

## Council work session agenda

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**Tuesday, September 10, 2024**

**10:30 AM**

**Metro Regional Center, Council Chamber,  
<https://zoom.us/j/615079992> Webinar ID:  
615 079 992 or 888-475-4499 (toll free)**

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**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 or 888-475-4499 (toll free)**

**10:30 Call to Order and Roll Call**

**10:30 Work Session Topics:**

10:30 Zoo Bond Implementation Plan

[24-6114](#)

Presenter(s): Heidi Rahn, Zoo Director, Metro  
Utpal Passi, Zoo Deputy Director, Metro  
Kristin Solomon, Senior Capital Project Manager, Metro

Attachments: [Resolution no. 24-5431](#)  
[Staff Report](#)  
[Attachment 1](#)

11:00 2025 State Legislative Transportation Priorities

[24-6115](#)

Presenter(s): Anneliese Koehler, Legislative Affairs Manager, Metro  
Senator Chris Gorsek, Co-Chair of the Oregon Joint  
Transportation Committee  
Representative Susan McLain, Co-Chair of the Oregon Joint  
Transportation Committee

Attachments: [Attachment 1](#)  
[Staff Report](#)

11:45 Renewing our Regional Vision: Scoping Feedback

[24-6118](#)

Presenter(s): Jessica Zdeb (she/her), Principal Regional Planner, Metro  
Malu Wilkinson (she/her), Deputy PDR Director, Metro

Attachments: [Staff Report](#)



**12:30 Chief Operating Officer Communication****12:35 Councilor Communication****12:40 Adjourn to Executive Session**

The Executive Session will be held pursuant under ORS 192.660(2)(e); To conduct deliberations with persons you have designated to negotiate real property transactions, and ORS 192.660(2)(h); To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed.

This Executive Session is closed to the public.

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

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**Zoo Bond Implementation Plan**  
*Presentations*

Metro Council Work Session  
Tuesday September 10th, 2024

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ACCEPTING THE  
OREGON ZOO 2024 CAMPUS PLAN

- ) RESOLUTION NO. 24-XXXX
- )
- ) Introduced by Chief Operating Officer Marissa
- ) Madrigal, with the concurrence of Council
- ) President Lynn Peterson

WHEREAS, beginning in fall 2022, staff from the Oregon Zoo and Capital Asset Management began work on a new draft Oregon Zoo Campus Plan (the “Campus Plan”), focusing on improvements to areas of the zoo not improved by the 2008 Oregon Zoo Bond, Measure 26-96; and

WHEREAS, the Metro Council recognized the need for further renewal, upgrades and improvements at the Oregon Zoo, the Portland metropolitan area’s most-visited ticketed attraction, to advance regional goals for racial equity, accessibility, climate resilience and economic vitality; and

WHEREAS, staff engaged a diverse range of community organizations and leaders, Zoo guests and members, staff, the Oregon Zoo Foundation and other stakeholders to understand current needs and conditions at the zoo, thus informing and guiding the development of the new draft Campus Plan; and

WHEREAS, staff considered and applied the most modern standards for animal care and habitat design to the development of the draft Campus Plan; and

WHEREAS, the draft Campus Plan sought to emphasize the highest standards of animal health and well-being across the zoo; improve zoo experiences and accessibility for all visitors regardless of age, ability or background; and advance ambitious goals for energy and water conservation; and

WHEREAS, on October 26, 2023, the Metro Council accepted the draft Campus Plan concepts via Resolution No. 23-5357 (“For the Purpose of Accepting the Draft Oregon Zoo Campus Plan Concepts”), directing Oregon Zoo staff to submit relevant portions of the draft Campus Plan concepts for permitting review by the City of Portland, and to seek renewal of the Oregon Zoo’s 10-year Conditional Use Master Plan Permit based on them, and directing staff to explore potential capital finance options to advance the Campus Plan; and

WHEREAS, via Resolution No. 24-5375 (“For the Purpose of Submitting to the Metro Area Voters A \$380 Million General Obligation Oregon Zoo Bond Measure to Protect Animal Health, Provide Conservation Education and Increase Sustainability, and Setting Forth the Official Intent of the Metro Council to Reimburse Certain Expenditures Out of the Proceeds of General Obligation Bonds Upon Issuance”), the Metro Council referred the 2024 Oregon Zoo Bond, Measure 26-244 to the voters of the Metro Region for the May 2024 general election; and

WHEREAS, on May 22, 2024, the voters of the Metro Region passed the 2024 Oregon Zoo Bond, Measure 26-244; and

WHEREAS, on June 28, 2024, the City of Portland hearing officer decision was issued approving the Oregon Zoo’s renewal of its 10-year Conditional Use Master Plan Permit; and

WHEREAS, the Metro Council directed that, following the renewal of a Conditional Use Permit from the City of Portland, the updated Campus Plan, with any City of Portland-required modifications, would be brought to the Metro Council for consideration; and

WHEREAS, the zoo has now completed the 2024 Oregon Zoo Campus Plan, providing a 20-year plan for future bond funded and non-bond funded development at the Oregon Zoo, and presents the 2024 Oregon Zoo Campus Plan to the Metro Council for approval; now therefore,

BE IT RESOLVED that the Metro Council hereby:

Accepts and approves the Oregon Zoo Campus Plan attached hereto as Attachment 1 to the Staff Report.

ADOPTED by the Metro Council this \_\_\_\_\_ day of September 2024.

---

Lynn Peterson, Metro Council President

Approved as to Form:

---

Carrie MacLaren, Metro Attorney

IN CONSIDERATION OF RESOLUTION NO. XXXX, FOR THE PURPOSE OF ACCEPTING THE OREGON ZOO 2024 CAMPUS PLAN

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Date: August 29, 2024

Department: Oregon Zoo

Council Meeting Date: September 10, 2024

Prepared by: Kristin Solomon  
kristin.solomon@oregonmetro.gov

Presenters:

Heidi Rahn (she/her)  
Oregon Zoo Director

Kristin Solomon (she/her)  
Capital Asset Management

Length: 60 minutes

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### ISSUE STATEMENT

The Metro Council is asked to consider accepting the Oregon Zoo 2024 Campus Plan. If approved, the plan would support the implementation of a new phase of capital investments to protect animal health and well-being, provide conservation education, increase sustainability and improve accessibility at the zoo.

### ACTION REQUESTED

Adopt Resolution No. XXXX, for the Purpose of Accepting the Oregon Zoo 2024 Campus Plan.

### IDENTIFIED POLICY OUTCOMES

- Advance the Oregon Zoo's mission of connecting our community to the wonder of wildlife to create a better future for all.
- Support animal health and well-being, conservation education for youth and families, energy and water conservation, accessibility for all ages and abilities, and climate resilience at the zoo.
- Maintain accreditation by the Association of Zoos and Aquariums. First accredited in 1974, the Oregon Zoo is one of only two zoos in the country to be continuously accredited for 50 years.

### POLICY QUESTION(S)

- Does the recommended Oregon Zoo Campus Plan and proposed implementation plan serve the needs of the zoo's animals, visitors and facilities; fulfill Council direction and policy; and reflect community and stakeholder input?

## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

- Adopt the Resolution.
- Request changes to the plan prior to adoption.

## **STAFF RECOMMENDATIONS**

Following more than a year of engagement and preparation, staff recommend that Council adopt Resolution No. **XXXX** Accepting the Oregon Zoo 2024 Campus Plan.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

The Oregon Zoo is a source of pride for the greater Portland region, advancing conservation education and species recovery locally as well as around the globe. The zoo is committed to continually improving animal well-being, guest and staff experiences, education, accessibility, climate resilience and conservation across its 64-acre campus in Washington Park.

