336,996	
Neighborhoods	160	115	37,494,401	
Shopping	147	108	47,253,659	
Family-friendly	136	82	26,028,909	
Diversity	121	100	26,699,623	
Festivals and events	50	37	29,770,944	
Activities and Attractions	31	15	59,523,160	
Arts & Culture	21	15	66,744,187	
hotels & Lodging	3	3	8,110,752	

NEGATIVE LIVABILITY ISSUES

Key Messages Summary				Export ▾
Key Message	Articles	Unique Outlets	Average UVM	
Negative Livability Portland <small>Base term</small>	6,966	1,394	16,994,667	
Crime	1,610	749	21,582,605	
Safety	1,607	709	17,436,763	
Protest	675	340	25,639,298	
Homelessness	646	349	20,384,476	
travel	544	356	25,439,599	
Camping	408	256	20,364,278	
Fentanyl	303	221	22,883,845	
Drug use	275	211	19,525,681	
garbage	73	59	5,230,404	
graffiti	16	13	5,491,062	



COMMUNICATION & PR

ARTICLES			MERC		
Publication Date	Outlet	Headline	Medium	Total Circulation	Placements
July 2024	Prevue Magazine	Sustainability Takes Center Stage in Oregon	Print	77,800	1
July 2024	Prevue Magazine	Sustainability Takes Center Stage in Oregon	Online	15,750	1
September 2024	MeetingsNet	In Portland, Air Travelers Now Arrive in a Forest	Online	14,518	1
September 2024	PCMA Convene	People on the Move	Online	27,634	1
September 2024	Prevue Magazine	Big Upgrades Coming to Major U.S. Airports	Online	15,750	1
September 2024	BizBash	US: Michelin Stars in Denver, First Fully Electric Conference Center in the U.S., Travel Portland's New Hire, and More	Online	71,172	1
September 2024	Meetings Today	Travel Portland Names Jon Hixon Senior Vice President of Business Strategy	Online	10,847	1
September 2024	USAE	Jon Hixon Named Sr. VP for Travel Portland	Print	58,000	1
September 2024	Northwest Meetings + Events	Hixon Joins Travel Portland as Business Strategy Leader	Online	10,000	1
Total				301,471	9

