Council work session agenda

Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Tuesday, September 17, 2019 **2:00 PM** **Metro Regional Center, Council Chamber**

2:00 Call to Order and Roll Call

2:05 Safety Briefing

Work Session Topics:

2:10 Resiliency Work Plan 18-5266

Presenter(s): Sasha Pollack, Metro

Attachments: Work Session Worksheet

2:55 Oregon Zoo Strategic Plan 18-5267

Presenter(s): Don Moore, Metro

Attachments: Work Session Worksheet
Oregon Zoo Strategic Plan Draft

3:55 Regional Investment Strategy Update 18-5262

Presenter(s): Andy Shaw, Metro

4:25 Chief Operating Officer Communication

4:30 Councilor Communication

4:35 Adjourn

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

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February 2017

Resiliency Work Plan

Work Session Topics

Metro Council Work Session
Tuesday, September 17, 2019
Metro Regional Center, Council Chamber

600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

RESILIENCY WORK PLAN PROPOSAL

Date: 9/03/19	Prepared by: Sasha Pollack, (503) 517-6907, sasha.pollack@oregonmetro.gov
Department: COO's office	Presenter: Sasha Pollack, Interim Resiliency Program Manager
Meeting Date: 9/17/19	Length: 45 minutes

ISSUE STATEMENT

Council has proposed creation of an agency wide "Resiliency Program" to reduce vulnerability in the region from natural hazards, the growing impacts of climate change and a wide variety of other social and economic factors. After a few months of work the interim Resiliency Program Manager is proposing a first phase of this program and seeking council input and support.

ACTION REQUESTED

Staff requests feedback on the proposed 2 year initial work plan for this program in order to move forward with the hiring process for the permanent Resiliency Program Manager position and propose budget requests to support the new program in the 2020-2021 budget.

IDENTIFIED OUTCOMES

Proposed Outcomes (*as this is a new program and no specific outcomes have yet been determined by council*)

- Council members have a shared and agreed upon understanding of our regional resiliency and vulnerability, and they create a mutually agreed upon scope for Metro's Resiliency Program.
- Any expanded Metro resiliency efforts fill identified regional gaps and are supported by local, state and federal partners and fit under well understood Metro expertise and authority.
- Regional investments in land, natural areas, affordable housing, solid waste management, and transportation infrastructure foster a region that can adapt to stresses

and shocks created by natural hazards, a changing climate and social and economic factors.

POLICY QUESTIONS

- What should the initial 18-24 months of work under Metro's Resiliency Program entail?
- Are there additional indices or issue areas that should be included in a Resiliency Assessment?
- What resources and data do we need in order to get to a place where Metro can help implement policies that accelerate the timeline of reduced vulnerability?

POLICY OPTIONS FOR COUNCIL TO CONSIDER

The proposed work plan over the next 18-24 months consists of three components, a regional resiliency assessment, an index of current resiliency impacting programs in the region plus a gap analysis of these programs, and finally, work to further integrate resiliency into the day to day work that Metro is already doing. The goal of the first two of these projects would be to create a common understanding of our current resiliency and vulnerability as a region and, with our local, state and federal partners, identify opportunities for projects that would enhance our resiliency. By working between now and then to both better integrate resiliency into our current work and also build more consistency around any current resiliency work, Metro will be primed to make policy decisions and investments to significantly move the needle to reduce the Portland region's vulnerability and take on significant portions of that work moving forward with a particular focus on Mitigation and Recovery.

Assessment:
To effectively and measurably increase resiliency in the Portland Metro Region we need to begin with a Resiliency Assessment – a clear picture of our current vulnerability. The goal of this assessment is twofold, with this assessment we can not only identify our current resiliency but also better understand the breadth of issues and data that impact resiliency which will allow Metro leadership to make better determinations on the scope of future Resiliency projects.

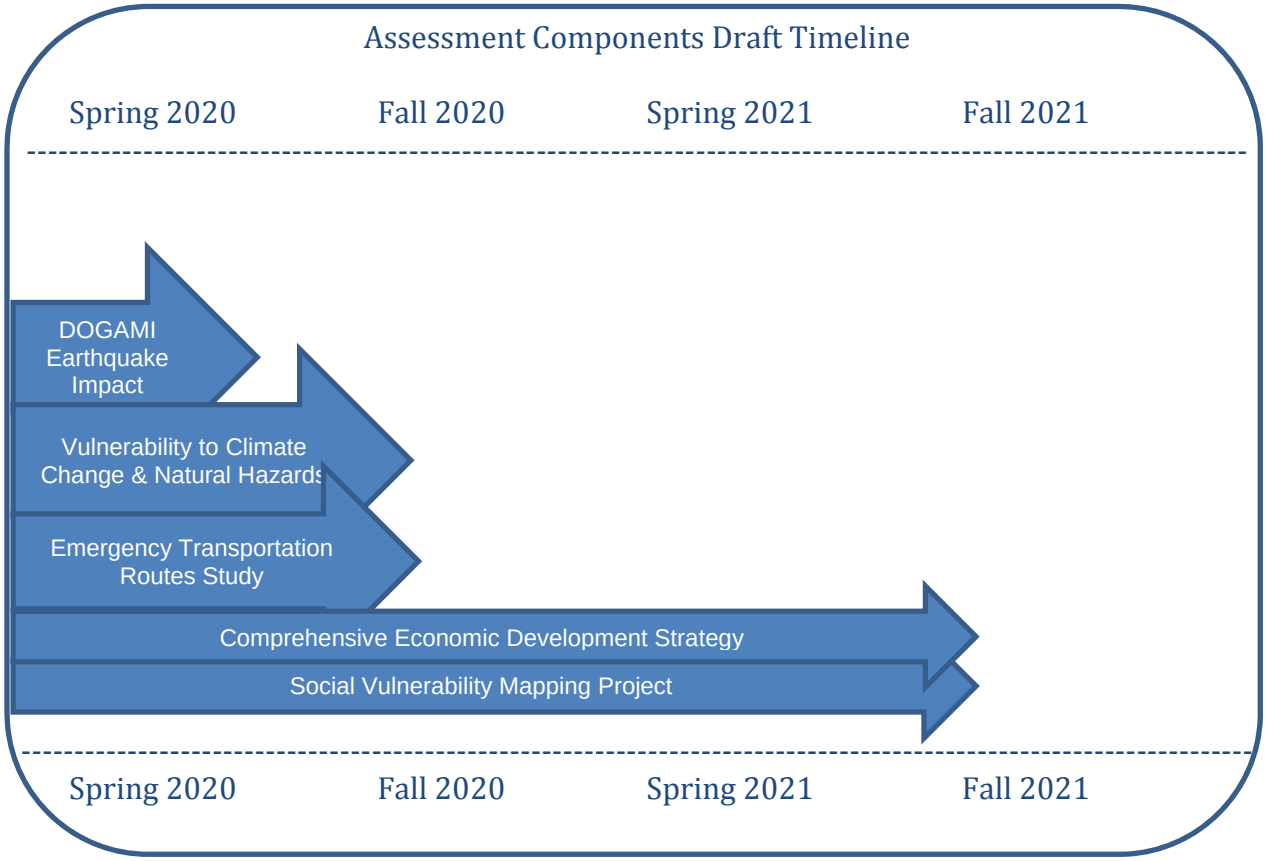
Because Resiliency is impacted by a number of factors, this assessment will provide a holistic view of our regional resiliency – not just based on our vulnerability to natural hazards but that also incorporates other components that impact our resiliency. A proposed list of data sets, studies and indices that should be drawn from to create a Resiliency Assessment should include (but may not be limited to):

- Social Vulnerability (RDPO led Social Vulnerability Mapping project)
- Economic Vulnerability (GPI Comprehensive Economic Development Strategy (CEDS) 2020-2025 assessment, Economic Value Atlas)
- Vulnerability to Natural Hazards/ (Metro 2040 Growth Concept Refresh / RDPO regional natural hazard assessment)
- Vulnerability to Climate Change (Metro 2040 Growth Concept Refresh)

- Vulnerability of our Infrastructure & Transportation Routes (DOGAMI Earthquake Regional Impact analysis, Metro/RDPO Emergency Transportation Routes Update, Other TBD)

Much of the data needed to create a Resiliency Assessment is the same as that needed to guide investments to create "vibrant" communities. Therefore it's proposed that much of the assessment be incorporated into the Regional Barometer project. This helps not only integrate the resiliency indices into a region and organization wide project but also adds value to the Barometer project by expanding the types of data we include to help inform our programs and measure our vibrancy and resiliency moving forward.

Since much of this work is iterative and the data sets will be available at different times, an update to council every 6-12 months will help to provide status updates as the Assessment grows.



Index of existing programs & Gap analysis:

Once an assessment of regional vulnerability is completed the next proposed action would be to determine what existing programs are already working to increase resiliency in the region, both those at Metro and beyond. Using both the snapshot of current resiliency provided by the Assessment and the Index of current programs, a Gap analysis can be created to determine where opportunities for new programs exist. The combination of these tools will provide a shared regional understanding of our current resiliency status and also help set measureable goals for current projects. It will also give Metro leadership

sufficient information on which issues are already being addressed, where there are gaps, and help determine opportunities prime for additional efforts, by Metro and our partners, to increase resiliency.

Integrating Resiliency into existing projects and programs:
Metro is already engaging in significant amounts of work that are explicitly or implicitly related to resiliency. An in depth look at how Resiliency is related to the various overarching planning documents that guide Metro work is attached in Appendix A. A final component of the first phase of the Resiliency Program will be to make this work more consistent, cohesive and coordinated. To this end the Resiliency Program Manager will continue to participate in projects with an identified Resiliency component, such as the Growth Concept Refresh, and work to provide cohesive vocabulary and concepts to support all the work identified in the index of current work (see above).

Additionally, a Resiliency Team made up of staff from various departments will come together monthly to help support the indexing of current Metro resiliency work and to help de-silo the Resiliency work and offer departmental colleagues support and insight as needed. This team would support the Resiliency Program Manager in compiling an annual report on Resiliency efforts to be presented to Council.

One component of Metro's current work that the Resiliency Program will engage with is the Emergency Management Planning effort. These two efforts should be integrated but separate. The Emergency Management effort is primarily focused on Metro operations – creating business continuity plans to be used in various emergency situations to ensure the safety of Metro staff, customers and assets, and to allow us to return to business as usual as quickly as possible. This includes the single regional disaster response role currently assigned to Metro – Disaster Debris Management. Conversely, the Metro Resiliency program is focused on how additional Metro efforts can increase regional resiliency with a focus on mitigation and recovery rather than preparedness and response. However, while these two programs are separate there will need to be significant coordination and integration, so the Resilience Program Manager will continue to support the Emergency Management effort as it moves forward.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION

- **How is this related to Metro's Strategic Plan (to be developed in 2019) or Core Mission?**

Metro is guided by **six outcomes characteristic of a successful region**: vibrant communities, economic prosperity, safe and reliable transportation, leadership on climate change, clean air and water and equity. All of these rest on and presume the ability to anticipate, withstand and bounce back from, (or be resilient in the face of) long term stresses and unexpected shocks, whether from natural hazards or social and economic factors. Metro's current work includes significant obligations and objectives to consider and prioritize resiliency in the face of natural hazards and climate change, as well as day to

day resiliency challenges. From the Regional Framework Plan to the Regional Transportation Plan and the Regional Waste Plan, Natural Hazard resiliency, Climate Resiliency and the components of day to day Resiliency are called out again and again. Of the three current components of the Regional Investment Strategies Resiliency is called out in both the T2020 project ("Supports Resiliency" is one of the Council Direction: Outcomes), and the proposed Regional Parks Bond ("Make communities more resilient to climate change.").

All of this shows Metro's ongoing and longstanding commitment to incorporating Resiliency into its programs and planning. A resiliency assessment and an internal Resiliency index will allow Metro to do our own resiliency work more cohesively and put it in context of regional measurable goals. This way Metro can ensure any new resiliency efforts will increase resiliency in ways that are meaningful, targeted, and culturally appropriate and in line with Metro's other desired outcomes.

- **How does this advance Metro's racial equity goals?**

Resiliency at Metro should be deeply integrated with and reflective of the ongoing equity work overseen by DEI since numerous studies have shown that hazards disproportionately impact low income and minority communities, that they receive fewer resources to recover, and that disruptions often exacerbate inequalities to the point that white residents are often actually better off after a natural disaster than before while people of color become further disadvantaged. By including a Social Vulnerability Mapping component to our assessment, and by integrating Equity into the other components of our assessment we will ensure that the work we do will help reduce these disparities, which will in turn advance Metro's racial equity goals.

- **How does this advance Metro's climate action goals?**

While this work plan deals with reducing the impacts of climate change, it does not directly address minimizing contributions to global warming.

- **Known Opposition/Support/Community Feedback**

News of the new Resiliency Program at Metro has received significant support from emergency preparedness partners who are eager for Metro to get more deeply involved in Resiliency work, in particular in the areas where our expertise and jurisdiction is well known, land use and transportation planning, data analysis and research, etc.

There is no known opposition at this time, however as in any instance where new work for Metro is proposed, there will likely be concern and opposition from a variety of sources. It is for this reason that it is critical to work with our partner jurisdictions and other stakeholders to establish both the index of current work being done and the gap analysis so that decisions to embark on new work come from a place of shared understanding and agreed upon needs.

There is the expectation that as we move forward in this process it will require community and stakeholder engagement – it is proposed that this happen primarily through the two proposed stakeholder engagement processes already planned for the regional barometer and the Growth Concept Refresh.

- **Explicit list of stakeholder groups and individuals who have been involved in policy development.**

This work has been developed with engagement from internal Metro staff and Regional Disaster Preparedness Organization (RDPO) participants including local jurisdictional Emergency Management staff and RDPO staff.

- **Legal Antecedents**

There are authorizations in the Oregon Statewide Land Use Planning Goal 7, The Metro Charter and the Urban Growth Management Functional Plan that direct Metro to work to build a region resilient to various natural hazards. See Appendix A for more details.

- **Anticipated Effects**

The Anticipated Effect of approving this work plan is a solidified understanding of the initial phase of the Resiliency Program and providing Council information to allow them to make policy decisions which reduce vulnerability in a variety of ways.

- **Financial Implications (current year and ongoing)**

The current budget provides funding for 1 FTE to carry out this project. Additionally 8 hours of Hatfield Fellow time beginning September 2019 and ending May 2020 is assigned to this program.

