



600 NE Grand Ave.
Portland, OR 97232-2736

Metro Council and MERC Joint Workshop

Thursday, April 3, 2025

10:30 AM

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

Metro Council and MERC Joint Workshop

This meeting will be held electronically and in person at the Metro Regional Center Council Chamber.

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

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

10:30 Call to Order

Public Private Partnerships Workshop

[25-6227](https://www.metro.net/25-6227)

Presenter(s): Paul Slyman, Metro
Association for the Improvement of American Infrastructure
(AIAI)

Attachments: [Staff Report](#)
[Attachment 1 - Resolution No. 25-5450](#)
[Attachment 2 - Resolution No. 25-5451](#)

- 10:30 a.m. Overview and Introduction
- 10:45 a.m. The Business Case for a P3
- 11:15 a.m. Top 10 Critical Issues When Procuring a P3
- 12:00 p.m. Case Study Overview
- 1:15 p.m. Best Practices in Deal Structuring and Contract Management
- 1:45 p.m. Best Practices in Risk Allocation and Surety
- 2:00 p.m. Picking the Right Advisors and Partners
- 2:15 p.m. How to Create Strong Competitive Programs
- 2:45 p.m. Q&A

3:00 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.

Metro의 差別禁止通知

Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。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 ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។
បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឱ្យគេបកប្រែសម្រាប់លោកអ្នក ។

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 ntxuj weekdays) 5 hnuv ua hauj lwv ua ntej ntwm lub rooj sib tham.

Public Private Partnerships Workshop
Work Session Topics

Joint MERC and Metro Council Work Session
Thursday, April 3, 2025

APRIL 3, 2025 PUBLIC PRIVATE PARTNERSHIP WORKSHOP STAFF REPORT

Date: March 17, 2025
Department: COO/Council
Meeting Date: April 3, 2025
Length: 5 hours (with working lunch)

Prepared by: Stephanie Redman,
stephanie.redman@oregonmetro.gov,
503-347-4587
Presenters: Paul Slyman, Metro, he/him;
Personnel of Assoc. for the Improvement
of American Infrastructure (AIAI), TBD.

ISSUE STATEMENT

In January 2025, Metro Council and the Metropolitan Exposition Recreation Commission (MERC), through their respective resolutions 25-5451 and 25-02 entitled *For the Purpose of Redeveloping the Portland Expo Center as a Sports-Oriented Destination*, directed staff to

- A. 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.
- B. 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.
- C. 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.
- D. Within the current venue constraints, 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 Metro Council every 180 days on progress booking sports-related events.

Similarly, Council and MERC adopted Resolution 25-5450 and Resolution 25-01, respectively, entitled *For the Purpose of Representing and Memorializing the History and Cultures Associated with the Portland Expo Center* to direct staff actions on this topic. Progress on the seven action items in those resolutions is provided periodically to Council and MERC through scheduled project updates.

In preparation of the development of the criteria described in B, above, staff have arranged for the Association for the Improvement of American Infrastructure (AIAI) to provide a workshop on public-private partnerships to Council, MERC, partners, and staff on April 3, 2025.

The workshop is intended to provide all with a shared understanding of the mechanics of a public-private development partnership (P3), what the public and private sectors bring to the partnership, P3 risks and benefits, and shared vocabulary about P3s and the P3 development process.

This workshop will help Metro identify criteria for solicitation of a public private partnership for full build out of the recommended Expo Center sports redevelopment scenario, including representation and memorialization of the histories and cultures associated with the site. It will provide Council, MERC, and others with a common vocabulary and knowledge to use when evaluating a potential P3 for Expo Future, as well as for other Metro projects.

ACTION REQUESTED

- Council and MERC attendance at the workshop, which is structured as a public joint meeting of Council and MERC.
- Council and MERC's questions of AIAI subject matter experts during the workshop to expand shared understanding of P3 concepts and practices.