**Entries that appear to be duplicate articles represent different media placements, i.e. print, online and broadcast.*

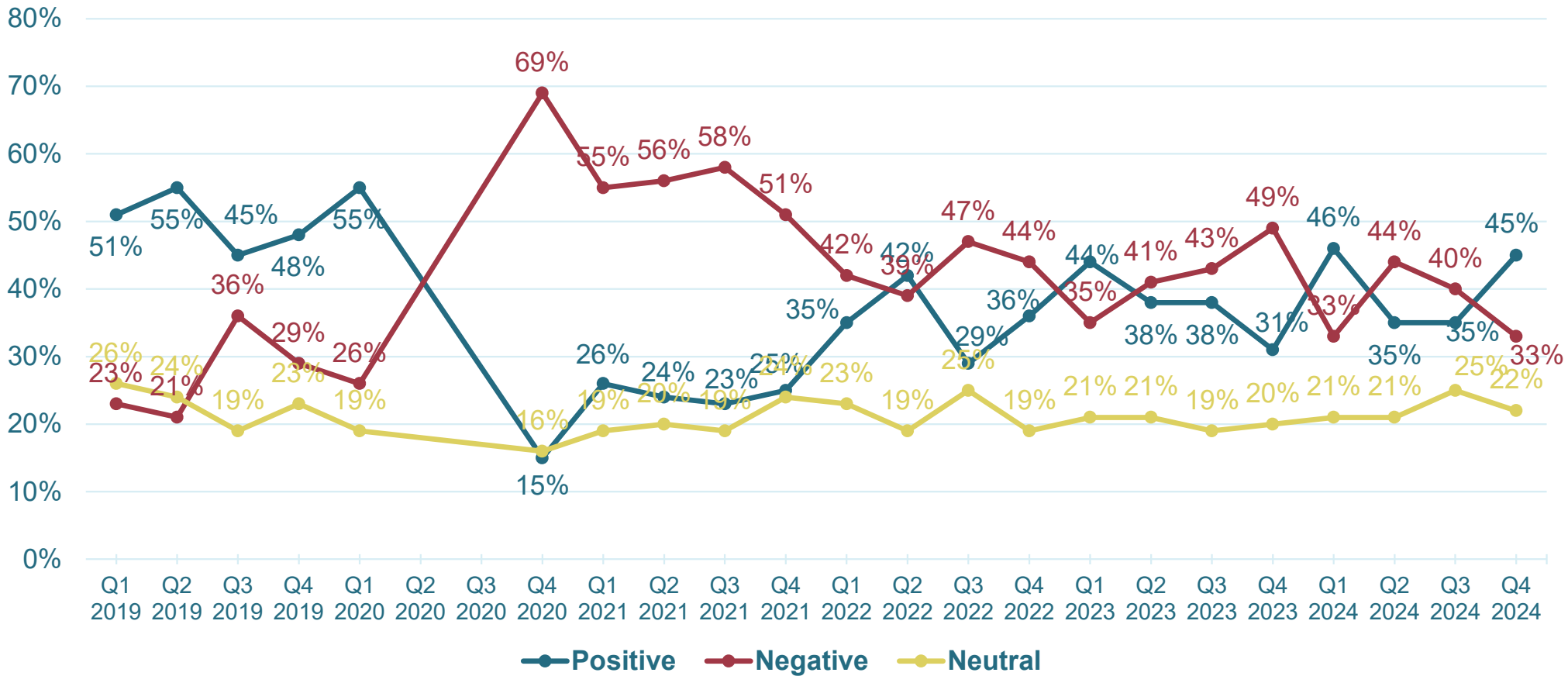
TRAVEL PORTLAND SPONSORED ARTICLES			MERC	
Publication Date	Outlet	Headline	Medium	Total Circulation
N/A	N/A	N/A	N/A	N/A
Total				0

PITCHES DELIVERED	
1	Distributed Jon Hixon appointment announcement release (Travel Portland's new SVP of Business Strategy)
2	Facilitated media Q&A with Jon Hixon and Northwest Meetings + Events
3	Invited targeted MICE media to attend the upcoming winter sales FAM
4	Pitched Portland news items for the Meetings Today Destination Spotlight: Oregon per the 2024 editorial calendar
5	Pitched Portland news items for the Smart Meetings Destination Spotlight: Oregon per the 2024 editorial calendar
6	Shared news of the PDX Airport Renovation Main Terminal opening Aug 14
7	Pitched news of the Literary Arts HQ opening and literary experiences in Portland
8	Distributed "What's new in Portland" introduction pitch
Target Goal: Deliver 6-7 meetings-related pitches to industry media on a quarterly basis. Twenty-five total over the fiscal year.	