In fall 2022, staff from the Oregon Zoo and Capital Asset Management began work on a new Oregon Zoo Campus Plan to replace the Zoo's 2011 Comprehensive Capital Master Plan that guided implementation of the 2008 bond measure. The new plan focuses on areas of the campus that were not targeted for substantial investment from the 2008 bond. These include the zoo's oldest existing habitats and buildings, as well as outdated educational exhibits and not fully accessible pathways and facilities.

The 2024 Oregon Zoo Campus Plan follows on the successes of the 2008 bond to begin a new phase of capital improvements at the zoo. This phase would implement a substantial portion of the Campus Plan, advancing the Metro Council's goals for animal health, climate, conservation education and economic vitality in one of the region's most beloved community institutions.

## **COMMUNITY ENGAGEMENT AND SUPPORT**

Development of the Campus Plan included in-person engagement sessions with historically marginalized communities, including but not limited to representatives of the following organizations:

- |  |                                 |
|--|---------------------------------|
| - Adelante Mujeres                             | - Centro Cultural               |
| - Autism Empowerment                           | - People of Color Outdoors      |
| - Boys & Girls Club of the Portland Metro Area | - Rosewood Initiative           |
| - Center for African Immigrants and Refugees   | - Self-Enhancement Inc.         |
|  | - Youth Empowerment Project PNW |

Staff also engaged with youth participating in the Zoo Apprenticeship Program; the zoo's Community Advocacy Council, composed of young professionals of color; zoo volunteers and members; staff and board of the Oregon Zoo Foundation; and zoo staff.

Zoo staff heard broad community support for the goals of the draft plan, particularly goals to improve accessibility, wayfinding and other visitor facilities at the zoo, and to update or replace outdated animal habitats. Zoo staff were also supportive of proposed improvements to behind-the-scenes care-staff facilities, guest amenities, storage areas and service access.

Through fall 2023 and into the winter, staff and partners at the Oregon Zoo Foundation have continued to engage a broad range of stakeholders, neighbors and community leaders to share the mission of the Oregon Zoo and how it is expressed through the new Campus Plan and the 2024 bond measure.

## **LEGAL ANTECEDENTS**

If accepted, the 2024 Campus Plan will update the 2011 Comprehensive Capital Master Plan, which was approved by the Metro Council through Resolution No. 11-4304.

The 2023 draft Oregon Zoo Campus Plan Concepts, approved by the Metro Council through Resolution No. 23-5357, directed the zoo to seek and obtain a renewed 10-year Conditional Use Master Plan permit from the City of Portland and explore financing options, which led to the adoption of Metro Council Resolution No. 24-5375, referring the 2024 Oregon Zoo Bond Measure 26-244 to region's voters in May 2024.

The new Campus Plan's finalization and implementation will also advance several other pre-existing Metro Council policies, including but not limited to:

- Construction Career Pathways Framework
- Regional Workforce Equity Agreement
- Subcontractor Equity Program
- Sustainable Sites and Buildings Policy
- Clean Air Construction Policy
- Percent for Art Policy

## **ANTICIPATED EFFECTS**

Work to prepare for implementation of the Campus Plan and ballot measure commitments will continue following Council adoption of the resolution. A team will be developed to implement the Campus Plan, project budgets will be approved via the Capital Improvement Plan process, Metro Council will appoint a Zoo Bond Citizens' Oversight Committee, and Metro Council policies will be advanced.



## BACKGROUND

Council discussed the draft Campus Plan at work sessions on May 16 and September 5, 2023; the latter included a tour of many of the Plan's proposed focus areas. On October 26, 2023, the Metro Council adopted Resolution No. 23-5357, accepting the draft Campus Plan's concepts, with emphases on animal care and well-being, sustainability and conservation, and visitor education and accessibility. The resolution directed staff to begin the work of permitting review with the City of Portland to renew the zoo's Comprehensive Use Master Plan, and to continue refining the Campus Plan for final adoption in 2024.

Additionally, Council's adoption of Resolution No. 23-5357 directed staff to prepare capital financing and business planning options for Council's consideration. The Council advanced the zoo's proposed capital project prioritization and financing approach, including the potential of a Phase 2 bond measure, at a work session on November 21, 2023. At a work session on January 9, 2024, the Metro Council discussed proposed priorities for a next phase of bond-funded investments and provided direction to proceed with the preparation of bond measure referral for the Council's consideration.

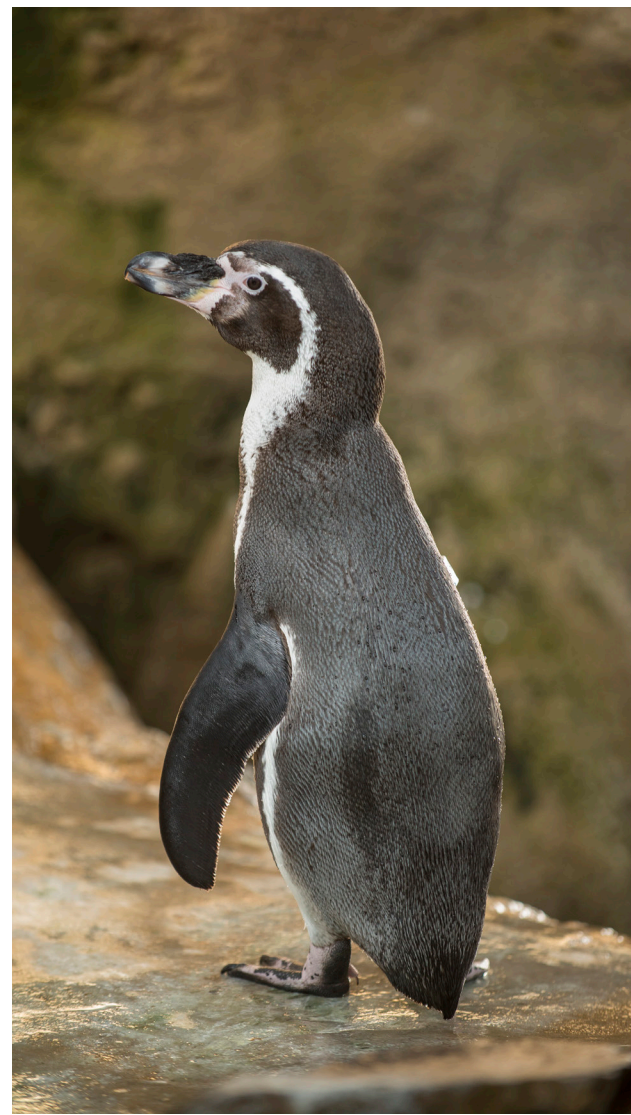
On February 2, Council approved Resolution No. 24-5375, which referred the Oregon Zoo Phase 2 bond measure to the May ballot. The measure was passed on May 21<sup>st</sup>. On June 28, 2024, City of Portland hearing officer decision was issued approving the Oregon Zoo's renewal of its 10-year Conditional Use Master Plan Permit.