In addition to the existing allocation it is expected that for at least the first two years of this project an additional ~ 0.5 FTE allocated to the Research Center will be needed to cover the data development, maintenance and monitoring systems for the Resiliency Program, as well as coordinate with the overlapping data needs of the Regional Barometer, MPO process including the RTP and the Refresh.[1]

Currently data is created for specific projects (Disaster Debris forecasting, Disaster Sanitation Task Force support and general emergency management support through Solid Waste, Emergency Transportation Routes through Planning, Social Vulnerability through a

[1] While it is hoped that Council will take action to approve the general direction for the Resilience Work Plan at their Work Session, any discussion of additional resources is expected to be incorporated into the general 2020-2021 Budget discussion in November. At that point there will be additional information on the synergies and overlaps between new data needs as well as a more concrete idea of the needs exclusive to the Resilience program.

grant), but those data sets will need to be maintained and integrated over time which will take resources beyond current staffing levels for the Research Center. Maintaining these data sets rather than creating data for specific projects is in itself a way that Metro can make the region more resilient – by always having updated information to provide to the region to support Emergency Preparedness and other functions that reduce vulnerability.

Post Assessment (approximately 2022) this program will enter a new phase with new needs and that will provide an opportunity for Council to weigh in on proposed projects and associated resource needs.

In addition to any added Data capacity, it is anticipated that .1 to .15 FTE of additional responsibilities would be added for each of the members of the Metro Resiliency Team in order to coordinate and facilitate the integration of Resiliency efforts into existing Metro work.

BACKGROUND

Metro has been involved in Resiliency for many years. Historically our work was focused on regional mapping, landslides, earthquakes, other hazards, however the work dropped off as funding dried up in late 1990s.

Between 1996 and 1999 with the help of FEMA grant funds, Metro produced a number of publications related to natural hazards including seismic, flooding and landslide and some broader hazard mitigation policy and planning guides. Metro convened a "Natural Hazards Technical Advisory Committee made up of local public and private stakeholders. Metro staffed this work mainly from the Growth Management Services with support from the Data Resource Center and funded positions entitled "Natural Hazards Mitigation Program Coordinator" and "Senior Emergency Management Analyst. Since 1999 there has been limited work on Natural Hazard mitigation and though much of the work we continue to do could be considered "Resiliency" work it has not been classified as such till the decision in early 2019 to initiate this program.

Council indicated in budget amendments early in 2019 an interest in supporting increased resiliency and decreased vulnerability from natural hazards and impacts of climate change. Individual councilors have also indicated an interest in an expanded vision of what Resiliency could encompass, including increased economic resiliency, decreased social vulnerability, water availability and other indicators. Councilors have also expressed interest in exploring Metro's role related to projects of regional significance with known vulnerability to natural hazards, such as the Critical Energy Infrastructure hub and/or the Columbia River Levee system.

ATTACHMENTS

Appendix A – Description of Metro Foundational documents that include Resilience

- Is legislation required for Council action? ☐ Yes ☒ No

Appendix A

Foundational Resilience Direction:

- **Oregon Statewide Land Use Planning Goal 7: Areas Subject to Natural Disasters and Hazards**
  NATURAL HAZARD PLANNING
  - Local governments shall adopt comprehensive plans (inventories, policies and implementing measures) to reduce risk to people and property from natural hazards.
  - Natural hazards for purposes of this goal are: floods (coastal and riverine), landslides, earthquakes and related hazards, tsunamis, coastal erosion, and wildfires. Local governments may identify and plan for other natural hazards.

- **Metro Charter - Section 6. Other Assigned Functions.** Metro is also authorized to exercise the following functions: … (3) metropolitan aspects of natural disaster planning and response coordination;

- **Urban Growth Management Functional Plan**
  Title 3: Water Quality and Flood Management 3.07.310 Intent to protect the beneficial water uses and functions and values of resources within the Water Quality and Flood Management Areas by limiting or mitigating the impact on these areas from development activities and protecting life and property from dangers associated with flooding. [Ord. 97-715B, Sec. 1. Ord. 98-730C, Sec. 1. Ord. 00-839, Sec. 1. Ord. 05- 1077C, Sec. 6.]

Resilience callouts in Metro foundational documents:

The **Regional Framework Plan** has an entire chapter dedicated to the ways in which Metro has and can continue to play an important role in regional resiliency and vulnerability reduction through planning where and how to build, and lists many other objectives concerning resiliency of regional transportation infrastructure, protection of important natural systems including watershed management for "multiple biological, physical and social values" (RFP Chapter 4 page 2)

In the newly adopted **2030 Regional Waste Plan** the underlying shared values include these, which relate to resiliency from acute shocks and chronic stresses:
Prepare for recovery after natural disasters.
Promote inclusive prosperity and living well for all residents of the region.
Increase access to economic opportunities for all communities.
Lead efforts to reduce impacts of climate change and minimize release of toxins in the environment.

And one of the identified components of the "Vision" for the plan is "Preparedness and resiliency: The region's garbage and recycling system is resilient and prepared to recover

quickly from disruptions like natural disasters, while minimizing harmful impacts to the most affected communities."

One important component of Metro's Regional Waste Plan, and Metro's only designated disaster response role, is the implementation of a Disaster Debris Management Plan (DDMP). The DDMP outlines how Metro will prepare for, respond to and recover from a variety of debris-generating incidents from winter storms to a Cascadia Subduction Zone Earthquake. This work is done in conjunction with our regional partners and though it is not housed within the Resiliency program, coordination with this work is critical.

The **Regional Transportation Plan** also calls out and incorporates elements of resiliency in a variety of its objectives in a similar fashion. In particular, objective 5.2 Transportation Security, includes one of the few references in Metro documentation to human caused disaster – "Reduce the vulnerability of the public and critical passenger and freight transportation infrastructure to crime and terrorism." It also includes Climate resiliency as a priority in objective 5.3 Preparedness and Resiliency – "Reduce the vulnerability of regional transportation infrastructure to natural disasters, climate change and hazardous incidents."

Oregon Zoo Strategic Plan

Work Session Topics

Metro Council Work Session
Tuesday, September 17, 2019
Metro Regional Center, Council Chamber

OREGON ZOO STRATEGIC PLAN

Date: September 6, 2019
Department: Oregon Zoo
Meeting Date: September 17, 2019

Prepared by: Sarah Keane x5705
sarah.keane@oregonzoo.org

Presenter(s) (if applicable):
Don Moore, Zoo Executive Director
Sarah Keane, Zoo Finance Director

Length: 60 minutes

ISSUE STATEMENT
The Oregon Zoo has drafted a strategic plan to guide the zoo's work in the next three years towards our mission of **creating a better future for wildlife.**

ACTION REQUESTED
Staff will seek Metro Council approval of Oregon Zoo's Strategic Plan 2020-2023 sometime in the fall of 2019.

Staff also request Metro Council's assistance in carrying out aspects of the strategic plan (see POLICY OPTIONS FOR COUNCIL TO CONSIDER section).

IDENTIFIED POLICY OUTCOMES
Approval of the Oregon Zoo's 2020-2023 Strategic Plan will provide clear guidance to staff around key priorities and goals. It will answer the question "where is the zoo going" for key partners and the community. In addition, the annual budget process will utilize the plan for direction regarding the allocation of the zoo's resources.

POLICY QUESTION(S) & OPTIONS FOR COUNCIL TO CONSIDER
1. Does the strategic plan align with Metro Council priorities?
2. Are there any areas where the Council would like to engage more comprehensively, or areas that are not represented in the current plan? For example:
    a. Legislative advocacy for conservation efforts
    b. Supporting events and honors the zoo and its staff receives
    c. Work with regional partners to increase awareness of programs with other elected and policy-making bodies.

STAFF RECOMMENDATIONS
Staff recommends Metro Council support the Oregon Zoo's 2020-2023 Strategic Plan.

STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION
The zoo's draft strategic plan supports already established/adopted plans and goals of Metro Council.

The Oregon Zoo published its Equity Action Plan in April 8, 2019 and it is a critical component of the strategic plan; it cuts across all of the identified goals**. Metro's Strategic Plan to Advance Racial Equity, Diversity, and Inclusion** was adopted by Metro Council in 2015. While the Strategic Plan to Advance Racial Equity, Diversity, and Inclusion guides the entire agency, each Metro department is responsible for developing its own priorities and integrating Metro's strategic goals into their work. Over the course of two years, members of the Zoo's Racial Equity, Diversity and Inclusion Plan development team drafted the plan, ensuring that it was complementary to the Metro plan.

In 2019, the zoo established the Oregon Zoo Green Team whose charge is to (1) update the Zoo's Sustainability Plan and (2) find green initiatives/ideas and act on them. The Zoo's Sustainability Plan will be in line with the **sustainability goals set by Metro Council**. Some actions taken on the zoo campus in recent years include sub metering a significant portion of the campus, installation of LED lighting, a switch from bottled wine and beer to kegs, a switch from bottled water to aluminum cans, purchase of green energy from Northwest wind projects, installation of a two-port electric vehicle charging station, replacing water heaters with tankless units, installing a high efficiency boiler in the Swamp building, shutting down equipment at night, decommissioning the hippo pool, fixing water leaks, and an efficiency upgrade of Steller Cove. As a result of these efforts, in FY2017-2018 the zoo experienced 20 percent savings in natural gas use, 11 percent savings in electricity use, and 23 percent in water savings compared to the previous year.

In addition to the Green Team the Zoo Bond Projects demonstrate the zoo's commitment to the agency's sustainability goals. The new Education Center is designed for net zero energy and achieved LEED Platinum certification. Some of the key features include more than 700 solar panels, LED lighting, high efficiency heating and cooling systems, rainwater harvesting, rain gardens, a wildlife garden, salvaged building materials, and bird-friendly glass. The Elephant Lands project earned LEED Gold certification. Some of the sustainable features include: pool filtration, improved storm water management, geothermal system, solar photovoltaic panels on Forest Hall roof, solar hot water, and natural ventilation.

Oregon Zoo's strategies are also aligned with the **Climate Smart Strategy** adopted by Metro Council in December 2014. The zoo works closely with Explore Washington Park in trying to direct visitors towards the use of MAX. The zoo recently installed a bike repair station available to bikers in Washington Park. Zoo facilities have goals to reduce the number of fleet vehicles and transition to more fuel-efficient vehicles.

In 2017 an **audit on organizational culture at the Oregon Zoo** was conducted by Metro's Auditor. The draft strategic plan considers recommendations from the findings. Specifically, having a clear strategy will help to clarify the zoo's vision and prioritize actions.

The Oregon Zoo, as a venue of Metro, strives to work as an integrated unit to advance the agency's mission. Many areas of the draft strategic plan overlap with work being done in other areas of the agency or as an overall coordinated effort. To ensure the Oregon Zoo is working as part of Metro, zoo leadership recently met with Metro's External Services Team

to engage in conversations around topics such as disaster preparedness (taking care of agency as well as regional role), transportation, and climate action. In addition to prompting collaboration, the draft plan continues to support already established partnerships across Metro departments to best leverage resources.

BACKGROUND

Community & Staff engagement:

The zoo's strategic planning process was designed with co-creation at the core. Touch points with key partners, community groups, and staff were built in at each step in the design process. Before initial design 15 community partners were interviewed and staff were engaged during two Town Halls. After the draft plan was developed 4 focus groups were held with community and conservation partners and a 4 day gallery walk was offered to staff and public (more than 100 staff participated). Currently, an online survey (available in four languages) is open for broader community input.

The zoo focused on organizations where a relationship was already established. Those included: IRCO, Latino Network, APANO, Youth Mentoring Collective, Camp Elso, PPS Head Start, Portland Metro STEM Partnerships, Explore Washington Park, World Forestry Center, Arlington Heights Neighborhood Association, Portland Children's Museum, Portland Parks & Recreation, Portland Japanese Garden, US Fish and Wildlife Service, the Bureau of Land Management, and Zoo Youth Advisory Council.

- Zoo staff engaged with the community and staff before drafting the strategic plan goals. The areas community and zoo staff want the zoo to focus on are listed below. This feedback was incorporated into the plans goals. Diversity, Equity, Inclusion & Accessibility – staff, programming, experience, and outreach
- Conservation – climate action, sustainability, endangered species
- Education – in-depth experiences for students and teachers, scholarships, internships
- Parking & Transportation – access, costs

These themes emerged from initial interviews and this input informed much of the plan. Some specific examples that are in the current plan include: host culturally specific events co-created with those communities, deepening our conservation network and growing our conservation actions, expand internships, jobs and service learning for marginalized youth.

After the plan was drafted, the gallery walks and focus groups provided some reactive feedback. In general, feedback was very positive on the draft strategic plan regarding clarity, inspiration, confidence in the zoo's direction and connection with the zoo's success. We also received helpful feedback on how we can improve. Several groups felt we were missing the inspiration in our current conservation programs. This is something Metro Council noticed as well during the work session on July 23, 2019. We plan to elevate the work we're doing in climate action and species recovery in the final draft. There were inquiries around community engagement -who we are engaging with and how we are engaging them. The feedback was for deeper community engagement, "Who you are

engaging with matters. One person can't represent an entire community". We plan to act on this through distributing translated versions of the plan and providing an online survey. In addition, there will be a commitment to more community co-creation on zoo programming.

Above represents synthesized feedback. Staff heard from Council in July it would be valuable to add an appendix with the detailed feedback so it does not get lost. This will be added to the final draft.

Strategic Priorities (DRAFT)
Listed below are the seven priorities identified through the strategic planning process. The planning team believes these goals reflect input received by both staff and community and should be the zoo's highest priorities over the course of the next three years.