PORTLAND CONSUMER RESEARCH

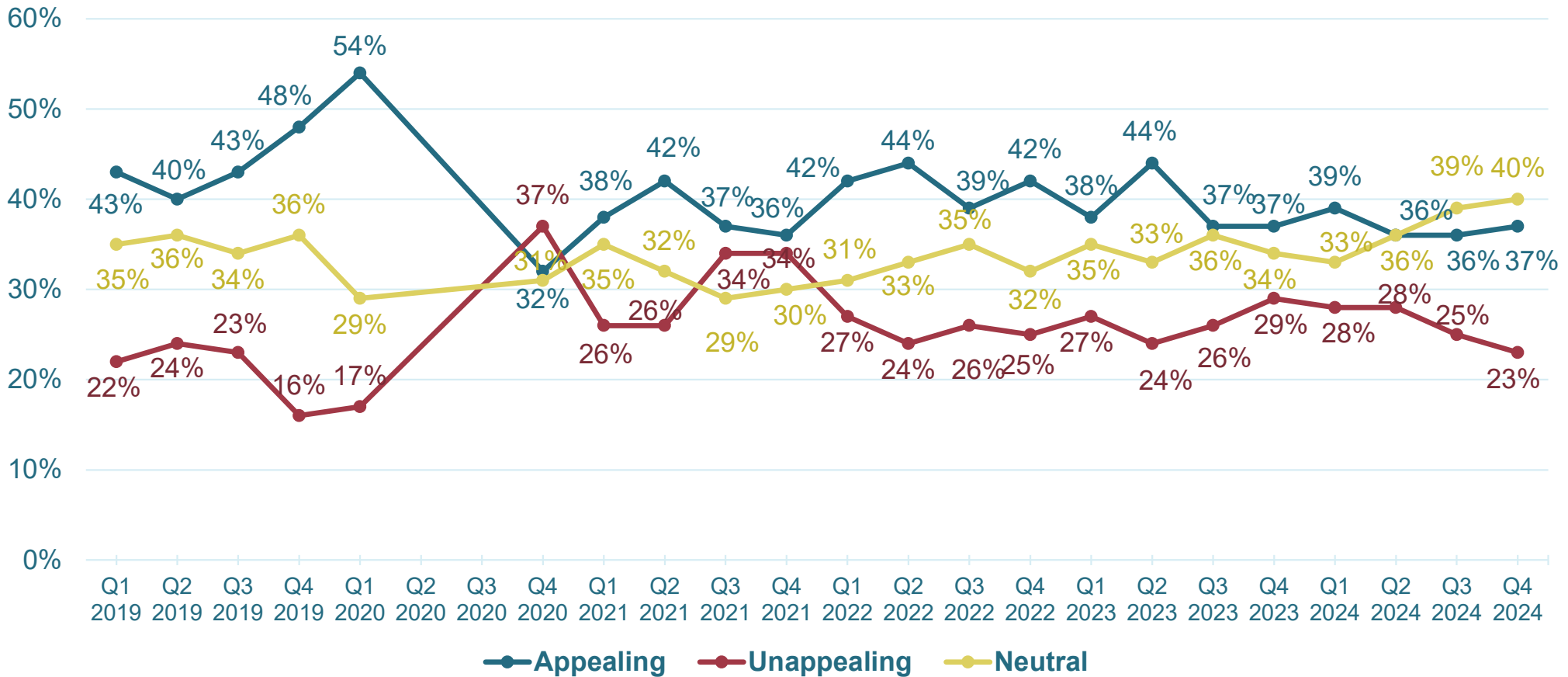
Q: Would you consider the general tone of media coverage you saw or heard about Portland to be:

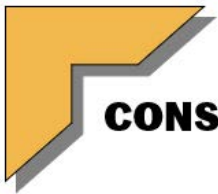




PORTLAND CONSUMER RESEARCH

Q: How appealing is Portland as a potential vacation destination to you?