## ATTACHMENTS

- Resolution No. XXXXXX



# Oregon Zoo Campus Plan 2024







# CAMPUS PLAN 2024

PREPARED FOR:



4001 SW Canyon Rd,  
Portland, OR 97221

PREPARED BY:



D E S I G N

833 Chestnut Street, Suite 909  
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## PLANNING PARTICIPANTS

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Utpal Passi – Deputy Director  
Krista Swan – Director of Marketing  
Hova Najarian – Director of Communications  
Melanie Sorensen – Director of Education & Conservation  
Lori Ford – Culture & Inclusion Manager  
Charetta Long – Equity & Engagement Manager  
Shervin Hess – Conservation Manager

### OPERATIONS

Ivan Ratclif – Director of Business Operations  
Tim McCormack – Director of Facilities  
Jennifer Burns – Safety & Health Program Manager  
Mickey Webb – Director of Events  
Michael Harris – Maintenance Manager  
Seth Menser – Horticulture Manager  
Jesse Lene – Building Controls Manager  
Joel Lavespere – Public Safety Manager  
Ron Herrington – Custodial Supervisor

### ANIMAL CARE

Steve Lefave – Curator of Elephants  
Kate Gilmore – Curator of Primates & Ambassador Animals  
Kelly Gomez – Curator of Africa & Marine Life  
Travis Koons – Curator of Birds, Reptiles & Native Conservation  
Asaba Mukobi – Area Supervisor, Primates  
Eliza Lee – Area Supervisor, Ambassador Animals  
Amy Hash – Area Supervisor, Africa & Marine Life  
Marcus Jason – Area Supervisor, Birds, Reptiles & Small Mammals  
Jen Osburn-Eliot – Area Supervisor, North America

### ANIMAL HEALTH, WELFARE, & NUTRITION

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Nadja Wielebnowski – Animal Welfare & Research Manager

### OREGON METRO

Kristin Solomon – Senior Capital Project Manager  
Staci Pfau – Senior Capital Project Manager  
Joel Morton – Senior Attorney  
Tom Rogers – Finance Manager  
John Lindenthal – Program Director, Construction Project  
Management Office  
Jenna Garmon – Sustainability manager  
Dana Visse – Climate Analyst  
Sarah Allison – Sustainability Planner

### OREGON ZOO FOUNDATION

Julie Fitzgerald – Executive Director

### CLR DESIGN

Gregg Leicester – Principal in Charge  
Dan Miller – Project Manager, Architect  
Nick Iott – Landscape Architect  
Kelsey Weber – Architect  
Scott Dietrich – Graphic Designer

### WALKER MACY

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Emily De Lautour – Landscape Architect  
Betty Lou Poston – Urban Designer  
Sierra Gardiner – Landscape Designer

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Karina Hershberg – Regenerative Design  
Robert Smith – Electrical  
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### TJP ENGINEERING

Terri Johnson – Principal, LSS Engineer

### EQUILIBRIUM ENGINEERING

Ed Quesenberry – Principal, Structural Engineer  
Leif Erickson – Principal, Structural Engineer

### GRI

Jason Bock – Principal  
Nick Hatch – Geotechnical Engineer

### DCW COST MANAGEMENT

Andrew Jonsson – Technical Lead  
Bryan Baldwin – Project Manager, Cost Estimator

### JP MITCHELL, LLC

Jim Mitchell – Advisor

### COMMUNITY ENGAGEMENT

Terry O'Connor – Terry O'Connor Consulting  
Nette Pletcher – Beez Kneez Creative

### THE BOOKIN GROUP

Chris Hagerman – Principal, Senior Planner  
Debbie Cleek – Principal, Senior Planner

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# INTRODUCTION

## Together for Wildlife

For nearly 135 years, the Oregon Zoo has offered local residents and visitors from around world a chance to connect with wildlife. Along the way, it has evolved into a hub for the science of animal well-being and is an internationally recognized conservation leader. The zoo is helping to save all kinds of endangered species, from California condors to northwestern pond turtles and has generated a tremendous amount of community pride and support.

In 2008, people across the region acted on behalf of animals and sustainability with an overwhelming vote to invest in the zoo. The 2008 zoo bond measure was transformative. It provided for a dramatic overhaul to some of our most popular animal habitats, plus a state-of-the-art veterinary medical center, an education center, and much more. All told, the bond reshaped nearly 40% of the zoo campus — an impact enjoyed by millions of visitors.

Even with all that has been achieved, there are habitats in sections of the zoo that date to the late 1950s and are not able to keep pace with changing standards. There also are accessibility challenges and aging infrastructure. The zoo has a lot to be proud of, but at the same time there is more work to do — for our animals, for our guests and for our environment.

Collaborating with a professional planning team from CLR Design, the zoo set priorities through a nearly yearlong engagement process involving zoo guests, staff members, community groups, experts in animal care and conservation, and other stakeholders. The Metro Council provided additional input and guidance.

All of that work is reflected in this 2024 campus plan, which will help shape the next era of animal care, guest accessibility and resource conservation at the zoo. Focusing on areas not improved through the 2008 bond, the plan proposes updating some of the zoo's oldest animal areas, improving accessibility and amenities for guests of all ages and abilities, and ensuring the zoo does its part to both mitigate and respond to a changing climate.

The Oregon Zoo's mission is connecting our community to the wonder of wildlife to create a better future for all. This plan envisions the physical manifestation of that mission: a space for the zoo to create connections, spark interests and foster relationships that will benefit not just this region but the world — a campus that will bring us together for wildlife.





# CONTEXT

The Oregon Zoo has been at its current 64-acre location in Portland's West Hills since moving to Washington Park in 1959. The zoo is a key community resource and regional attraction, currently welcoming around 1.3 million visitors annually.

Many updates and groundbreaking animal-care advancements have been made over the years, facilitated most recently through a 2008 bond measure and subsequent capital projects. Improvements to the zoo over the past decade were guided by a previous Campus Plan completed in late 2011.

## History

The zoo's history dates back to 1888 when a pharmacist named Richard Knight donated a grizzly bear and a small number of exotic animals he had acquired to the City of Portland. This led to the establishment of the Portland Zoo at a site in lower Washington Park. Over the next 70 years, the diversity and number of species housed at the zoo grew dramatically. In 1954, A successful bond measure fnanced the construction of the Portland Zoological Gardens, which opened at the current zoo site in 1959.

The Metropolitan Service District assumed management responsibility of the zoo in 1976 and oversaw signifcant renovations over the next 20 years. The zoo became the Oregon Zoo in 1998, the same year that the regional MAX light rail system was connected through the Washington Park station.



Richard Knight's Pharmacy

Ten years later, local voters approved a bond measure which, along with support from Oregon Zoo Foundation donors, funded eight major projects defned by the 2011 Campus Plan. These transformative projectsreimagined roughly 40% of the zoo's usable area and include the Veterinary Medical Center, Education Center, Condors of the Columbia, Elephant Lands, Polar Passage, and Primate Forest among others.



Aerial photograph, Oregon Zoo 1967

From its humble beginnings 135 years ago–through strong support from the local community, strategic planning, and responsible development–the zoo has transformed into a world-class center for wildlife education, species recovery and conservation science.

## Site Characteristics

Located about two miles southwest of downtown Portland, the zoo landscape is characterized by around 80 vertical feet of north-to-south slope and surrounded by mature Pacific Northwest conifer forest. The site is easily reached via MAX light rail lines as well as by car from Highway 26 and SW Kingston Drive.