Lead the Way in Animal Care & Welfare
We're driven to be a leader among zoos in animal care & welfare – this means creating environments in which all our animals thrive. We will accomplish this by steadily ***upgrading habitats*** *based on basic needs and at the same time, testing* ***new innovative approaches*** *that integrate choice and cutting edge techniques for training, enrichment, fitness and research.*

Deliver an Inspiring Guest Experience (Every Time)
The zoo experience is our opportunity to ***WOW guests*** *and* ***connect them to our mission****. Our experience will be welcoming, modern, and transformative as guests experience the wonder of animals at every possible opportunity.*

Drive Wildlife Conservation
Wildlife conservation is at the heart of our mission. We'll ***maximize our impact*** *through meaningful partnerships in species recovery, policy advocacy work, strong conservation networks and inspiring our community and staff to take action.*

Elevate the Staff Experience
Staff is the bedrock of our animal and guest experience. We know we have some of the most knowledgeable and passionate employees among zoos. We also know that we have work to do when it comes to creating a staff experience where staff feel ***included, informed, heard, and connected to the mission and our overall success****. We're ready to do that work.*

Connect with our Community
The zoo is building a brand that shares our commitment to animal care and conservation as well as provides meaningful engagement with diverse communities throughout the region. We'll build on our strong tradition of communication by ***carefully listening to our stakeholders****, especially communities of color, and* ***co-creating programs and experiences*** *that achieve our shared goals and mission.*

Create Diverse, Equitable & Inclusive Environments (DEI)
We strive to create environments that are inclusive to all. Which is why we used DEI as a strategic lens when designing the guest and employee experience. It's also a strategic priority

on its own because this effort ***requires intention, focus and funding to do it right****. The Oregon Zoo is committed to advancing diversity, equity and inclusion and creating safer and more welcoming spaces for everyone.*

Achieve Financial Sustainability

The success of this organization requires that we continue to improve our financial outlook. We'll be ***diligent in our research, strategy, and planning*** *to ensure we steadily increase our revenue while managing expenses so we can continue to invest in our people and our mission for decades to come.*

Performance Measures & Accountability

Each of the above priorities has metrics tied to measuring success. In addition to these being regularly monitored by zoo leadership, these metrics will feed into Metro's performance measure reporting.

- 100% of Oregon Zoo animals experience positive welfare [Animal Care]
- 10,000 conservation actions taken by staff, volunteers, and the community [Conservation]
- Net promoter score of 70 – NPS is a metric used to measure the guest experience and how likely a guest is to recommend a zoo visit to others. [Guest Experience]
- Our diversity meets or exceeds that of the Portland metropolitan area (staff & guests) [DEI]
- 65% of the community connects the Oregon Zoo with our mission [Connect with Communities]
- Employee Engagement Score of 3.8+ [Staff Experience]
- $7 million in operating reserves [Financial Sustainability]

Zoo staff propose an annual update for Metro Council on plan progress including the performance measures as well as more detail around specific initiatives and key milestones.

Staff request any feedback from Metro Council regarding the drafted strategic plan be received by September 25th in order for it to be incorporated into the September 30th design workshop and final plan draft.

ATTACHMENTS

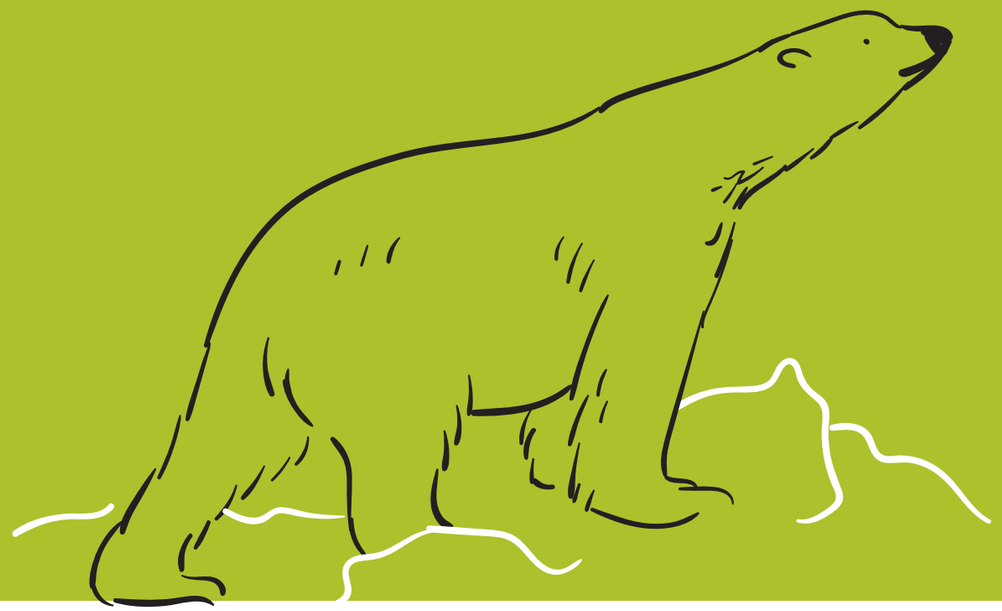
Is legislation required for Council action? ☑Yes ☐ No

- If yes, is draft legislation attached? ☐ Yes ☑ No
- What other materials are you presenting today? Powerpoint, Strategic Plan Draft

OREGON ZOO

Strategic Plan
2020 – 2023

FOCUS AREAS





- Lead the Way in Animal Care & Welfare
- Drive Wildlife Conservation
- Deliver an Inspiring Guest Experience (Every Time)
- Create Diverse, Equitable & Inclusive Environments
- Elevate the Staff Experience
- Achieve Financial Sustainability
- Connect with Our Communities

Lead the Way in Animal Care & Welfare

We're driven to be a leader among zoos in animal care & welfare—this means creating environments in which all our animals thrive. We will accomplish this by steadily **upgrading habitats** based on basic needs and at the same time, testing **new innovative approaches** that integrate choice and cutting edge techniques to training, enrichment, fitness and research.

RELATED PLANS

COLLECTION PLAN

MASTER PLAN

DRAFT

100%

of Oregon Zoo animals experience positive welfare



WHAT SUCCESS LOOKS LIKE

- We are recognized as a leader in our industry in animal care
- Welfare audit program is in place with measurable increases in animal lifespan, breeding, diversity of behaviors, and social structure
- A reduction in the number of serious health issues among animals
- Animals have more choice 24 hours a day
- 75% of the zoo is monitored for observational research
- We exceed AZA accreditation standards

STRATEGIC PRIORITIES

Habitat Upgrades

- Complete welfare audits across the zoo
- Design and implement a welfare continuous improvement plan based on the audit results
- Upgrade habitats to maximize usage of space based on observational research
- Complete bond upgrades successfully and develop a plan for updates to additional habitats and holdings
- Establish funding through a Welfare Audit Action Fund

Habitat & Welfare Innovation

- Establish an innovation program with a clear process that includes ideation, funding, design, test and implement
- Implement 1-3 new habitat innovations per year depending on size and scope

Research & Technology

- Extend monitoring zoo-wide
- Deepen research & development on novel enrichment devices and robotics
- Host a Welfare & Technology summit to identify partnership opportunities in innovation and habitat design
- Implement MS Kinect

Staff Support & Empowerment

- Increase staff time to focus on innovation and raising the bar on animal welfare
- Ensure appropriate staff levels for successful opening of new habitats

HOW WE'LL DO IT

Deliver an Inspiring Guest Experience (Every Time)

The guest experience will **WOW guests** and **connect them to our mission**. Our experience will be welcoming, modern, and transformative as guests experience the wonder of animals at every possible opportunity.

RELATED PLANS

- BUSINESS OPS PLAN
- DEI ACTION PLAN
- GUEST CONNECTION
- MASTER PLAN
- ADA TRANSITION PLAN
- EDUCATION

DRAFT

70

NPS

We are recognized as a leader in our industry in guest experience



	Guest Connection to the Animals	Campus Upgrades	Staff Driven Guest Engagement
WHAT SUCCESS LOOKS LIKE	• Guests connect with animals immediately upon entering • Guests experience a consistent animal experience across all zoo hours • Guests develop empathy for animals	• 15% increase in year-round attendance • ADA Transition Plan is in place which meets and exceeds ADA standards	• Staff regularly interacts with and shares stories with guests • Guests learn from people as often, or more, than they do from interpretive displays
STRATEGIC PRIORITIES			
HOW WE'LL DO IT	• Deliver animal experiences that surprise and delight guests (e.g. pop up animals experiences and magic moments) • Design for viewable care, feeding, and training • Adjust staffing schedules and approaches to animal care to maximize animal visibility for guests • Celebrate the successful opening of new habitats • Track and report on impacts of animal experiences and programming on guest empathy	• Provide increased seating options • Offer and promote locally sourced food and gift options DEI Provide clear way finding in multiple languages DEI Increase overall translation options (staff & technology) with a focus on Spanish, Vietnamese, Chinese/Mandarin, and Russian • Increase consistency in available food • Experiment with rainy day attractions and activities for guests DEI Complete development and begin implementation of ADA transition plan, including all gender bathrooms • Complete train feasibility study • Encourage moments for social media sharing with fun backdrops	• Provide training for staff on how to engage passionately and consistently • Create opportunities for transformative animal experiences for all staff so they can authentically inspire guests • Provide educational resource guides on key species for staff to provide consistent, conservation based, messaging for guests • Track and report on visitor engagement and learning

Drive Wildlife Conservation

Wildlife conservation is at the heart of our mission. We'll **maximize our impact** through meaningful partnerships in species recovery, policy advocacy work, strong conservation networks and inspiring our community and staff to take action.

RELATED PLANS

ICAP | MARKETING & COMMS | EDUCATION | SUSTAINABILITY

DRAFT

10,000

Conservation actions taken by staff, volunteers, and the community



	Species Recovery	Campus Sustainability	Conservation Network	Advocacy & Engagement	Staff Involvement
WHAT SUCCESS LOOKS LIKE	• ICAP is complete with measurable outcomes in place for: – Climate action – Thriving wildlife – Healthy habitats – Nature connection	• Sustainability plan is established with measurable outcomes in place • Measurable results in resource conservation	• We are seen as a conservation leader within AZA, WAZA, & IUCN • Staff at all levels are involved in professional societies	• New laws are passed that support wildlife (aligned with ICAP) • Measurement is in place for tracking conversation actions • Community members participate in zoo sponsored conservation actions (aligned with ICAP)	• 100% of staff have done at least 1 conservation action in the last year
HOW WE'LL DO IT	• Finalize and implement our Integrated Conservation Action Plan (ICAP) with measurable results in thriving wildlife, healthy habitats, climate action and nature connection • Focus programs and achieve results in Borneo, East Africa, Arctic, and especially, PNW • Maximize AZA SSP partnerships and SAFE programs	• Create and implement the sustainability plan • Staff and empower the Green Team to track and report on the implementation of the sustainability plan • Evaluate systems for efficiencies	• Invest in deeper relationships with elected officials & tribes • Establish and deepen regional, national and global conservation partnerships • Provide support for staff to attend and present at conferences	• Plan for future conservation campaigns • Activate OZF advocacy committee • Staff support to attend legislative sessions • Expand community conservation/science opportunities	• Continue investments in SCAT • Develop a process for funding and allocating staff conservation grants

STRATEGIC PRIORITIES

Create Diverse, Equitable & Inclusive Environments

We strive to create environments that are inclusive to all. Which is why we used DEI as a strategic lens when designing the guest and employee experience. It's also a strategic priority on its own because this effort **requires intention, focus, and funding to do it right**. The Oregon Zoo is committed to advancing diversity, equity and inclusion and creating safer and more welcoming spaces for everyone.

RELATED PLANS

DEI ACTION PLAN | MARKETING & COMMS | STAKEHOLDER ENGAGEMENT

DRAFT

OUR DIVERSITY MEETS OR EXCEEDS THAT OF THE PORTLAND METROPOLITAN AREA*

Staff & Guests



* For the purposes of this strategic plan, the zoo's geographic focus extends to the four counties of the Greater Portland area—Clackamas, Multnomah, and Washington in Oregon and Clark in SW Washington

STAFF

GUESTS

	Learning	Growth & Retention	Recruiting	Access	Outreach	Funding
WHAT SUCCESS LOOKS LIKE	• We are actively moving toward creating a diverse, equitable, and inclusive work environment	• People from marginalized communities can see a career path at the zoo	• Our staff, including those in leadership positions and those who connect our guests to the mission, represent diverse cultural backgrounds • We focus on attracting new staff with bilingual or multi-language competency and value those skills in the hiring process	• Zoo facilities and programs are inclusive to all	• Everyone in our community feels a sense of belonging at the zoo	• Effective implementation of the DEI Action Plan
STRATEGIC PRIORITIES	**Learning**	**Growth & Retention**	**Recruiting**	**Access**	**Outreach**	**Funding**
HOW WE'LL DO IT	• Conduct listening sessions with current staff from marginalized communities to understand opportunity areas • Require awareness training on WHY diversity, equity, and inclusion is important • Expand DEI tools training	• Provide leadership development programs for non-mgmt staff from marginalized communities • Create clear career paths from non-represented seasonal roles to permanent roles • Provide multi-cultural training to all staff to increase understanding and create a safe and welcoming work environment for staff of color	• Develop recruiting strategy centered around a creative and authentic outreach • Refresh recruiting materials and approach to attract under-represented communities and bilingual staff • Require unconscious bias training for hiring managers	• Work with Metro, EWP and TriMet to expand access for all potential visitors in the region and beyond • Expand internships, jobs, and service learning for marginalized youth across all departments • Implement the ADA transition plan, including providing inclusive and accessible programs and services • Evaluate, with the goal of expanding, access programs for communities where price is a barrier	• Host culturally specific events, co-created with those communities • Use paid media and promotions to better reach under-represented communities • Apply a racial equity lens and engage culturally specific communities in co-creating programs, services, and communications	• Identify resources to fund successful implementation of our DEI action plan • Identify a dedicated project manager

Connect with Our Communities

The zoo is building a brand that shares our commitment to animal care and conservation as well as provides meaningful engagement with diverse communities throughout the region. We'll build on our strong tradition of communication by **carefully listening to our stakeholders**, especially communities of color, and **co-creating programs and experiences** that achieve our shared goals and mission.