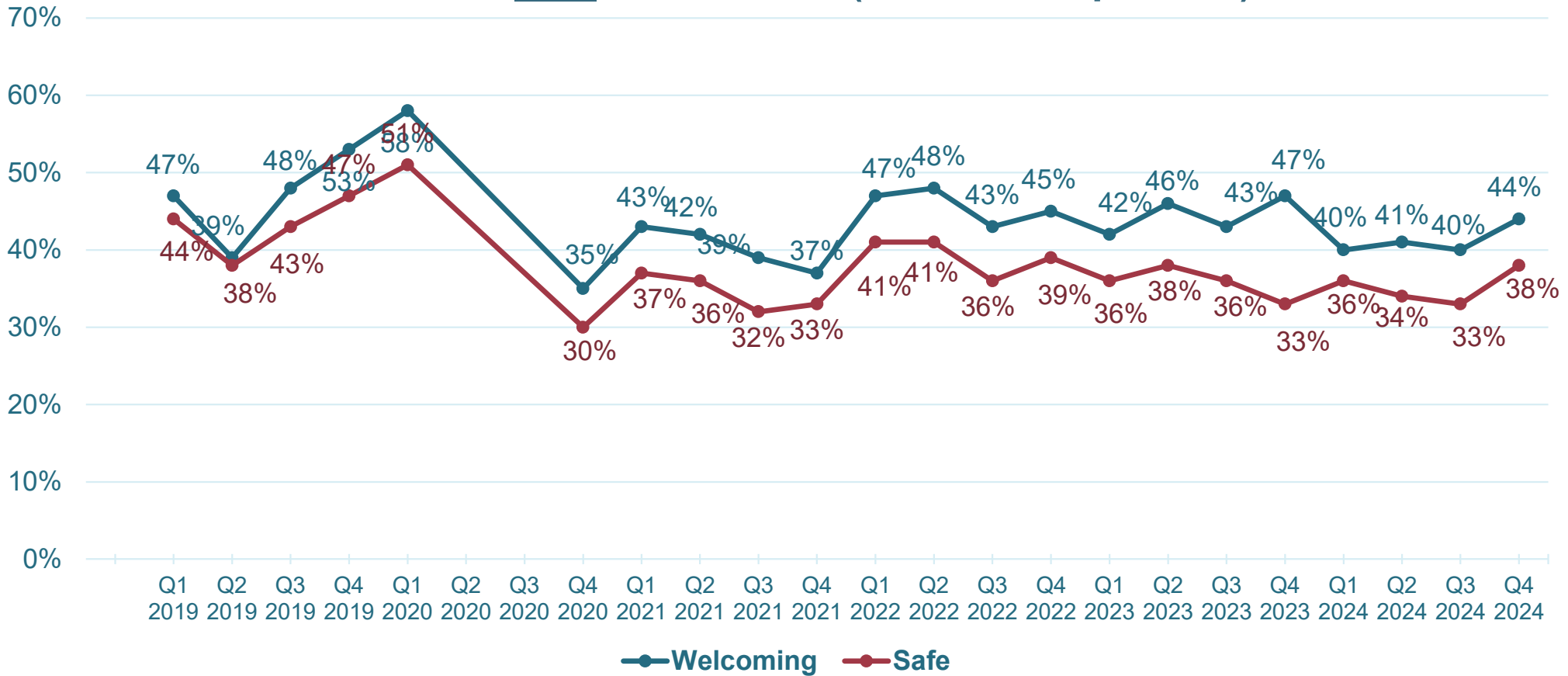


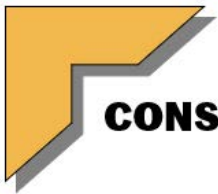


PORTLAND CONSUMER RESEARCH

Q: Portland is a welcoming destination. (AGREE - Top 2 Box)

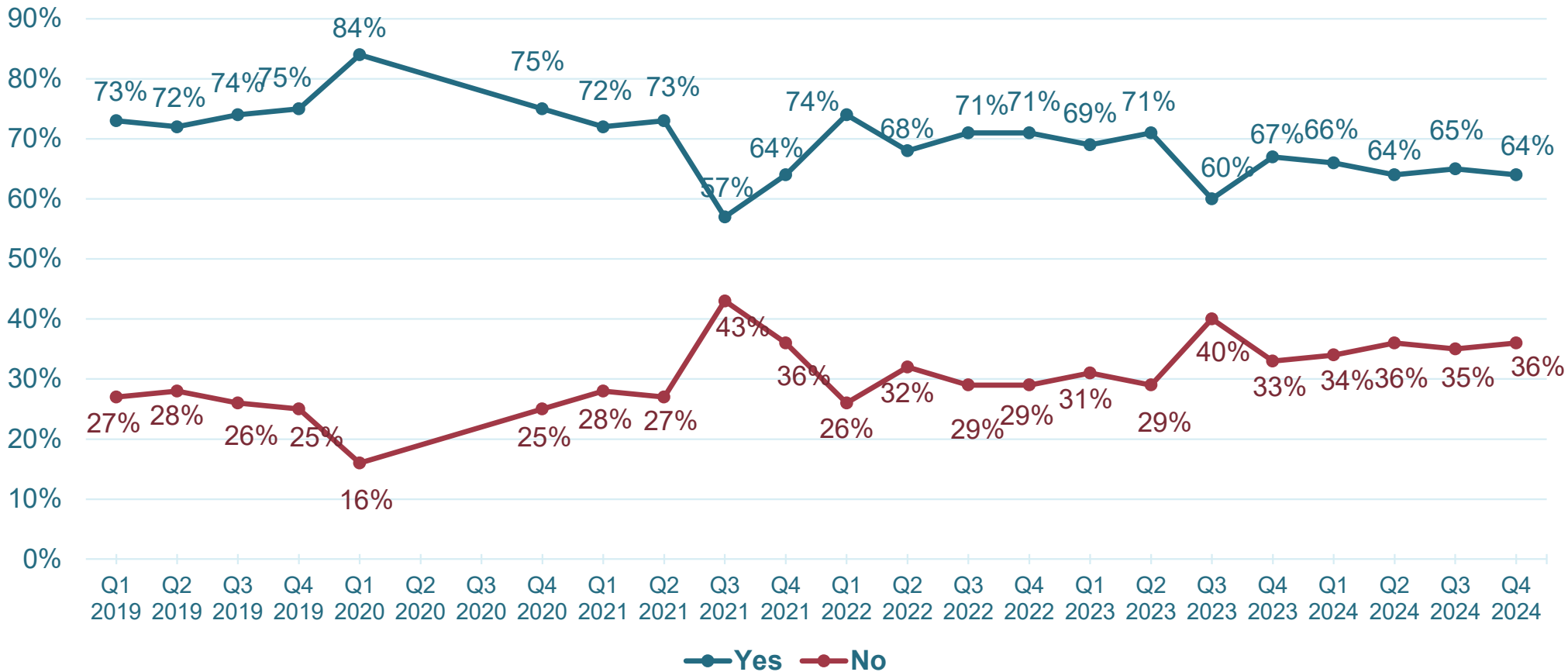
Q: Portland is a safe destination. (AGREE - Top 2 Box)