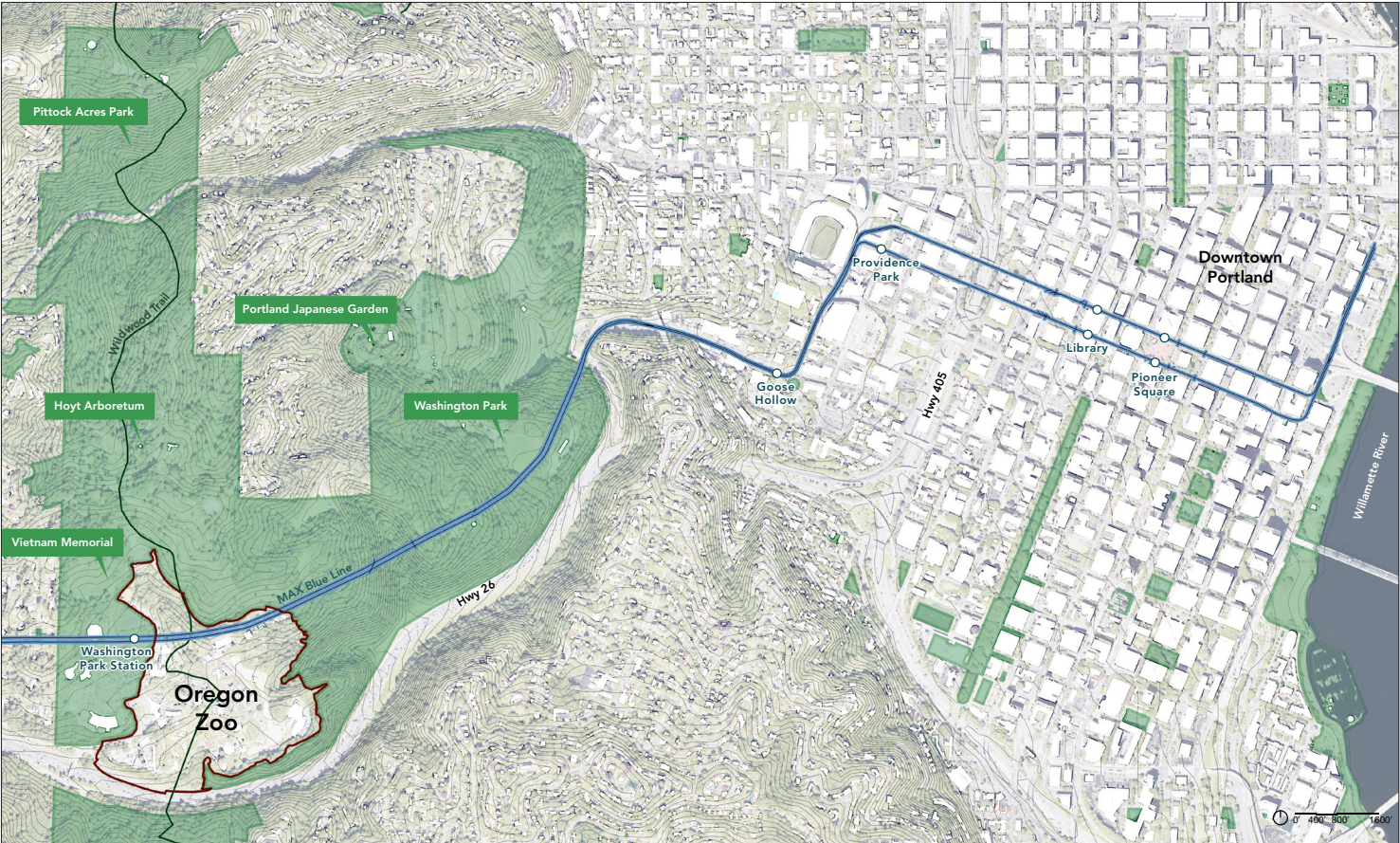
Various bike and foot trails also provide access and recreation around the zoo. The slope, forested landscape and park surroundings offer excellent views and adjacencies throughout the campus but limit the zoo's usable footprint to roughly 43 acres.

The hills surrounding the zoo, known as the Tualatin Mountains, are defined by a series of active and inactive faults leading to a generally seismically active condition. The land the zoo sits on is part of an active mapped prehistoric landslide encompassing roughly 125 acres, ranging from 20 to 100 feet deep. The zoo's ongoing monitoring program has recorded slow but steady movement near the edges of the slide and at the toe of the main slope.

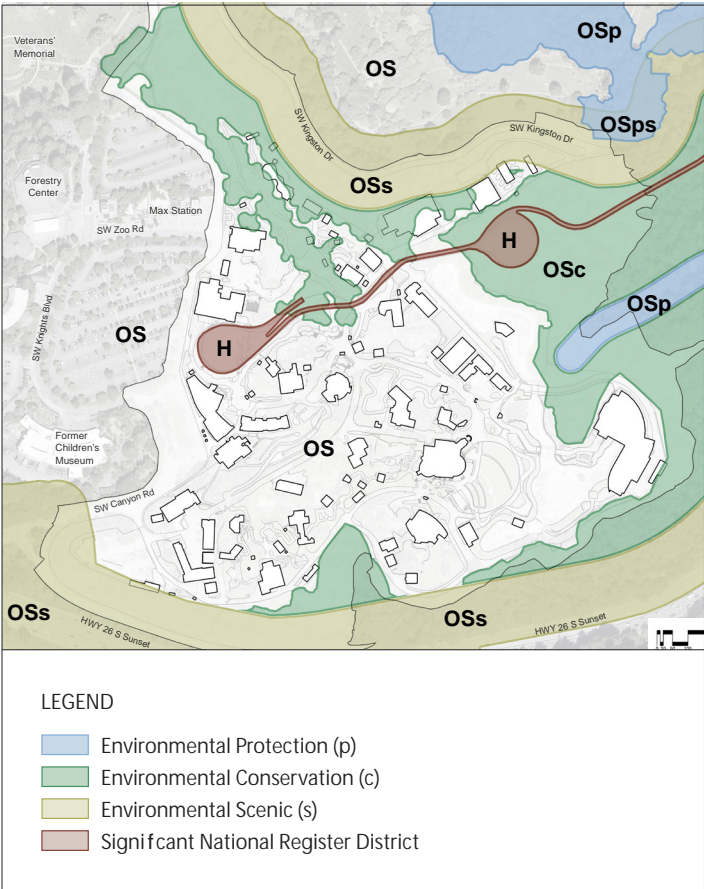
Future zoo development should maintain current net loading with balanced cut-and-fills, avoid steep sloped areas, and limit water in filtration as much as possible. Foundation design and excavation will also be critical components of all future designs. Structures are likely to require a combination of mat foundations, conventional spread foundations tied together with grade beams and–for those near the toe and head of the landslide scarp–deep foundations such as micropiles or drilled shafts.

Washington Park is zoned by the City of Portland as Open Space. The Open Space zone is intended to preserve and enhance public and private open, natural, or improved park and recreational areas. Additional overlay designations fall within the Open Space zone encompassing the zoo, including environmental protection, environmental conservation and scenic resources.

Protections provided by the environmental overlay zones, which preserve the amazing natural environment surrounding the zoo also impact the improvable area within the zoo's boundaries. Development adjacent to these areas must be strategic, limited within undisturbed areas, and compliant with additional environmental regulations as defined by Title 33 of the Portland City Code.



Zoo context map



Zoo open space zoning overlay map





Veterinary Medical Center

## Planning and Strategic Framework

This Campus Plan is built on the framework of the recent Oregon Zoo Strategic Plan, drawing on knowledge gained from the 2011 Campus Plan and subsequent capital projects. Context provided by these elements helps to define the goals and drivers behind current planning efforts, which will inform progress over the next 10 to 15 years. Many of the Strategic Plan's focus areas tie directly to physical campus planning and provide important context for proposed elements in this Campus Plan.

### 2020–2023 Oregon Zoo Strategic Plan Focus Areas:

- Lead the way in animal care & welfare.
- Advance wildlife conservation.
- Deliver an inspiring guest experience (every time).
- Create diverse, equitable & inclusive environments.
- Connect with our communities.
- Provide meaningful and fulfilling staff experiences.
- Achieve financial sustainability.

The capital projects associated with the 2011 Campus Plan were transformative, advancing animal care and well-being, environmental sustainability and the zoo's ability to provide high-quality conservation education. Condors of the Columbia highlights a conservation program that has boosted the wild population of critically endangered California condors in significant ways. The Veterinary Medical Center allows zoo staff to provide industry-leading medical care to the resident animals. The Education Center provides a new home for the programs that help fulfill the zoo's commitment to conservation education and outreach.