RELATED PLANS

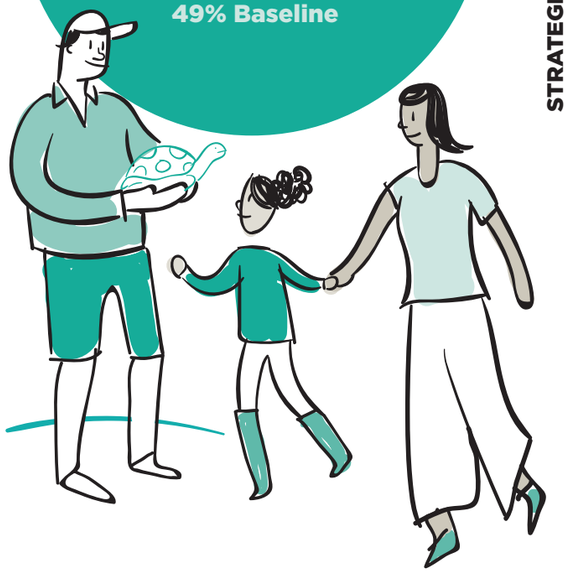
- STAKEHOLDER ENGAGEMENT
- MARKETING & COMMS
- EDUCATION
- DEI ACTION PLAN

DRAFT

65%

of the community connects us with our conservation mission

49% Baseline



	Community Engagement	Partnerships	Brand
WHAT SUCCESS LOOKS LIKE	• We are seen as a convener in the conservation space • Co-creation is utilized in designing communications, events, and programs	• We actively seek partnerships with organizations that align with our mission and goals • Increased impact in conservation, program delivery, and audience connection through the use of partnerships	• Every staff member can articulate and feels responsibility for the values and mission • Members of the community connect the zoo with our conservation mission
STRATEGIC PRIORITIES	**Community Engagement**	**Partnerships**	**Brand**
HOW WE'LL DO IT	• Conduct regular listening sessions with key stakeholder communities in service of brand, advocacy, and guest experience DEI Targeted outreach to underrepresented guest audiences, especially communities of color • Leverage the Youth Advisory Council (YAC) and other key advisors • Share stories of impact with partners and donors so they can see their role in our shared achievements	DEI Develop a partnership framework to identify partners around our strategic priorities and equity action plan • Establish a process for developing co-created community partnerships, programming, and communications	• Re-branding initiative focused on fostering respect for animals and nature connection • Form a cross-functional brand team

Elevate the Staff* Experience

*Includes OZF, volunteers

Staff is the bedrock of our animal and guest experience. We know we have some of the most knowledgeable and passionate employees among zoos. We also know that we have work to do when it comes to creating a staff experience where staff feel **included, informed, heard, and connected to the mission and our overall success**. We're ready to do that work.

RELATED PLANS

ICAP | DEI ACTION PLAN | EMPLOYEE ENGAGEMENT

DRAFT

3.8+

Employee Engagement Score

3.56 Baseline



	Communication	Career Paths & Professional Development	Connection to the Zoo's Success
WHAT SUCCESS LOOKS LIKE	• Staff feels informed about decisions that impact their jobs • Staff feels confident giving input on key decisions • Staff feels their opinions count	• Staff can see clear paths for growth and what it takes to get there • Staff feels supported in their career development at the zoo	• Staff at all levels understand how their contributions and those of their coworkers impact the success of the zoo • We celebrate our success as a team • Staff ideas and innovations contribute to our success
HOW WE'LL DO IT	• Continue a communication philosophy of transparency • Build and execute an internal communications plan • Audit current communication ecosystem and invest in tools as needed • Designate a resource to implement internal communications • Establish strong two-way communication channels for staff to provide input and receive information • Ensure consistent interactions and face time between managers and staff to foster communication and discuss issues and opportunities	• Define clear growth paths for each role, including developing a paid internship program • Include training and support around professional development programs DEI • Establish clear process and criteria for how professional development investments are spent • Develop and initiate an overall training plan	DEI • Establish clear and equitable recognition program • Gain consistency in connecting and understanding how individual goals relate to organizational goals • Increase community building and celebration events • Expand our internal innovation program, Innovators • Highlight contributions of all teams to foster respect, appreciation, and teamwork across work groups

Achieve Financial Sustainability

The success of this organization requires that we continue to improve our financial outlook. We'll be **diligent in our research, strategy, and planning** to ensure we steadily increase our revenue while managing expenses so we can continue to invest in our people and our mission for decades to come.

RELATED PLANS

FINANCIAL SUSTAINABILITY | FUNDRAISING PLAN | BUSINESS OPS PLAN | MASTER PLAN

DRAFT

$7M Reserve

4M Baseline



WHAT SUCCESS LOOKS LIKE

- We have increased net contribution per guest
- Revenue increases exceed expenses by $1M by 2023
- Capital investment has increased (balanced against reserve investment) in order to decrease deferred maintenance by 50%
- Operational fundraising by OZF has doubled by 2023
- Master Plan is refreshed

STRATEGIC PRIORITIES

Economic Study

HOW WE'LL DO IT

- Assess revenue mix potential for growth over time
- Analysis of revenue line items, expenses, and opportunity areas
- Analysis of seasonal impacts to revenue
- Share synthesis and recommendations

Transportation Access & Parking Action Plan

- Create & implement Transportation Mgmt. Plan
- Evaluate and test the use of parking discounts and other strategies to maintain or increase access

Pricing Strategy

- Utilize economic study to develop pricing strategy that accounts for increases in membership, admission, rides, and encounters. Factor in seasonality and the need to maintain or increase access.
- Evaluate and test the use of discounts
- Communicate and implement pricing strategy

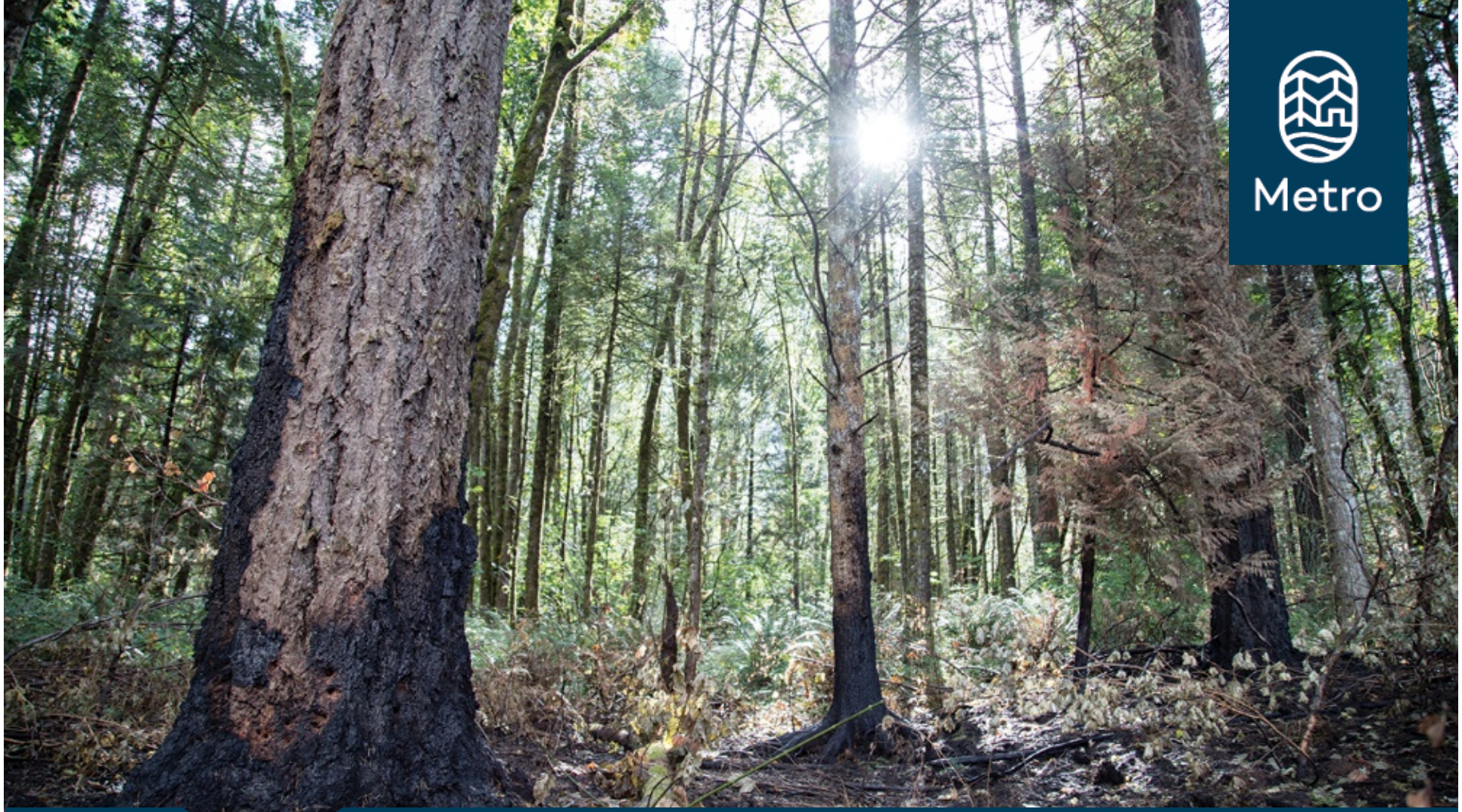
Expense Management

- Align balanced budgets to our mission
- Plan and implement better financial reporting to inform decisions
- Empower internal innovations in process improvement and ways of working to reduce costs
- Prioritize diversity and equity in contracting and procurement

Long Term Funding

- Form Discovery Task Force to drive planning and funding of Master Plan
- Assess and increase resources needed to increase federal and state funding
- Develop and maintain commitment to best fundraising practices & ROI analysis
- Plan next fundraising campaign

Materials following this page were distributed at the meeting.

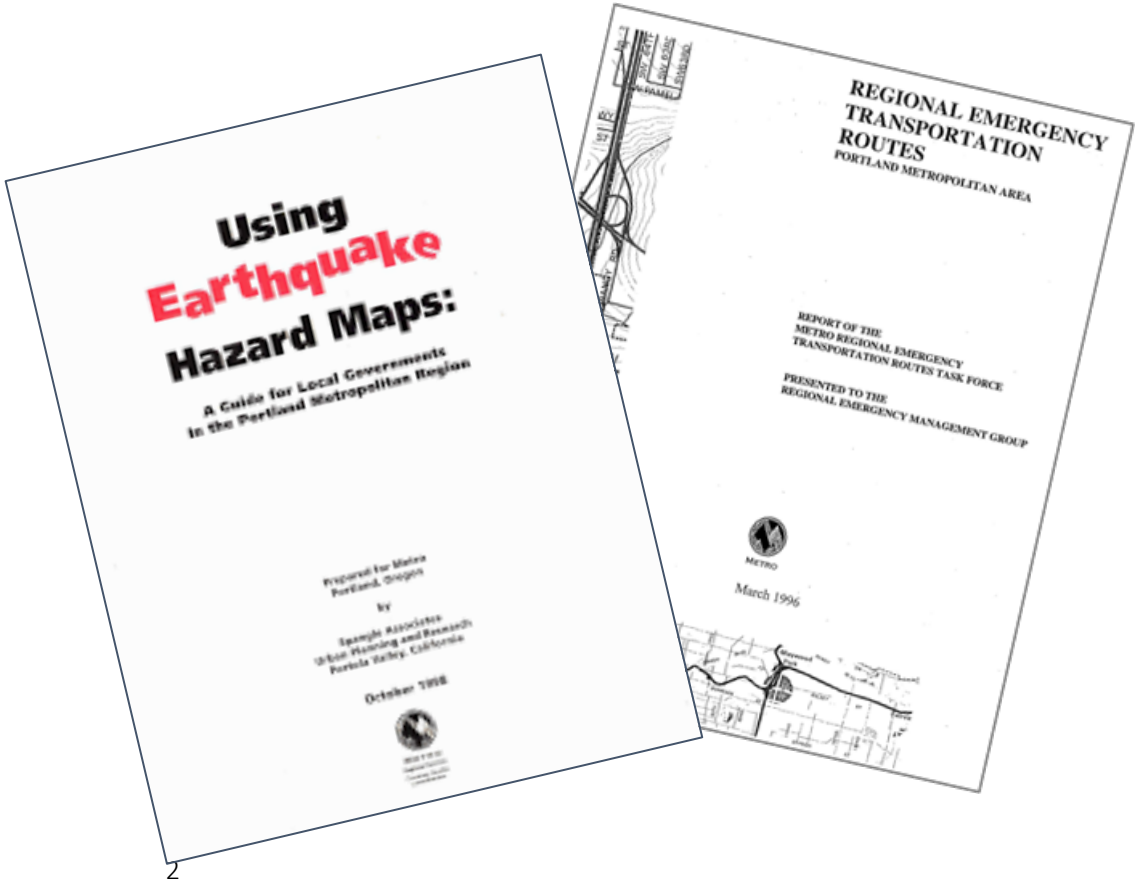


Resilience at Metro

September 17 Council Work Session

Context

- New Program initiated early 2019
- Metro's Foundational documents reference mitigating impact from disasters and other components of Resilience
- 1990's History of FEMA funded Resiliency work



What is Resilience?

Resilience is about surviving and thriving, regardless of the challenge. Urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.
~100 Resilient Cities

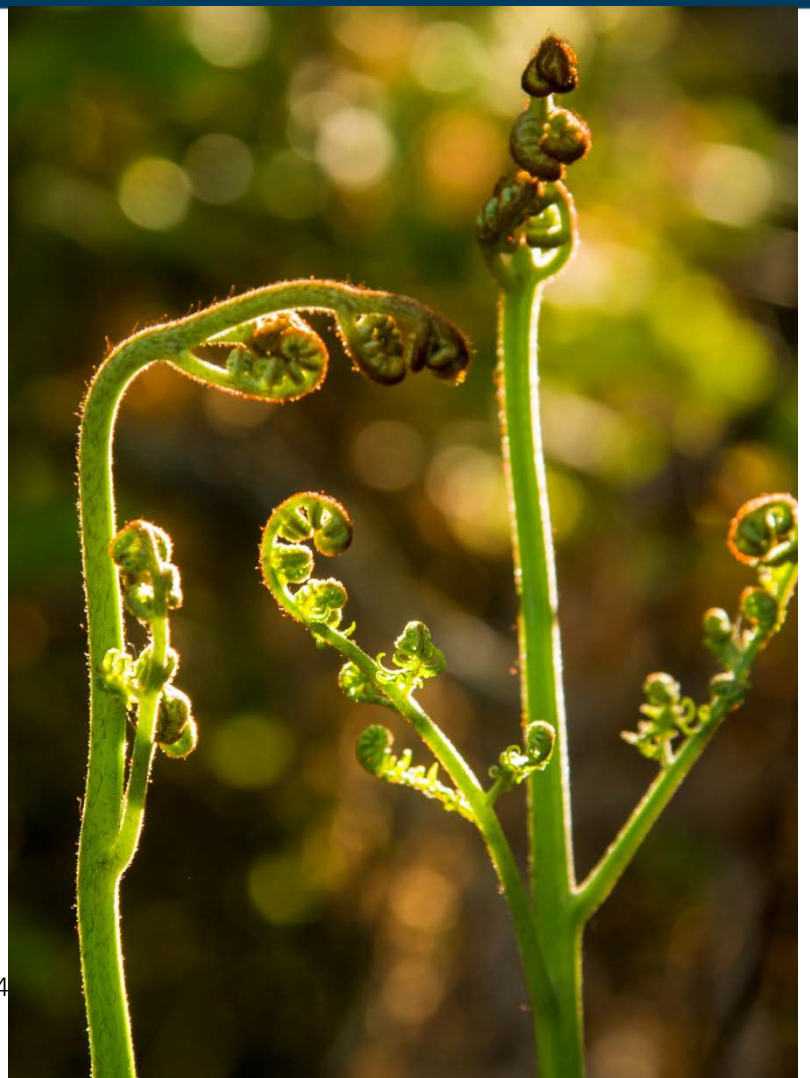
Resilience is about planning with love for future generations.
~ Janice George, Squamish Nation

"The ability to anticipate, prepare for and adapt to changing conditions; and withstand, respond to and recover rapidly from chronic stresses and acute shocks."