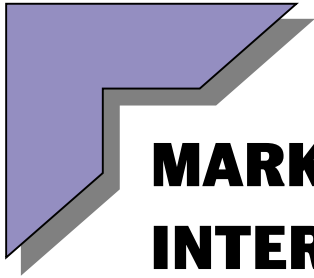




PORTLAND CONSUMER RESEARCH

Q: If you have visited Portland before, are you likely to visit again?





MARKETING & INTERNATIONAL TOURISM

MARKETING		
TravelPortland.com	1st Quarter	YTD
Visits	1,568,192	1,568,192
International Visits	97,700	97,700
Referrals	209,550	209,550
Business and Event Detail Views	652,631	652,631
TravelPortland.com/meetings		
Venue Finder Page Views	973	973

Source: Google Analytics

INTERNATIONAL TOURISM SALES		
International Visits/Arrivals*	2nd Quarter	4th Quarter
Portland**	N/A	N/A
Competitive Set***	N/A	N/A

*Source: Tourism Economics - An Oxford Economics Company reports twice during the calendar year.

**Be within 20% of our competitive sets' performance for overall visits/arrivals (5 year rolling basis).

***Competitive set = Denver, Salt Lake City, Minneapolis

****This will be a re-building goal for 5 years.



DIVERSITY EMPLOYMENT STATISTICS 2024-25

TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATEGORIES

	September 30, 2024		First Quarter		
Job Category	Category Number	Total	Actual Percentage	Goal Percentage	Objective
	Number of Females	Number of Staff			
Executive/Senior Level	5	13	38%	40-60%	Improve
First/Mid Level Manager	8	11	73%	40-60%	Monitor
Professionals	16	22	73%	40-60%	Monitor
Sales Workers	9	10	90%	40-60%	Monitor
Admin Support Workers	13	18	72%	40-60%	Monitor
Total	51	74	69%	40-60%	Monitor
	Number of Minorities	Number of Staff			
Executive/Senior Level	4	13	31%	15-33%	Monitor
First/Mid Level Manager	2	11	18%	15-33%	Monitor
Professionals	7	22	32%	15-33%	Monitor
Sales Workers	4	10	40%	15-33%	Monitor
Admin Support Workers	10	18	56%	15-33%	Monitor
Total	27	74	36%	15-33%	Monitor
This report is based on current full and part-time staff.					