Most recently, Elephant Lands, Polar Passage, Primate Forest, and Rhino Ridge significantly expanded and improved both the indoor and outdoor housing spaces while supporting activity and choice to enhance the well-being of these complex animals.



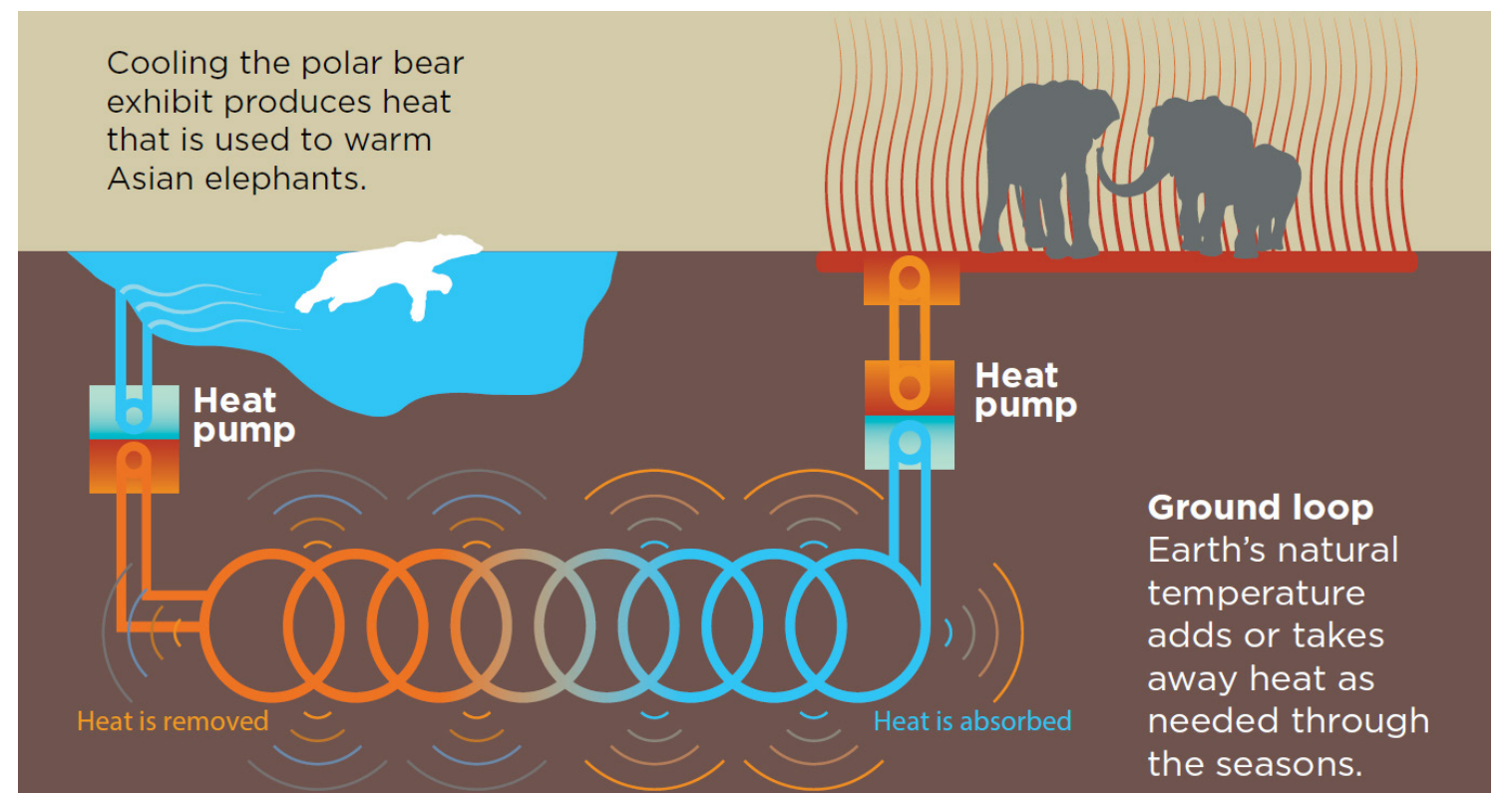
Education Center

All of the above projects represent critical progress for the Oregon Zoo, and provide important information for planning future directions. Some key reflections informing this campus plan include:

- Enhancing animal well-being often requires a larger care footprint compared to older/existing facilities. On a constrained site, this can lead to fewer animals and less species diversity. One goal of this Campus Plan is to increase the diversity of life represented at the zoo.
- Sustainability and climate resiliency measures included in recent projects have been largely successful case studies for continued development. Rainwater and solar harvesting systems at the Education Center, Elephant Lands and VMC, as well as the geothermal heat exchanger between polar bears and elephants, are all worth studying to determine whether aspects may be incorporated into new work.
- Efforts to publicly showcase animal care have been very successful for engaging zoo guests, but special attention should also be paid to providing top-quality and naturalistic viewing opportunities.
- It can be a challenge to maintain quality guest experience during ongoing construction, especially when large areas of the zoo are closed for redevelopment. Phasing and implementation plans must be carefully developed to optimize the guest experience during such times.
- As climate change, invasive species, disease and other threats to biodiversity intensify, the broader conservation community is turning to the Oregon Zoo to advance species recovery efforts both on-grounds and in the field. The zoo supports industry-leading animal care and conservation work, but studies have shown many guests are not aware of these programs.



Primate Forest



Successful heat exchange system between polar bear (2021) and elephant (2015)



THE PLANNING PROCESS

This final report represents a consensus reached through the input of hundreds of people, numerous planning workshops, community engagement sessions, and detailed engineering analysis over the course of 2023. The process was divided into five distinct tasks.

I. WORK PLANNING

Develop a detailed schedule and strategy to deliver the Campus Plan as envisioned by the zoo.

II. PRELIMINARY PROGRAMMING

Define the goals of the Campus Plan and consider what programmatic elements are required to achieve them.

III. INVENTORY & ANALYSIS

Review and analyze the existing zoo landform, facilities, infrastructure, utilities, circulation, opportunities and constraints.