Resiliency at Metro

Goal:

Give The Metro Council the information and tools to make policy decisions and investments in programs and projects that substantively make our region less vulnerable.



Shocks and Stressors that threaten the Metro Region

- Earthquakes
- Extreme Weather
- Volcanic Activity
- Economic Recession
- Aging Infrastructure
- Housing Affordability
- Systemic Inequities
- And more….



What is Resilience?



Natural Disasters

What is Resilience?



Climate Adaptation



Natural Disasters

What is Resilience?



Climate Adaptation



Natural Disasters

Social Vulnerability



What is Resilience?



Climate Adaptation



Natural Disasters

Economy

Social Vulnerability





What is Resilience?



Climate Adaptation



Natural Disasters

Emergency Management?



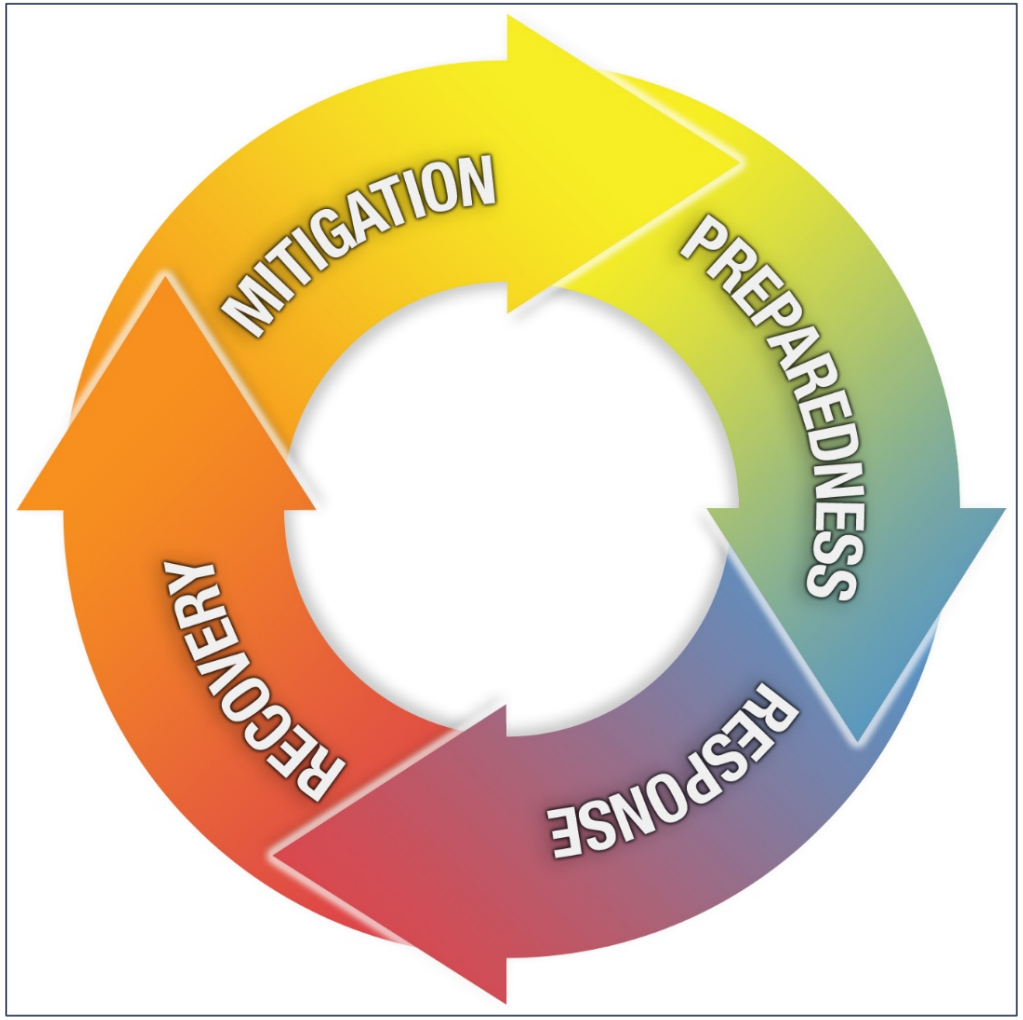
Economy

Social Vulnerability





Four Phases of Disaster Planning



Mitigation (Pre-impact actions to reduce potential Hazard effects or Risk)

- Public Education,
- Hazard & Vulnerability Assessment,
- Improved infrastructure,
- GHG Reduction work

Preparedness (Pre-impact Actions that provide resources needed at time of action)

- Emergency Response Planning
- Business Continuity Planning
- Training and Exercises
- 72 hour kit building

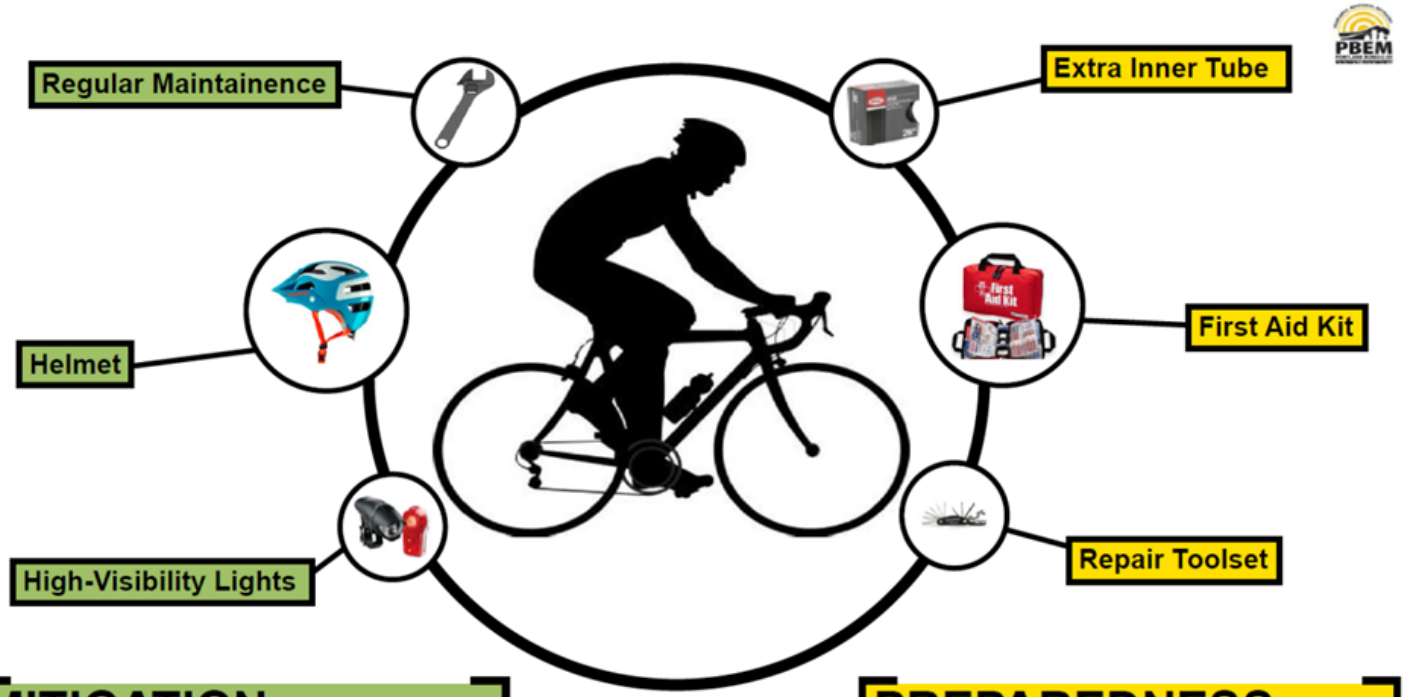
Response (Post-impact actions to stabilize the impacts – short to medium term)

- Life Safety
- Incident Stabilization
- Property & Environmental Preservations
- Evacuation panning specific to regional and local conditions, mass shelters & care

Recovery (Pre and Post-impact actions to plan to move forward from impacts and ideally "bounce back better")

- Put people first and address underlying disparities
- Coordinate closely with state & federal partners
- Enact post-disaster repair and recovery standards to secure highest amount of federal assistance
- Includes Economic Recovery, debris management, temporary and long term housing, health and human services

Disaster Planning – Mitigation vs Preparedness



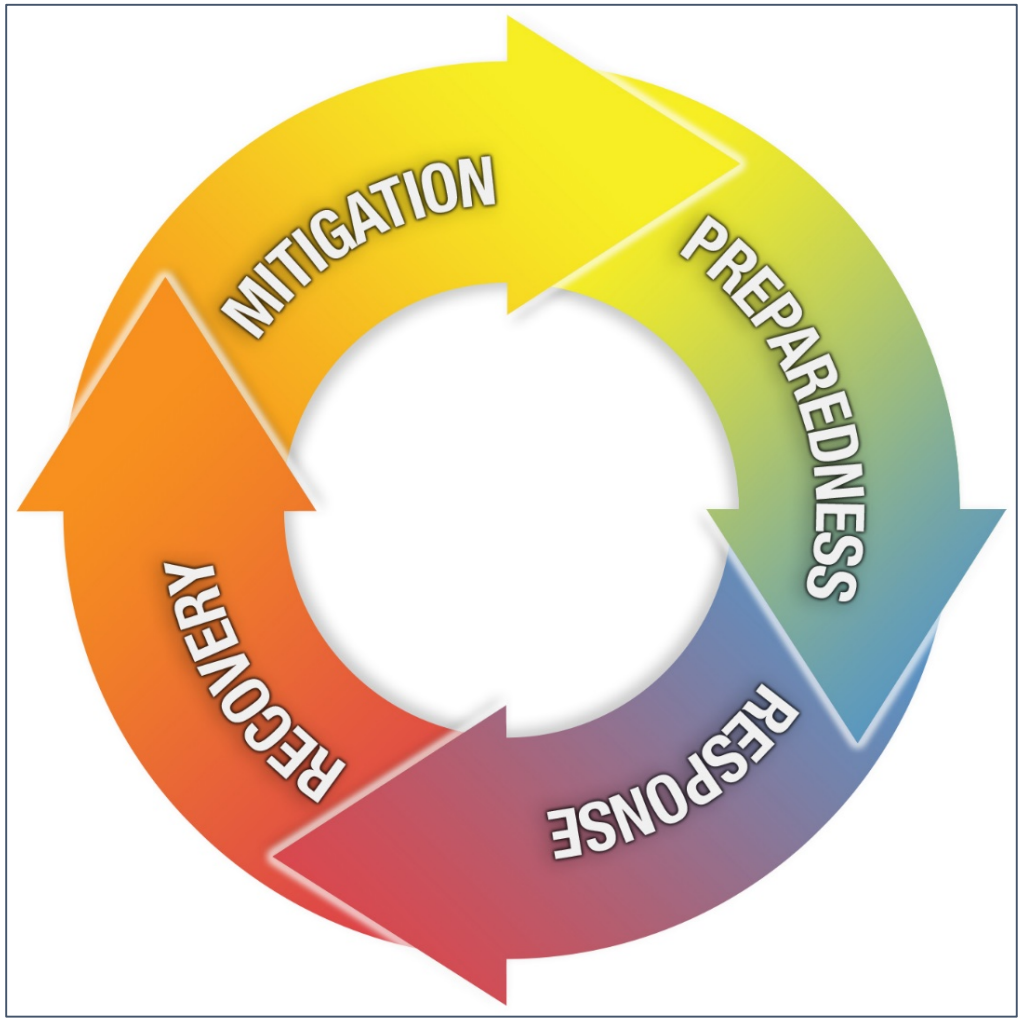
MITIGATION
Pre-impact actions to reduce potential hazard effects or risk.

Protections are already in place at the time of impact.

PREPAREDNESS
Pre-impact actions that provide the resources needed at the time of impact.

Resources require post-impact action.