FIRST OPPORTUNITY TARGET AREA (FOTA) 1ST QUARTER 2024-25

HIRING

Job Posting Locations	The Skanner	El Hispanic News	Hispanic Chamber
	WorkplaceDiversity.com	Urban League	Monster.com
	VeteransConnect.com	Mosaic Metier	PDX Pipeline
	HispanicDiversity.com	Partners in Diversity	AllDiversity.com
	DisabilityConnect.com	Indeed	LinkedIn
	OutandEqual.com	Destinations International	Travel Portland website
	LGBTConnect.com	H-Careers	PDX Women in Tech
	Black Travel Alliance	Mac's List	Oregon Destination Assn
Current Employees residing in MERC FOTA		14	

PURCHASING (YTD)

Travel Portland expenditure with MERC FOTA area businesses	\$1,202,990
--	-------------

PARTNERSHIP

Total Partners	Within FOTA	Diverse Partners/Minority (Self-Identified)	Women-Owned
1701	333	268	319

MWESB PURCHASING PARTICIPATION FY 2024-25 (YTD)

	MWESB Expended	Total Expended	Percentage of Total Spend on MWESB Expended
COBID or Other State Certified	\$146,825	\$1,825,121	8%
Self-Reported	\$397,281	\$1,825,121	22%
Total	\$544,107	\$1,825,121	30%

For the last 36 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

OCC SALES AND MARKETING BUDGET

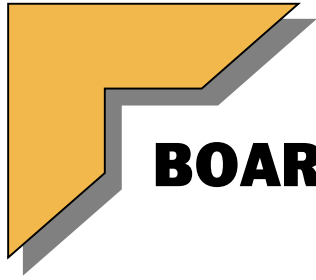
	Annual Budget	MERC QTR Ending 09-30-24	TID/TLT QTR Ending 09-30-24	Subtotal QTR Ending 09-30-24	Sum MERC YTD 06-30-25	Sum TID/TLT YTD 06-30-25	Sum of YTD 06-30-25	Percent
Expenses								
<u>MERC Supported - Professional Services</u>								
Professional Services								
<u>Convention Sales</u>								
<u>Direct Sales:</u>								
Subtotal - Convention Sales Professional Services	1,859,725	500,439	31,800	532,239	500,439	31,800	532,239	28.62%
<u>Program Support</u>								
Subtotal - Program Support	278,959	69,740	0	69,740	69,740	0	69,740	25.00%
<u>Research</u>								
Subtotal - Reserach Professional Services	88,725	36,173	0	36,173	36,173	0	36,173	40.77%
<u>Convention Services</u>								
Subtotal - Convention Services Professional Services	268,025	82,890	0	82,890	82,890	0	82,890	30.93%
<u>Other Contractual Professional Services</u>								
Subtotal - Other Contractual Professional Services	333,825	130,400	12,450	142,850	130,400	12,450	142,850	42.79%
<i>Total - MERC Supported - Professional Services</i>	<u>2,829,259</u>	<u>819,640</u>	<u>44,250</u>	<u>863,890</u>	<u>819,640</u>	<u>44,250</u>	<u>863,890</u>	<u>30.53%</u>
<u>Other Non-Contractual Professional Services</u>								
<i>Total - Other Non-Contractual Professional Services</i>	<u>0</u>	<u>0</u>	<u>51,764</u>	<u>51,764</u>	<u>0</u>	<u>51,764</u>	<u>51,764</u>	<u>0.00%</u>
<u>Convention Sales - MERC Supported Program of Work</u>								
<u>Sales Calls, Trips and Missions</u>								
Subtotal - Sales Calls, Trips and Missions	220,000	5,540	0	5,540	5,540	0	5,540	2.52%
<u>Multicultural Sales Efforts</u>								
Subtotal - Multicultural Sales Efforts	120,000	54,786	0	54,786	54,786	0	54,786	45.65%
<u>Trade Shows and Indusy Events</u>								
Subtotal - Industry Trade Shows and Events	865,500	270,866	0	270,866	270,866	0	270,866	31.30%
<u>Familiarization Tours & Site Visits</u>								
Subtotal - Familiarization Tours	440,000	89,497	0	89,497	89,497	0	89,497	20.34%
<u>Other Programs</u>								
Subtotal - Other Programs	244,000	111,412	0	111,412	111,412	0	111,412	45.66%
<i>Total Convention Sales MERC Supported Program of Work</i>	<u>1,889,500</u>	<u>532,102</u>	<u>0</u>	<u>532,102</u>	<u>532,102</u>	<u>0</u>	<u>532,102</u>	<u>28.16%</u>
Other Departments - MERC Supported POW								
<u>Convention Services - Other Programs</u>								
Subtotal - Con Svcs - Other Programs	125,000	53,013	0	53,013	53,013	0	53,013	42.41%
<u>Research - Other Programs</u>								
Subtotal - Research - Other Programs	100,000	100,000	10,793	110,793	100,000	10,793	110,793	110.79%
<u>DEI - Other Programs</u>								
Subtotal - DEI - Other Programs	125,000	69,999	0	69,999	69,999	0	69,999	56.00%
<u>Communications/PR</u>								
Subtotal - Comm/PR - Other Programs	125,000	38,130	0	38,130	38,130	0	38,130	30.50%
<u>Marketing</u>								
Subtotal - Marketing - Other Programs	283,241	283,241	250,731	533,972	283,241	250,731	533,972	188.52%
<i>Total Other Depts MERC Supported Program of Work</i>	<u>758,241</u>	<u>544,383</u>	<u>261,524</u>	<u>805,907</u>	<u>544,383</u>	<u>261,524</u>	<u>805,907</u>	<u>106.29%</u>
<i>Grand Total</i>	<u>5,477,000</u>	<u>1,896,125</u>	<u>357,538</u>	<u>2,253,663</u>	<u>1,896,125</u>	<u>357,538</u>	<u>2,253,663</u>	<u>41.15%</u>