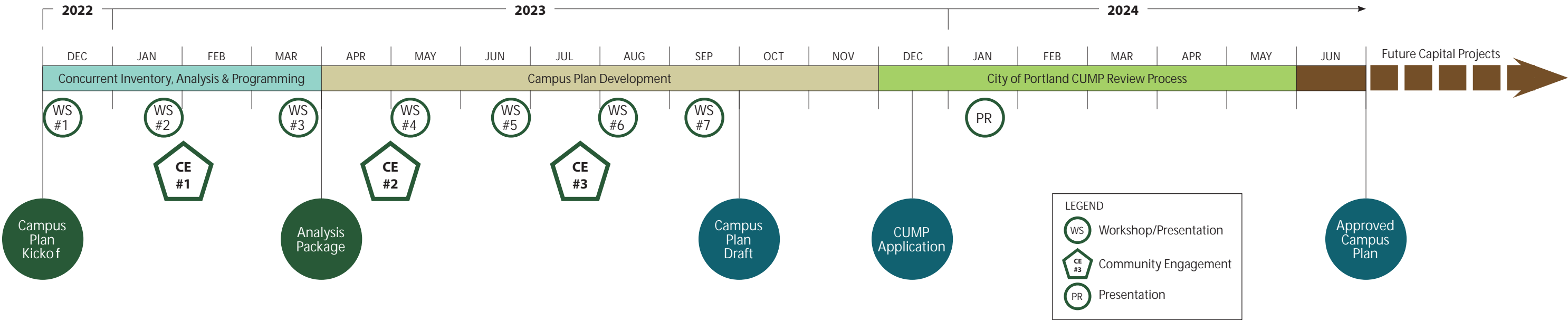
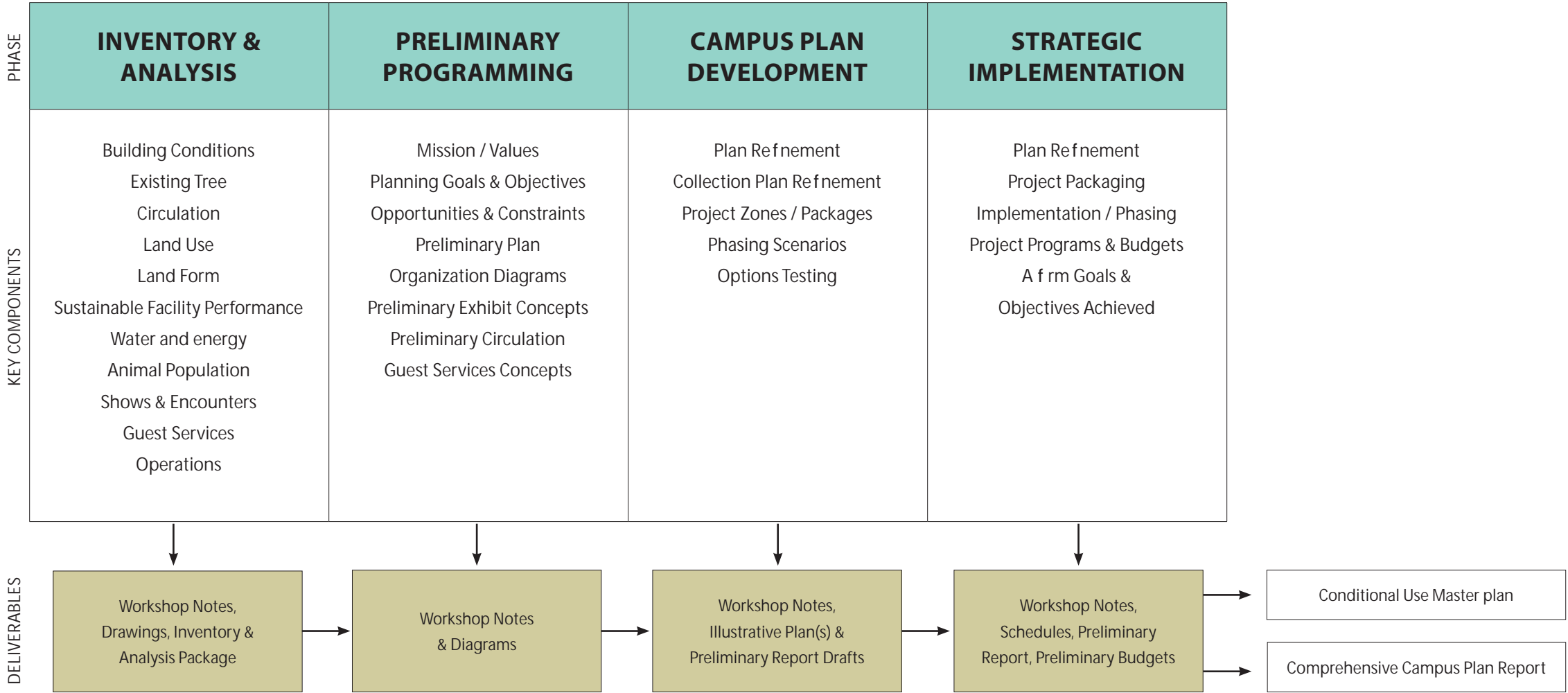
IV. CAMPUS PLAN DEVELOPMENT

Using information gathered in the programming and analysis phases, establish priority project zones and define the direction of future improvement and development.

V. CONDITIONAL USE MASTER PLAN

Obtain preliminary approval from the City of Portland for the concepts developed in the planning phase.

Planning Phases, Components & Deliverables

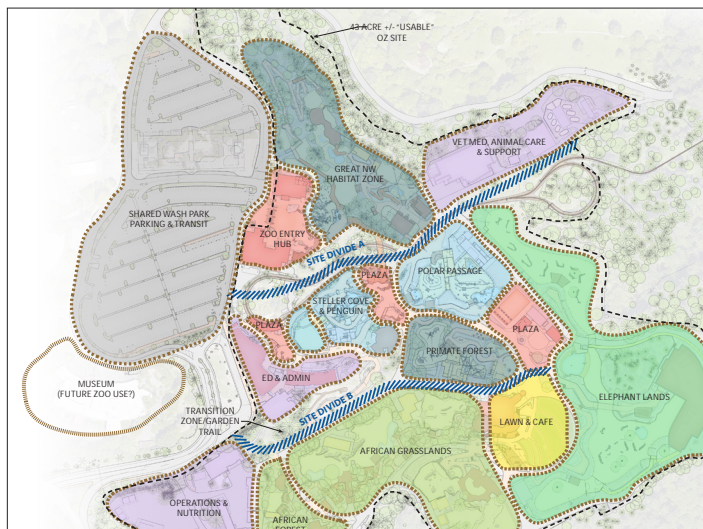




## Workshop Approach

Throughout the planning process, participants gathered for collaborative in-depth workshops covering key topics and including many perspectives from zoo staff as well as the team of planners and engineers. Each workshop formed the common baseline to inform next steps and build consensus on the planning direction.

Through this highly interactive approach to planning and decision-making, team members gained an understanding of what makes the zoo and its community special. Exploring and respecting the points of view, observations, recommendations, and expectations of this specific zoo community results in a tailored Campus Plan for the future that is thorough, creative, achievable and mindful of the zoo's history, culture and mission.



Example of workshop diagram – Land Use Area

## Community Engagement

Many diverse stakeholder groups are affected by long-range planning efforts. In recognition of this, the internal planning team included dedicated representatives from Metro, the Oregon Zoo Foundation and all zoo departments, including administration, operations, guest services, facilities, maintenance, veterinary care, animal care, education, volunteers, communications and marketing.

Engaging with the broader community to inform planning efforts was also a high priority. Terry O'Connor Consulting, in partnership with Nette Pletcher (Beez Kneez Creative), led an extensive effort to identify stakeholder groups, learn about current zoo experiences and needs, and test design concepts at key points in the plan development process.

Stakeholder groups engaged through surveys, focus groups and open houses included:

- Broader zoo staff
- Zoo volunteers
- Zoo Apprenticeship Program participants
- Oregon Zoo Foundation board members
- Community Advocacy Council
- Zoo members
- Frequent visitors
- Multiple community groups

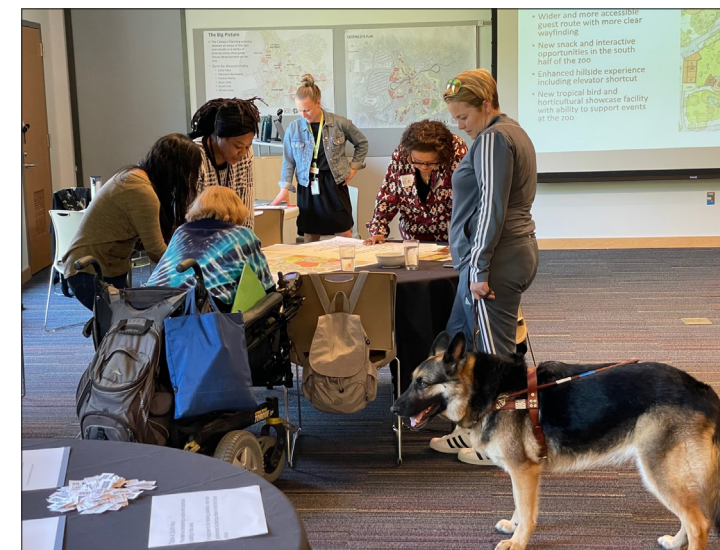
Front-end evaluation was designed to inform the plan's initial development. Methods included three comprehensive, online surveys asking quantitative and qualitative questions of members and frequent visitors, zoo staff, and volunteers, as well as two virtual focus groups with the Oregon Zoo Foundation board. Results provided data on these stakeholders' ease of navigating the zoo, their favorite and least favorite habitats, zoo experiences they enjoy, which areas need improvement, needs for guest amenities, and other priorities for future investment.