Four Phases of Disaster Planning
Mitigation & Recovery – METRO'S ROLE



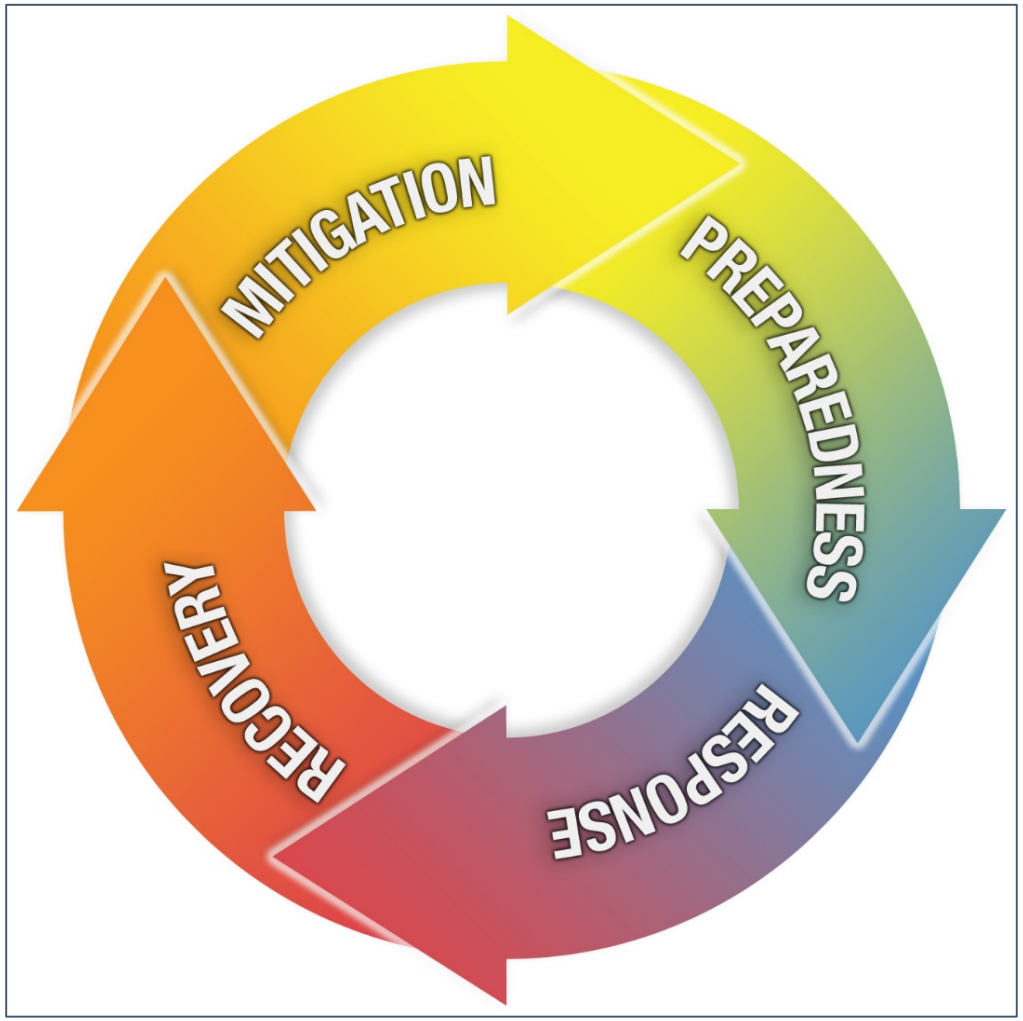
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- GHG Reduction work

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- Coordinate closely with state & federal partners
- Enact post-disaster repair and recovery standards to secure highest amount of federal assistance
- Includes Economic Recovery, debris management, temporary and long term housing, health and human services

Four Phases of Disaster Planning
Preparedness & Response – PROFESSIONAL RESPONDERS



Preparedness (Pre-impact Actions that provide resources needed at time of action)

- Emergency Response Planning
- Business Continuity Planning
- Training and Exercises
- 72 hour kit building

Response (Post-impact actions to stabilize the impacts – short to medium term)

- Life Safety
- Incident Stabilization
- Property & Environmental Preservations
- Evacuation panning specific to regional and local conditions, mass shelters & care

Resilience Program Components

- Resilience Assessment
- Gap Analysis of current regional programs
- Inventory of Metro's current Resilience Work
- Resilience Team

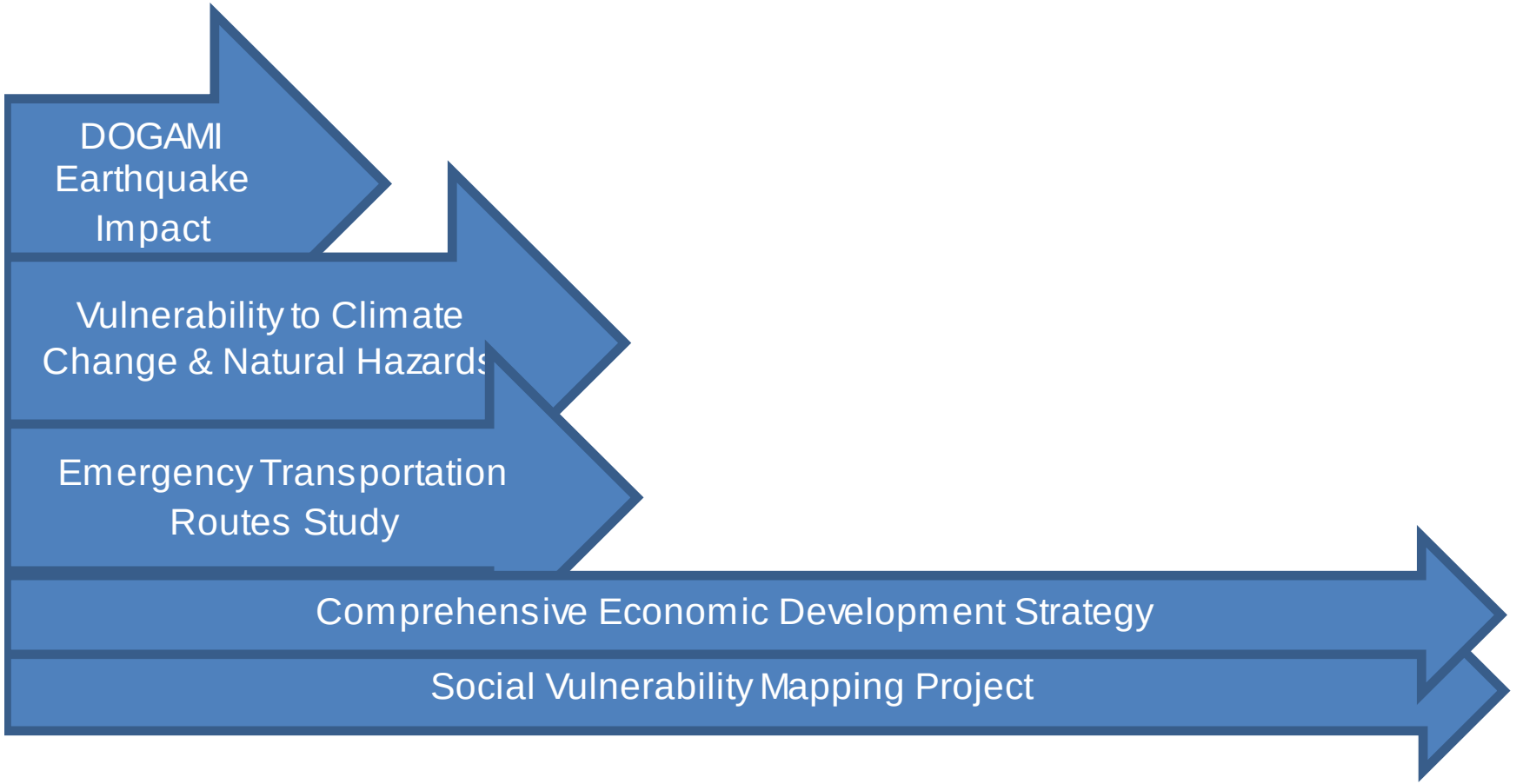


Resiliency Assessment

- Clear Picture of Current Vulnerability
- Multi Faceted – wide variety of variables
- Using current or already proposed data work
- Integrate into existing Metro projects – Regional Barometer & Growth Concept Refresh

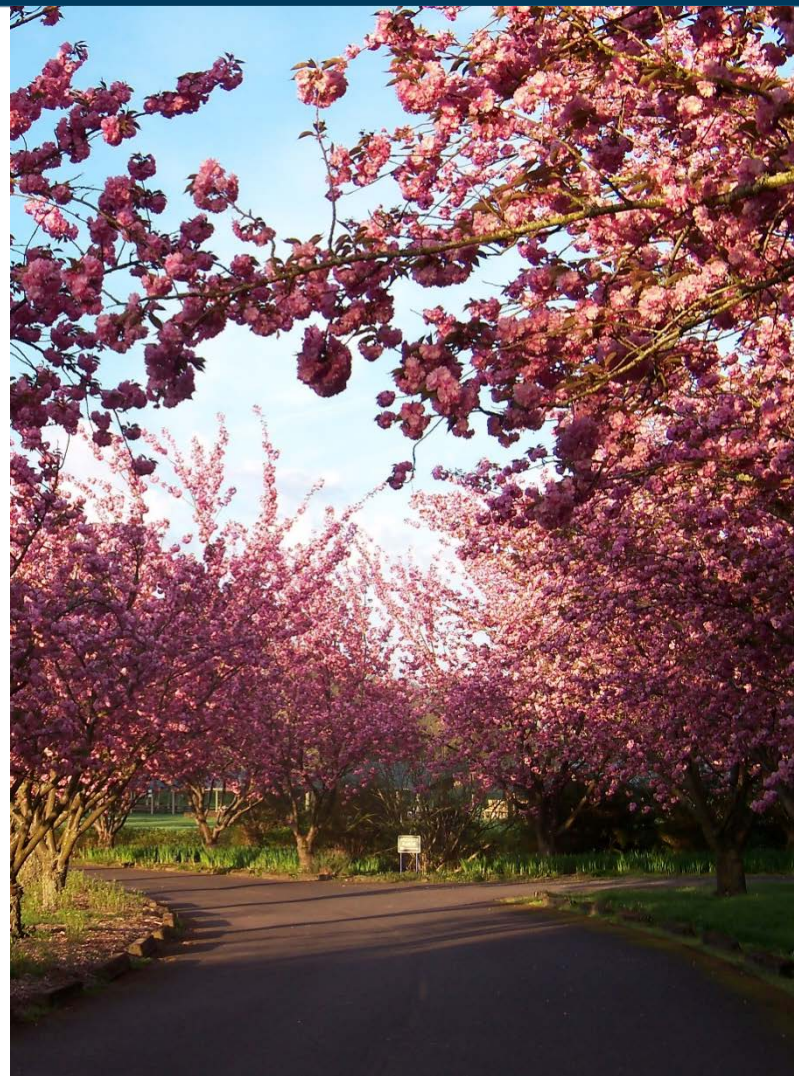


Resiliency Assessment Timeline



Index and Gap Analysis of Regional Programs

- Determine what existing programs are already working to increase resiliency in the region
- Work with partners to help determine where new investments are needed to address gaps



Regional Partnership

RDPO

Regional Disaster Preparedness Organization

Unified. Prepared. Resilient.

“Metro can play a key role in resilience planning at the regional level, connecting local planning in a kind of hub and spoke approach. Metro has started to imbed resilience concepts into its transportation and solid waste management planning. Why not ensure it is cross-cutting in all its planning and investments?”

~ Denise Barrett, RDPO Manager



Index of Metro's current Resilience Work

Current Metro Work with Resilience Components:

- Climate Smart Strategy
- 2030 Regional Waste Plan
- Emergency Transportation Routes
- Regional Disaster Debris Plan
- Regional Framework Plan
- Regional Transportation Plan
- And more (housing, venues, parks…)



Equity & Resilience

- Communities of Color and Low income communities are disproportionately affected by disasters.
- They are less likely to have the income or assets needed to prepare for a possible disaster or to recover after a disaster.
- White Americans, and those with more wealth, often receive more federal aid after a disaster than do people of color and those with less wealth.
- **Anything we do to reduce systemic inequities will also increase Resilience**



Cully Park Inter-Tribal Gathering Garden Land Blessing Ceremony (2012)

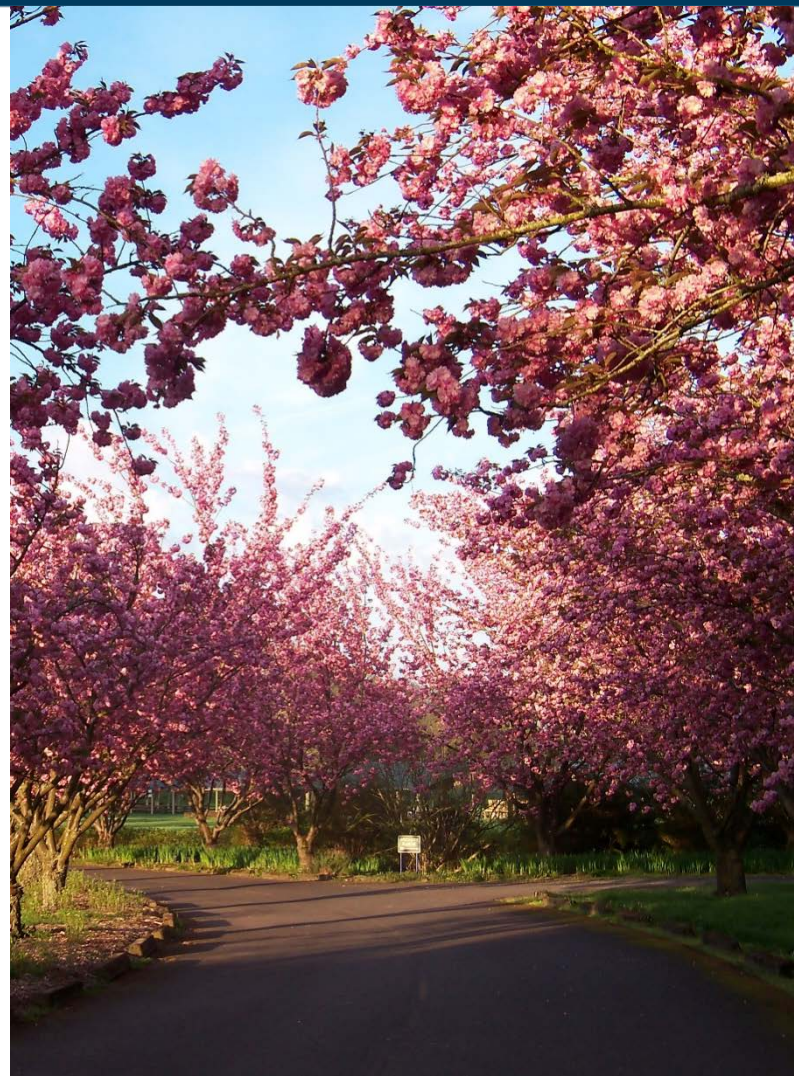
Resilience Team

- Metro Team representing all departments
- Meet to de-silo and coordinate current Resilience work
- Identify opportunities for new Resiliency work



Areas of Regional Interest

- Metro as convener and table-setter
- Metro as Data Hub
- Metro engagement in Regional Governance
- Areas critical to Regional Resilience
  - Critical Energy Infrastructure Hub
  - Columbia Levee System
  - Regional infrastructure lifelines



Next steps

- Hiring process for Resiliency Program Manager
- Budget discussion December 2019
- First report out on initial assessment data Spring 2020
- Stakeholder Engagement strategy



Discussion

- What other resources would you like to help you make policy and investment decisions to move the needle on resiliency?
- How else should we be engaging regional partners and stakeholders?
- Are there other ways we can better align this work with the other work Metro does?