Travel Portland
Balance Sheet
(Statement of Financial Position)

	Actual Prior Period YTD 8/31/2024 Column A	Actual Current YTD 9/30/2024 Column B	Change MTM Percentage Column C	Actual Prior YTD 9/30/2023 Column D	Change YOY Percentage Column E
Assets					
Cash and Cash Equivalents	3,503,301	7,962,311	56%	7,137,840	12%
Investments	5,700,517	5,785,010	1%	5,000,999	16%
Accounts Receivable	7,484,015	867,136	-763%	853,970	2%
Prepaid Assets	1,560,511	1,568,962	1%	1,013,322	55%
Fixed Assets, net	1,491,038	1,456,613	-2%	1,814,275	-20%
Other Assets	3,708,422	3,475,552	-7%	3,850,442	-10%
Total Assets	23,447,805	21,115,585	-11%	19,670,849	7%
Liabilities and Net Assets					
Liabilities					
Accounts Payable & Accrued Expenses	4,586,539	5,160,462	11%	4,537,447	14%
Accrued Personnel	3,178,839	3,056,093	-4%	2,414,586	27%
Deferred Revenue	894,952	891,427	0%	300,498	197%
Other Fiduciary Liabilities - RCTP/RRSF	2,312,620	1,535,958	-51%	-94,771	-1721%
Loan Liability	0	0	0%	0	0%
Total Liabilities	10,972,950	10,643,940	-3%	7,157,760	49%
Net Assets					
Undesignated	8,093,522	6,090,312	-33%	8,131,756	-25%
Board Designated - Operating Reserve	4,381,333	4,381,333	0%	4,381,333	0%
Total Net Assets	12,474,855	10,471,645	-19%	12,513,089	-16%
Total Liabilities and Net Assets	23,447,805	21,115,585	-11%	19,670,849	7%

Travel Portland
Income Statement
(Statement of Financial Activities)