During the plan development phase, a second and third round of engagement activities occurred over two weeks in May and August. The purpose of these formative activities was to gain feedback from a variety of stakeholder groups on the most recent Campus Plan designs.

Questions in the first series of engagement sessions were focused specifically on the topics of flow, pathways, amenity choices and features that promote access and inclusiveness. The formative evaluation methods included two open houses with table-top activities, three focus groups and an interactive session with youth from the Zoo Apprenticeship Program who used photography to illustrate their opinions.

The third round of engagement activities were designed to include many of the same groups that participated in the second round as well as an expanded group of members and frequent visitors. These activities and discussions focused on areas in which the planning team responded to previous feedback as well as a number of specific areas of study.

Overall, through all three phases of engagement, over 2,000 opinions were collected and considered.



Community engagement sessions





## CAMPUS PLAN DRIVERS

The primary purpose of the early planning effort was to carefully evaluate the context of the existing zoo site, infrastructure, previously established strategic goals and new priorities. This critical period of review and reflection led to the establishment of the Campus Plan drivers that directed and informed design efforts for the remainder of the planning process.

### Animal Wellbeing

The well-being of the animals residing at the Oregon Zoo is a critical driver for all elements of the Campus Plan. In addition to AZA standards and other industry guidance for habitat design, opportunities to enhance well-being through activity and choice were explored.

Some animals thrive best in habitats customized directly for their species' needs, while others may take advantage of sharing several more-flexible habitats with other species. All animals benefit from being provided choices within their environment – sun vs. shade, heating vs. cooling, variable eating and sleeping locations, visibility vs. privacy, and many other considerations.

Choice goes hand-in-hand with flexibility, which is an important element for all public-facing habitats as well as behind-the-scenes areas. Flexible habitats allow for optimal animal care, zoo population management, and consistent guest experiences.

### Staff Wellbeing

Providing a meaningful staff experience is one of the focus areas identified in the Strategic Plan. A first step toward achieving this goal is addressing the need for more quality working spaces for staff members. Cramped and aging facilities around the zoo are a primary contributor to this issue. Proposed new projects include more generous and comfortable staff areas.

In addition, the primary central working spaces for the animal care team and facilities and maintenance team are in buildings that are approaching the end of their useful lives. This Campus Plan includes strategic development dedicated to replacing these facilities with expanded and improved modern structures. High quality working spaces for staff will support better communication, more flexibility to staffing and operations, a higher level of comfort, and most importantly a better representation of the value these individuals bring to the zoo community.



Existing zoo circulation diagram

### Circulation and Flow

Studies of existing guest and staff circulation revealed several areas in need of improvement. The primary challenges are in the Great Northwest, Pacific Shores and Africa zones, and the focus is on providing an equitable and fully accessible experience for all guests.

To achieve this goal, pathways must be widened to accommodate more guests, graded to achieve maximum slopes, and designed to support intuitive wayfinding. These guidelines will support flow throughout the campus that is navigable by all users.

Another element of circulation and flow is to provide guests with more options for how they experience the zoo. Current paths, combined with steeply sloping topography, require guests to take long and strenuous routes to experience many of the zoo's popular attractions and animals.

This Campus Plan strives to provide additional options of varying lengths, and to reduce the physical demand by shortening overall walking distances and reducing the vertical elevation climb needed to exit from any point within the zoo. Increasing the accessibility, flexibility and choices available to guests will provide a more equitable experience for individuals of all abilities, whether they're visiting for a couple hours, a full day, or just want to visit the elephants each week!

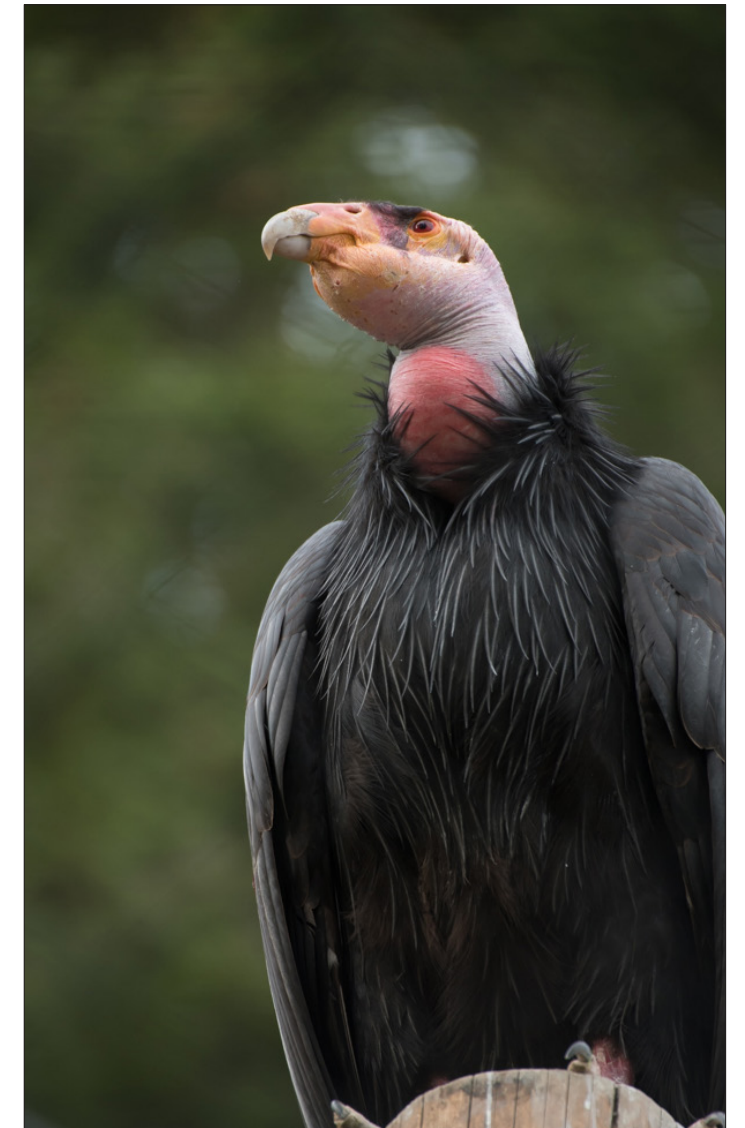
### Conservation Action & Education

Over the past 25 years, the Oregon Zoo has achieved some monumental wins for wildlife: helping prevent the extinction of the Oregon silverspot butterfly, tripling the range of the northwestern pond turtle in Washington, becoming the first institution to breed pygmy rabbits, starting a polar bear science revolution, launching a continent-wide effort to eliminate lead from the ecosystem, and helping the Yurok Tribe bring condors back to their ancestral homeland.

All of these efforts are part of bigger partnerships, but none of them would have been possible without the Oregon Zoo. As the biodiversity crisis intensifies, the zoo will leverage its facilities, expertise and partnerships to restore wildlife populations and promote human-wildlife coexistence. The zoo's diverse community is critical to the success of its conservation mission. The campus plan will draw the zoo community further into the collective conservation journey, sharing stories, offering hope and inspiring action for wildlife and the natural world.