Thank you!

Sasha Pollack – Resiliency Program Manager
sasha.pollack@oregonmetro.gov
503-517-6907





Metro Council Work Session: Strategic Plan

September 17, 2019

DRAFT Strategic Plan Priorities

- Lead the Way in Animal Care & Welfare
- Drive Wildlife Conservation
- Deliver an Inspiring Guest Experience
- Create Diverse, Equitable & Inclusive Environments
- Achieve Financial Sustainability
- Elevate the Staff Experience
- Connect with our Communities

DRAFT Plan Aligns with Metro's Goals

The Zoo's DRAFT Strategic Plan supports already established/adopted plans and goals of Metro Council.

The zoo is integrated in key agency wide initiatives.

Metro Goals & Plans

- Metro Strategic Plan to Advance Racial Equity, Diversity and Inclusion
- Climate Smart Strategy
- Sustainability Goals

Cohesive Metro Approach Needed

- Emergency Preparedness & Resiliency
- Climate Action

DRAFT Plan Aligns with Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion



OREGON ZOO

Racial Equity, Diversity and Inclusion Plan

Published April 8, 2019

oregonzoo.org

Community Engagement – who?

IRCO

Latino Network

APANO

Youth Mentoring Collective

Camp Elso

PPS Head Start

Portland Metro STEM Partnerships

Explore WA Park

World Forestry Center

Arlington Heights Neighborhood Association

Portland Children's Museum

Portland Parks & Rec

Japanese Garden

US Fish and Wildlife Service

Bureau of Land Management

Community Engagement – how?

15 Interviews

4 Focus groups

4-day Gallery Walk

2 Town Halls

1 Brand Perception Survey

1 Reactive Survey

What did we learn?

Our community wants us to focus on:

- Diversity, Equity, Inclusion & Accessibility
  Staff, programming, experience, and outreach
- Conservation
  Climate action, sustainability, endangered species
- Education
  In-depth experiences for students and teachers, scholarships, internships
- Parking & Transportation
  Access, costs

What did we learn?

Positive feedback on:

- Clarity
- Inspiration
- Confidence we're focused on the right things
- Connection to the zoo's success

Suggestions:

- Our conservation work needs to be brought to life more
- Authentic community engagement needs to be ongoing

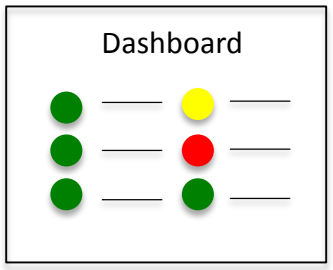
Next Steps

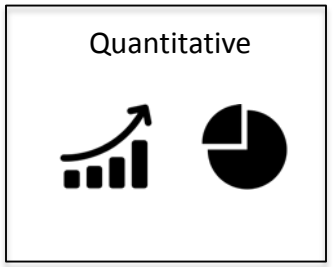
1. Distribute translated versions + survey
2. Synthesize all feedback
3. Design workshop to incorporate feedback

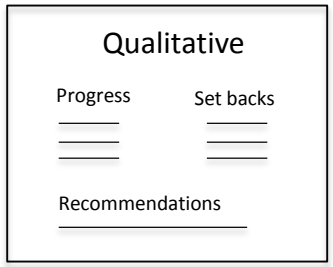
Performance Measures & Reporting Schedule

Transparent reporting on a quarterly basis.

Presented annually to Council & staff.







Questions for Consideration

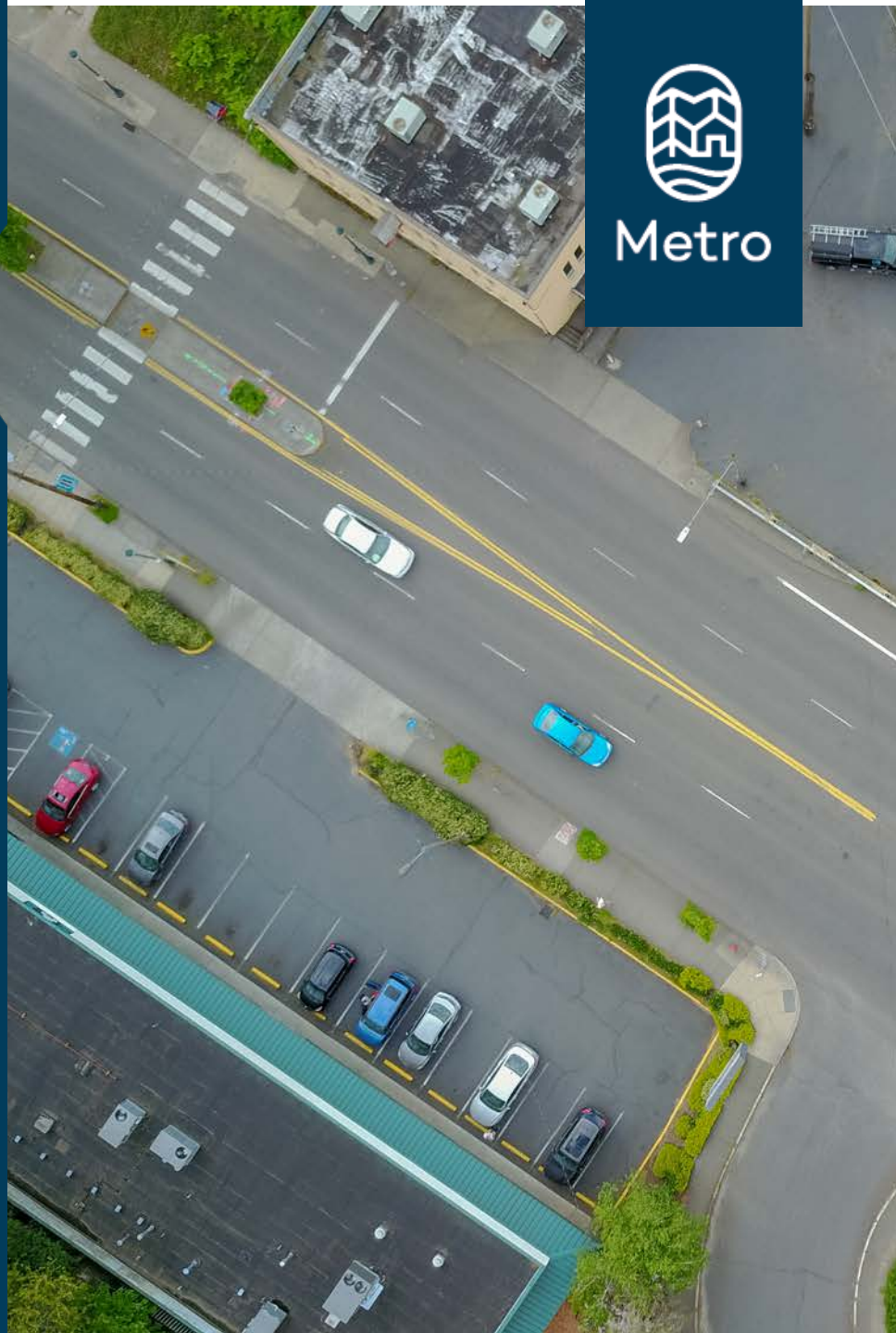
Alignment	Is the plan aligned with Metro Council priorities?
Comprehensive	Are there areas not represented in the current plan draft?
Leadership	Any areas Council would like to be more involved? How do you want information to come back to you?

Next Steps

1. Distribute translated versions + survey
2. Synthesize all feedback
3. Design workshop to incorporate feedback
4. Bring forward a final draft to ensure your feedback is incorporated at October 15th Work Session & request approval in fall
5. Plan finalized, including detailed appendix
6. Roll out communication & integrate into work plans and budget planning

Regional Investment Strategy: Transportation programs

Council work session
Sept. 17, 2019



Programs: Concept and purpose

Benefits beyond corridors

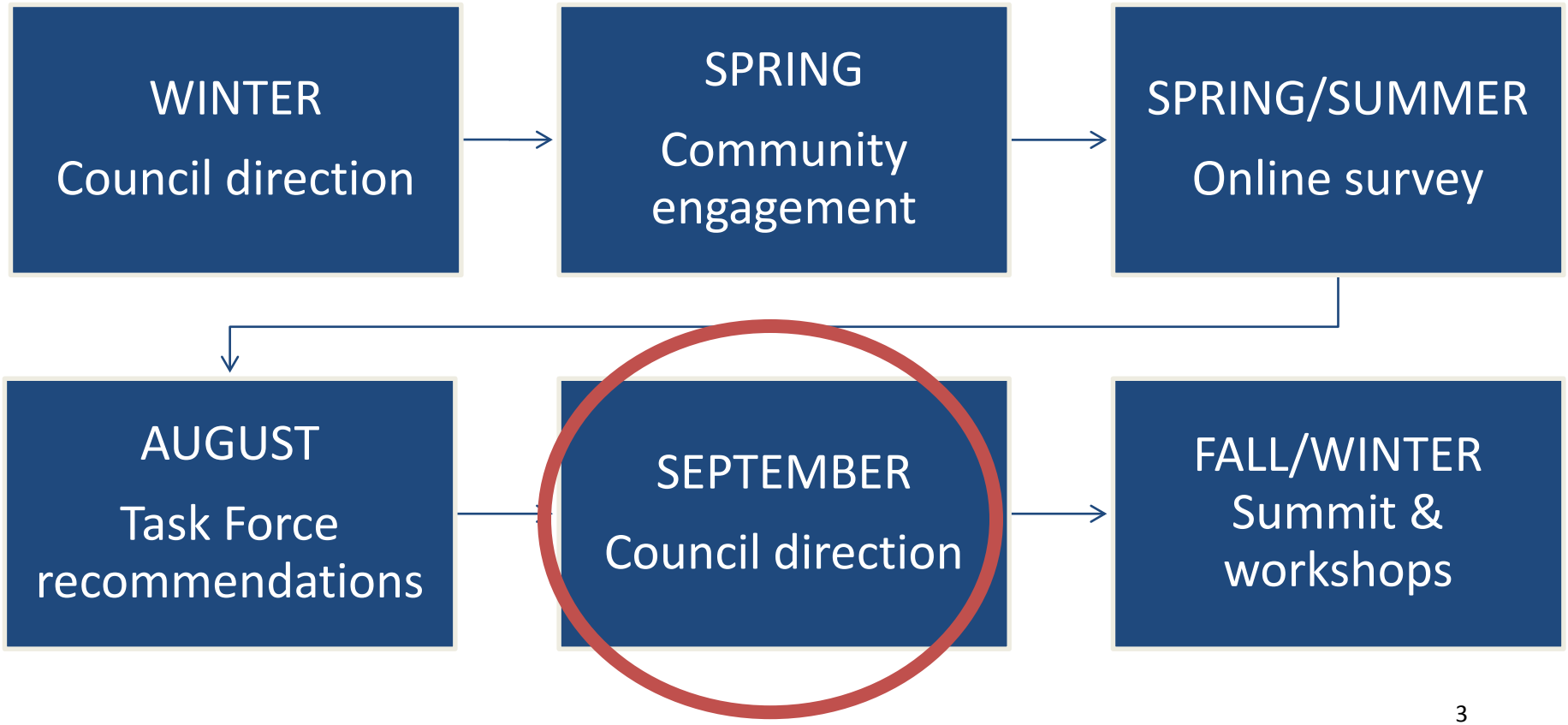
Meeting community needs, based on community input

Capital & non-capital

Advance measure outcomes



Regionwide programs: The process of development



Programs: Community themes

- Priority on safety, especially for people walking/biking
- Transit service, reliability and affordability
- Anti-displacement
- Environment and impacts of climate change
- Connect investments to affordable housing, parks, jobs, services

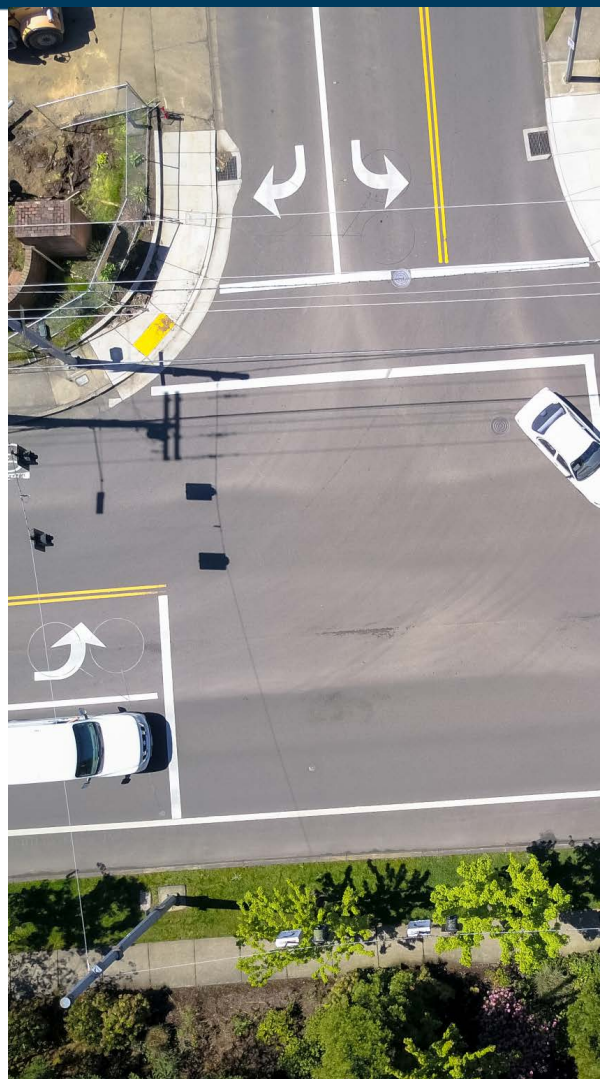


Safety
Equity
Climate Action



Proposed programs: 3 groups

- A: Task Force & Council support, relatively simple admin
- B: Task Force & Council support, admin needs more exploration
- C: Council support, strong connection to Metro's role



Proposed programs: Group A

Safe Routes to Schools

Better Bus

Safety Hot Spots

Active Transportation Connections

Transit electrification

Anti-displacement strategies*



Proposed programs: Group B

Fare Affordability

Protect & Preserve Multifamily Housing



Proposed programs: Group C

Main Streets

Future Corridor Planning



Safety
Equity
Climate Action



Discussion questions

Do you support these potential program themes?