	Actual (Prior Year) YTD 9/30/2023 Column A	Actual YTD 9/30/2024 Column B	Budget YTD 9/30/2024 Column C	Actual (Prior Year) Full Year 6/30/2023 Column D	Approved Budget Full Year 6/30/2024 Column E
Revenue					
City/County Lodging Tax (1%)	1,547,938	1,466,943	1,515,507	5,400,785	5,627,408
Tourism Improvement District (TID = 2% + 1%)	4,991,251	4,515,906	4,886,671	17,525,506	17,908,639
MERC (OCC Contract)	1,341,125	1,369,250	1,361,112	5,364,500	5,444,448
Partnership Dues	64,453	48,895	0	210,742	0
Fees Earned & Other Income	361,732	248,660	213,255	1,269,640	853,020
EDA Grant	71,312	0	0	385,550	0
Trade-Out/In-Kind	0	0	0	0	0
Cooperative Programs	6,700	3,000	0	-2,225	0
Regional RCTP (from Travel Oregon)	348,229	874,763	514,302	2,003,027	2,057,208
Travel Oregon Grant	0	202,000	125,001	100,000	500,004
Cultural Tourism	34,981	49,686	68,439	253,458	273,756
Visitor Development Fund (VDF)	0	0	0	0	0
Total Revenue	8,767,722	8,779,103	8,684,287	32,510,983	32,664,483
Expenses					
Convention Sales	2,435,777	1,951,903	1,715,760	7,011,095	6,863,032
Research	130,652	160,957	173,367	477,426	693,467
Marketing	2,193,899	3,390,996	2,722,059	11,239,184	10,888,232
Convention Services	209,116	335,734	284,094	995,812	1,136,376
Events	82,575	70,183	154,848	580,390	619,392
International Tourism	255,464	280,110	449,913	1,726,047	1,799,652
Communications/PR	348,275	392,613	240,336	1,252,347	961,344
Regional RCTP (from Travel Oregon)	388,916	874,619	514,308	2,003,027	2,057,232
Community Engagement	264,732	146,380	154,947	1,396,318	619,788
Destination Affairs	0	483,195	479,220	0	1,916,880
Visitor Services	114,537	181,516	165,273	581,906	661,092
Equity Diversity Inclusion (EDI)	136,745	166,700	151,254	593,755	605,016
Program Support	1,101,236	1,728,793	1,332,444	4,204,727	5,329,771
Total Expenses	7,661,924	10,163,698	8,537,823	32,062,033	34,151,274
Net Surplus/(Deficit)	1,105,797	-1,384,595	146,464	448,949	-1,486,791



BOARD OF DIRECTORS

LAST NAME	FIRST NAME	COMPANY	OFFICERS	COMMITTEE CHAIR
Andrejic	Dragan	The Nines Hotel		
Boss	Dani	Holiday Inn Portland-Columbia Riverfront		
Bramlett	Tiquette	Our Legacy Harvested		
Brown	Jeff	Hotel Eastlund		
Browne	Marie	The Ritz-Carlton Portland		
Burnett	Becky	Host2Host/Hive Hospitality		
Cairo	Michelle	Olympia Provisions		
Cohen	Howard	The Benson Portland		
Daley	Mike	Sheraton Portland Airport Hotel		
Davis	Heather	Portland Timbers		
Faustin	Bertony	Abbey Creek Vineyard		
Hasan	Naim	Naim Hasan Photography @ N2H Media Group		Multicultural Tourism Advisory Committee
Hawkins	Rick	Geffen Mesher	Treasurer	Budget and Finance Committee
Huffman	Kurt	ChefStable	Chair-elect	
Lang	Brian	Hyatt Regency Portland at the Oregon Convention Center	Vice Chair	
Liu	Michael	Fubonn Shopping Center		
Lopuszynski	Ziggy	Crowne Plaza Portland - Downtown Convention Center		
Martinez	Martin	Orox Leather Co.		
McAllister	Martin	Portland Marriott Downtown Waterfront	Past Chair	Tourism Improvement District Committee
McCarey	Heather	Explore Washington Park		
McLeod	Mike	Hilton Portland Downtown & The Duniway		
Patel	Ash	Canterbury Group, Inc.		
Patel	Katen	K10 Hotels, LLC	Chair	
Rubio	Carmen	City of Portland		
Simpson	Ashton	Metro		
Tigner	Ryan	iTrip Vacations Northwest		
Vega Pederson	Jessica	Multnomah County		
Weston	David	Doubletree by Hilton Hotel Portland		Convention Sales Steering Committee
Weston	Linda	Rapporto		Partner Services Committee, Nominating Committee