IDENTIFIED POLICY OUTCOMES

The April 3 workshop is intended to provide Council, MERC, and others with a shared understanding of and common vocabulary for public private development partnerships, including during future discussion and consideration of the use of P3s at Metro.

Policy options are not being proposed during the workshop. As always, Council input on the Expo Future project is warmly welcomed.

POLICY QUESTION(S)

This workshop on public-private development partnerships will help Councilors, MERC, and staff assess whether a P3 is a relevant and desirable tool to use to achieve the vision for Expo Future and Metro's goal of ensuring long-term financial sustainability for Expo.

POLICY OPTIONS FOR COUNCIL TO CONSIDER

This workshop is provided to Council and MERC for informational purposes only. Policy options are not being proposed for Council or MERC consideration at the meeting.

STAFF RECOMMENDATIONS

Not applicable. Council and MERC are not asked to take action during the meeting.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

In January 2025, Council and MERC directed staff to proceed with activities that support meaningful representation and memorialization of the histories and cultures associated with the Expo site and to pivot Expo to a sports-centric venue. These activities will support Metro’s goal of ensuring long-term financial sustainability of the Portland Expo Center.

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 one hundred 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 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.
Jan. 8, 2025	MERC unanimously adopts Resolution 25-01: For the Purpose of Representing and Memorializing the Histories and cultures Associated with the Portland Expo Center and Resolution 25-02: For the Purpose of Redeveloping the Portland Expo Center As A Sports-Oriented Destination Venue.
Jan. 9, 2025	Metro Council unanimously adopts Resolution 25-5450: For the Purpose of Representing and Memorializing the Histories and cultures Associated with the Portland Expo Center and Resolution 25-5451: For the Purpose of Redeveloping the Portland Expo Center As A Sports-Oriented Destination Venue.

Jan. to March 2025	Project staff begin work to develop FY25-26 budget requests, establish a timeline for project activities, research public private partnership best practices, develop the scope of work for Expo cultural resources assessment, plan for website content updates, and complete Phase 2 close-out activities
March 2025	At the request of Council and MERC, staff present a progress update to Metro Council and provide MERC with a written progress update for the period of January 10 to March 10, 2025.

ATTACHMENTS

1. Resolution 25-5450 adopted by Metro Council January 9, 2025
2. Resolution 25-5451 adopted by Metro Council January 9, 2025

Attachment 1

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REPRESENTING AND) RESOLUTION NO. 25-5450
MEMORIALIZING THE HISTORIES AND)
CULTURES ASSOCIATED WITH THE) Introduced by Council President Lynn
PORTLAND EXPO CENTER) Peterson

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; and

WHEREAS, the Metropolitan Exposition Recreation Commission adopted an identical resolution at its meeting on January 8, 2025; now therefore,

BE IT RESOLVED that the Metro Council

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 Metro Council.
3. Directs 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. Directs 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 the study and, once complete, present the study's findings.
5. Directs 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. Directs staff to develop cost estimates and 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. Directs 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.

ADOPTED by the Metro Council this 9th day of January 2025.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney

Attachment 2

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REDEVELOPING THE) RESOLUTION NO. 25-5451
PORTLAND EXPO CENTER AS A SPORTS-)
ORIENTED DESTINATION VENUE) Introduced by Council President Lynn
) Peterson

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; and

WHEREAS, MERC adopted an identical resolution at its meeting on January 8, 2025; now therefore,

BE IT RESOLVED that the Metro Council

1. Accepts the preferred sports development scenario presented by the Expo Future Sports & Facilities Committee on December 10, 2024, and directs staff to continue to analyze and refine the scenario and provide regular updates to Metro Council as the project progresses.
2. Directs 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. Directs 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. Directs 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. Directs 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 Metro Council every 180 days on progress booking sports-related events.

ADOPTED by the Metro Council this 9th day of January 2025.

Lynn Peterson, Council President

Approved as to Form:

Carrie MacLaren, Metro Attorney