Is there anything else you need to know to provide staff direction to proceed with program development?








Visitor Facilities Intergovernmental Agreement & Visitor Facilities Trust Account: 2019 Update

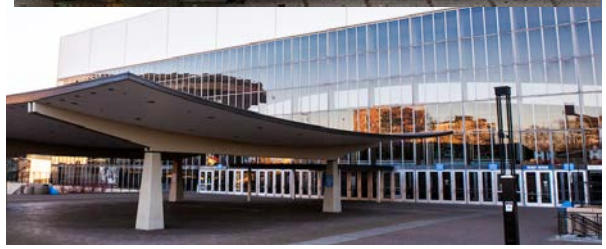
VF IGA Timeline









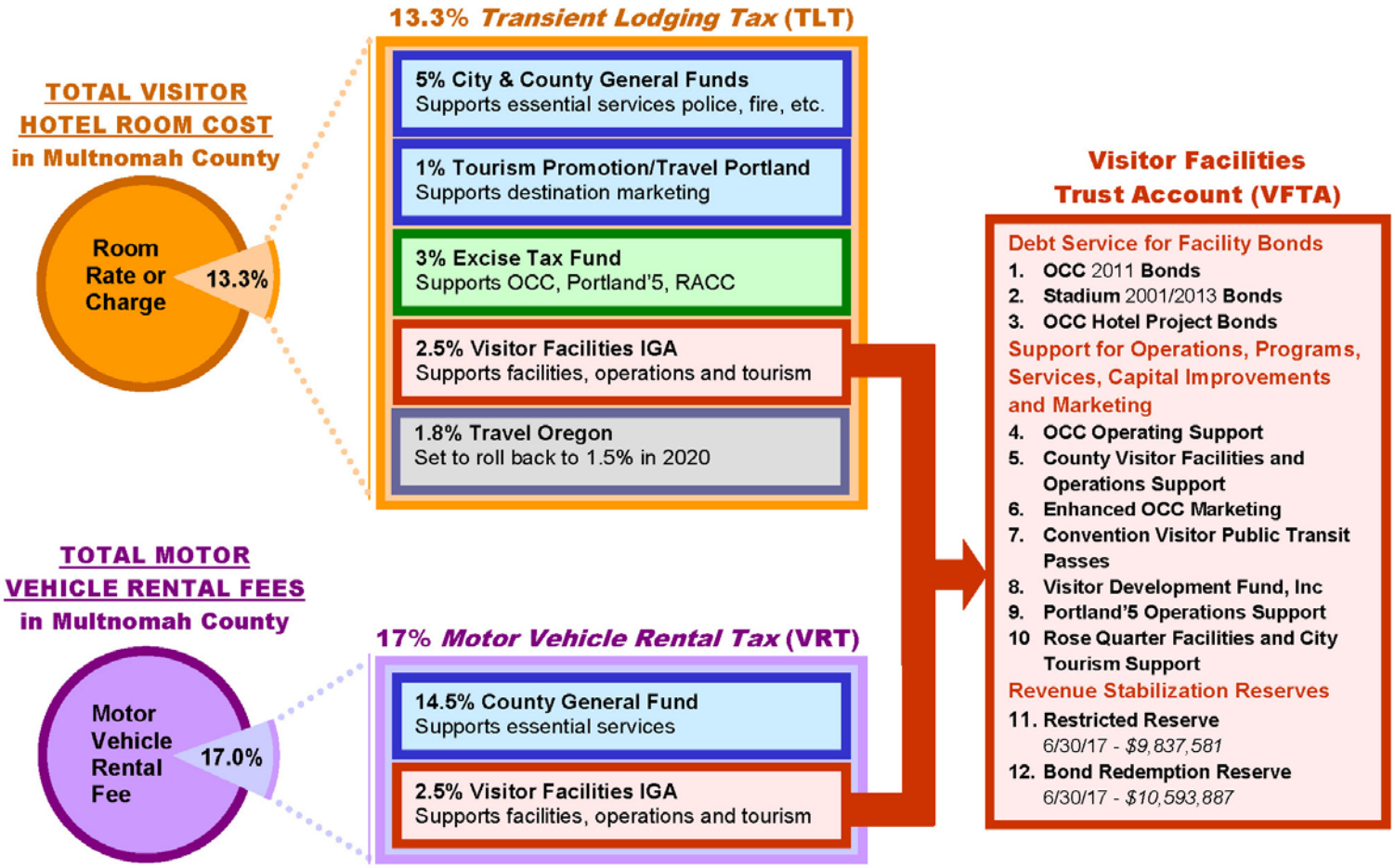


2001 VFTA established through VF IGA

2013 VF IGA Amendment

2018-19 VF IGA Amendment Developed

Visitor Facility Trust Account, current



Hyatt Regency Portland at OCC



Major Topics

New Allocations:

- Improving Visitor Facilities
- Attracting Conventions and Group Business
- Addressing Homelessness and Livability
- Adequate Reserves

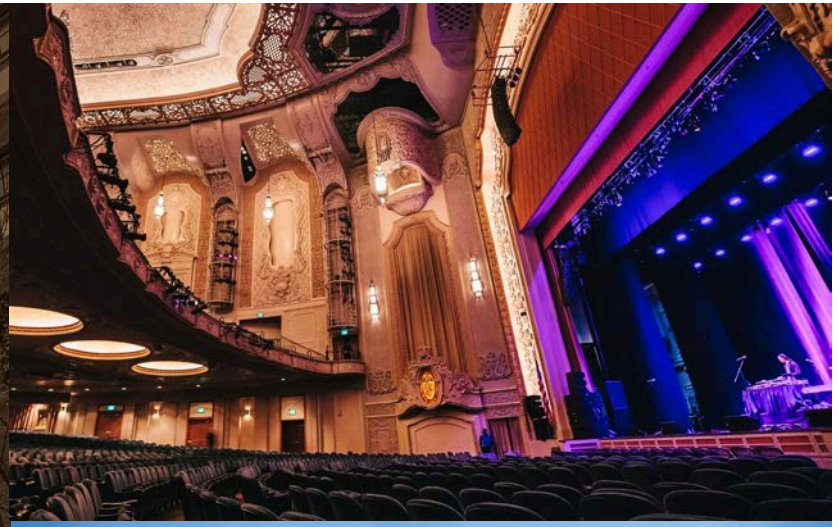
Governance

Attract more visitors to the Oregon Convention Center



Preserve and protect what we love







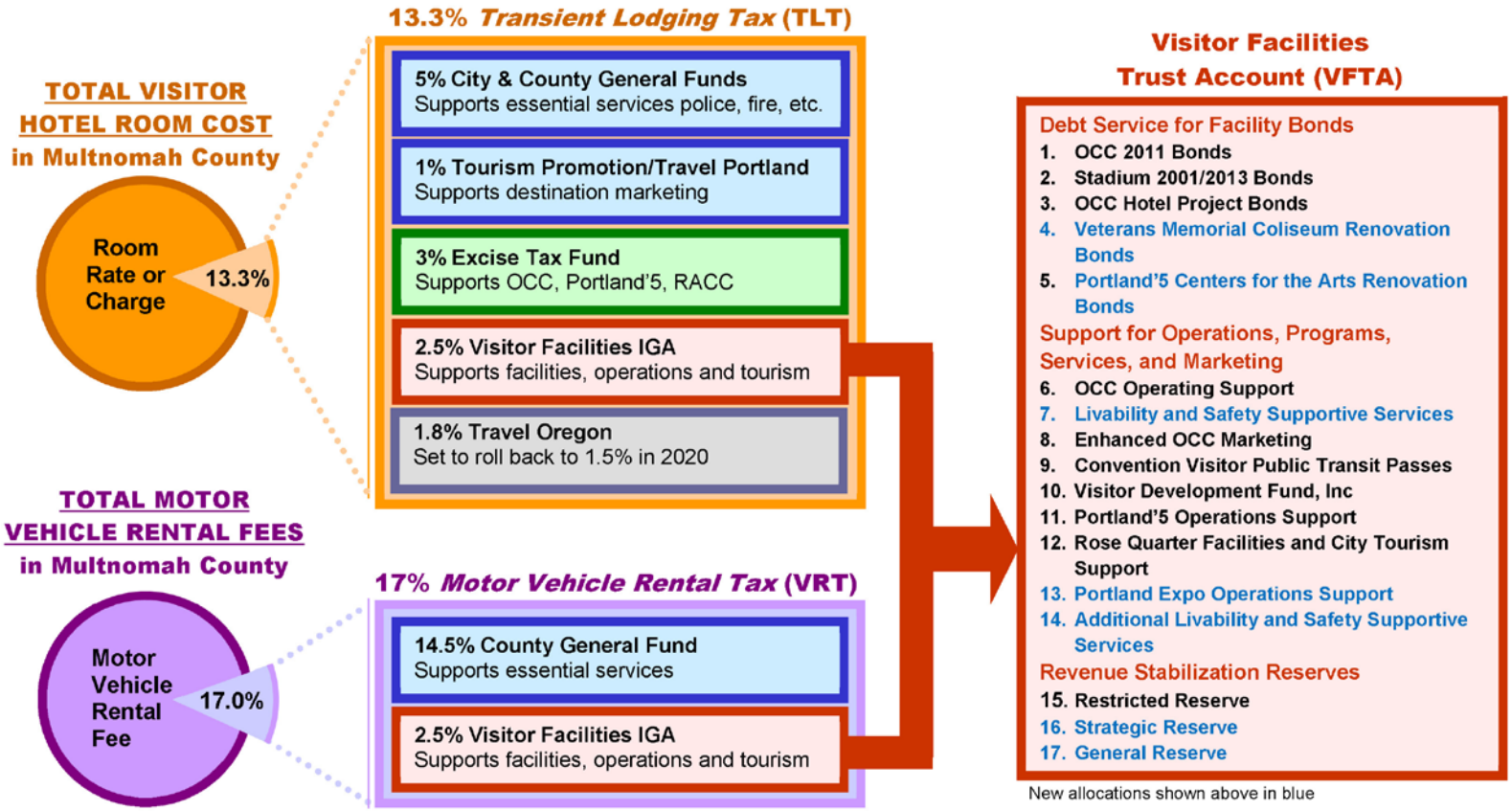
Reduce Homelessness and Improve Livability







Visitor Facility Trust Account, proposed



Questions?


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DRAFT

OREGON ZOO

Strategic Plan 2020 – 2023

Our strategic plan is our guide for the next three years as we make progress towards our mission, **Creating a Better Future for Wildlife.**



Lead the Way in Animal Care & Welfare

We're driven to be a leader among zoos in animal care & welfare—this means creating environments in which all our animals thrive. We will accomplish this by steadily **upgrading habitats** based on basic needs and at the same time, testing **new innovative approaches** that integrate choice and cutting edge techniques to training, enrichment, fitness and research.

Drive Wildlife Conservation

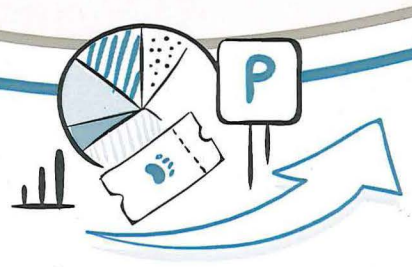
Wildlife conservation is at the heart of our mission. We'll **maximize our impact** through meaningful partnerships in species recovery, policy advocacy work, strong conservation networks and inspiring our community and staff to take action.

Deliver an Inspiring Guest Experience (Every Time)

The guest experience will **WOW guests** and **connect them to our mission.** Our experience will be welcoming, modern, and transformative as guests experience the wonder of animals at every possible opportunity.

Create Diverse, Equitable & Inclusive Environments

We strive to create environments that are inclusive to all. Which is why we used DEI as a strategic lens when designing the guest and employee experience. It's also a strategic priority on its own because this effort **requires intention, focus, and funding to do it right**. The Oregon Zoo is committed to advancing diversity, equity and inclusion and creating safer and more welcoming spaces for everyone.



Achieve Financial Sustainability

The success of this organization requires that we continue to improve our financial outlook. We'll be **diligent in our research, strategy, and planning** to ensure we steadily increase our revenue while managing expenses so we can continue to invest in our people and our mission for decades to come.



Elevate the Staff Experience

Staff is the bedrock of our animal and guest experience. We know we have some of the most knowledgeable and passionate employees among zoos. We also know that we have work to do when it comes to creating a staff experience where staff feel **included, informed, heard, and connected to the mission and our overall success.** We're ready to do that work.



Connect with our Communities

The zoo is building a brand that shares our commitment to animal care and conservation as well as provides meaningful engagement with diverse communities throughout the region. We'll build on our strong tradition of communication by **carefully listening to our stakeholders**, especially communities of color, and **co-creating programs and experiences** that achieve our shared goals and mission.

	Achieve Financial Sustainability	Elevate the Staff Experience	Connect with our Communities
METRICS	**100%** of Oregon Zoo animals experience positive welfare	**10,000** Conservation actions taken by staff, volunteers, and the community	**70** NPS
STRATEGIC PRIORITIES	Habitat Upgrades	Advocacy & Engagement	Guest Connection to the Animals
	Habitat & Welfare Innovation	Species Recovery	Campus Upgrades
	Research & Technology	Campus Sustainability	Staff Driven Guest Engagement
	Staff Support & Empowerment	Conservation Network	
		Staff Involvement	

	Create Diverse, Equitable & Inclusive Environments	Drive Wildlife Conservation	Lead the Way in Animal Care & Welfare
METRICS	**OUR DIVERSITY MEETS OR EXCEEDS THAT OF THE PORTLAND METROPOLITAN AREA** Staff & Guests	**65%** of the community connects the OR Zoo with our conservation mission	**3.8+** Employee Engagement Score	**$7M** Reserve
STRATEGIC PRIORITIES	STAFF: Learning	Community Engagement	Communication	Economic Study
	STAFF: Growth & Retention	Partnerships	Career Paths & Professional Development	Transportation Access & Parking Action Plan
	STAFF: Recruiting	Brand	Connection to the Zoo's Success	Pricing Strategy
	GUEST: Access			Expense Management
	GUEST: Outreach			Long Term Funding
	Funding			