Elephant Lands activity tree in Forest Hall



California Condor



## Guest Experience

Delivering an inspiring guest experience is another key focus area of the zoo's Strategic Plan. The improvements to circulation and flow discussed above will help in this effort, but a variety of other elements are informed by this key driver. Inspiring guests begins with amazing opportunities to view and experience thriving animals at all times of year. To this end, zoo care staff included animal visibility and climate suitability in their holistic evaluations. The collection of habitats proposed here supports a robust year-round experience with diverse animal experiences, great views, and many new ways to interact with animals and animal-care staff.

What happens in between animal-related experiences is also a critical element of this plan. The proposed layout includes many opportunities for guests to learn, rest, eat, play and decompress — all within the forest park environment of the Oregon Zoo. One important aspect of this effort is to make true hubs out of the major decision points by improving amenities and guest infrastructure at these locations. The location of these hubs was also assessed and reorganized to provide a better balance of amenities throughout the guest experience.



*Elephant Lands provides unique and inspiring experiences*

## Operational Efficiency

Improving efficiency is critical for ensuring the campus plan supports continued sustainable operation for years to come. From day one of the planning effort, it became clear that future sustainability depends on prioritizing updates to the zoo's critical infrastructure.

Replacing facilities that have reached the end of their expected life reduces the effort and cost of increased maintenance down the road. In addition to physical structures, the organization of guest and staff flow across the campus is improved by including more generous clearances, direct service access to buildings and habitats, and clear routes of circulation.

The financial sustainability of the zoo requires a high degree of operational efficiency. In addition to the updates proposed around flow and access, improvements to guest amenity hubs are critical to enhancing this efficiency. The proposed hubs included in the campus plan are spaced evenly along the main circulation routes to provide consistent comfort for guests and revenue opportunities for the zoo. The hubs themselves include a focused collection of services including wayfinding, restrooms, dining options and retail, allowing for more centralized staffing and services.



*Pollinator Garden conveys important conservation message*

## Campus Ecology

Campus Ecology is a term CLR uses to refer to the sustainable development and operation of a campus. Fundamentally, it is the long-term vision for showcasing the conservation, education and sustainability that guide the zoo's daily operations, policies and future projects. The zoo must holistically evaluate green design principles and ideas in terms of its unique climate, cultures, plants and animals to arrive at a unique collection of design directions.

The bar for future development at the Oregon Zoo is already set high by Metro's Sustainable Buildings and Sites policy, which provides standards for design, construction, operations and maintenance of all Metro properties, supporting the goals of reducing greenhouse gas emissions, eliminating priority toxic and hazardous substance use, reducing overall waste generation, reducing potable water use, and ensuring properties positively contribute to healthy urban ecosystems and watersheds.

Beyond the established policy, the Metro team participated in campus planning workshops to help establish a set of ambitious goals supported by the engineering team and the proposed development. The primary purpose of these goals is to ensure that the Oregon Zoo campus positively contributes to human and environmental well-being, conserves natural

resources, and inspires sustainability practices by guests, community organizations and businesses. This will be achieved in part by pursuing the following specific goals:

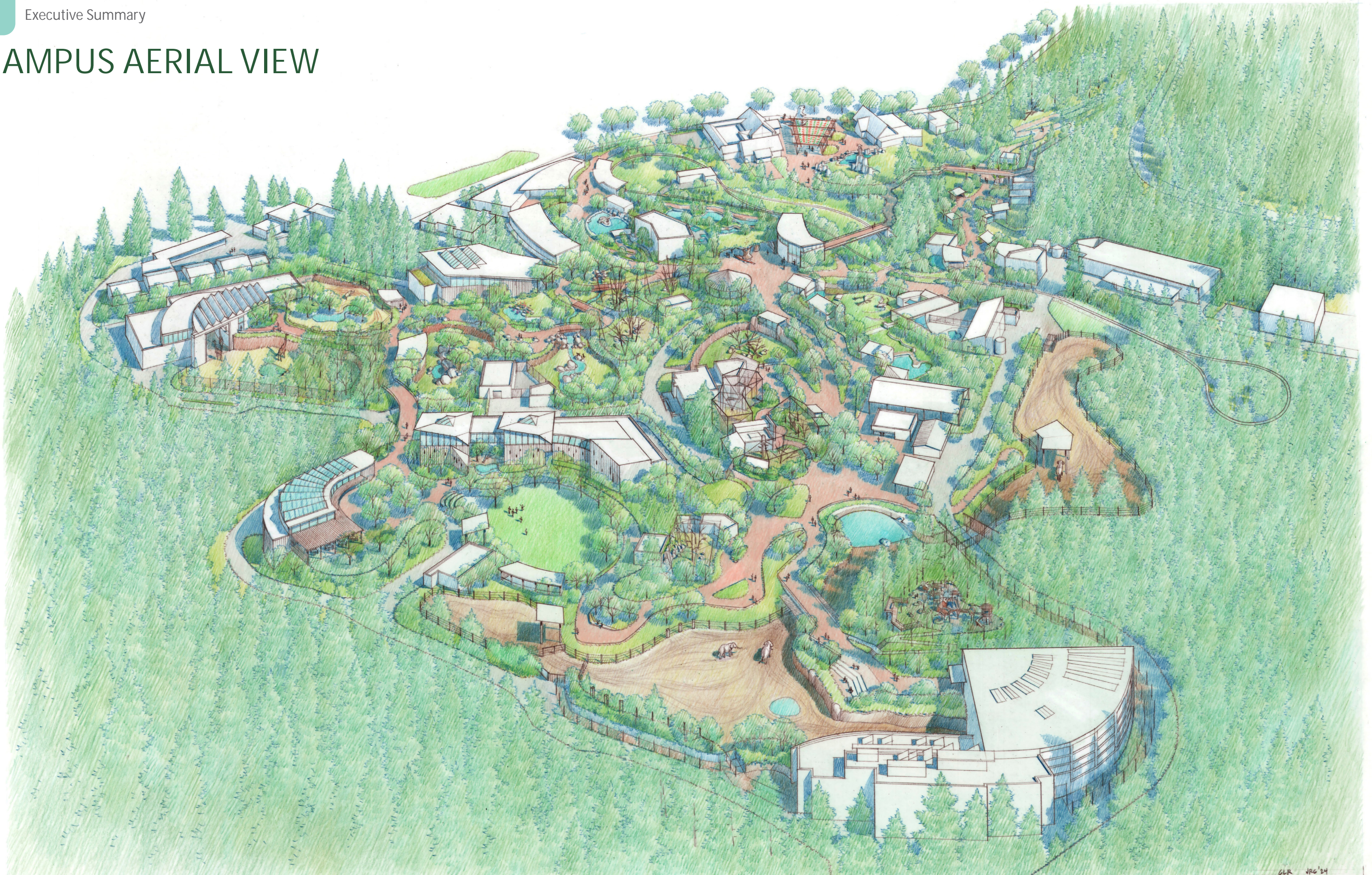
- Eliminate campus operational carbon emissions by 2040.
- Reduce water use 35% by 2040.
- Promote ecological integrity and function in design of landscaping, stormwater systems and animal habitats.
- Go beyond the Sustainable Buildings and Sites policy and contribute to climate environmental justice outcomes in the region.
- Design zoo facilities and systems to be resilient in the face of climate change and other challenges.







# CAMPUS AERIAL VIEW





# CAMPUS VISION

## Existing Campus

The zoo is organized into three large zones including North America, Elephant Lands, and Africa. The non-public facing areas of the zoo are focused around the Facilities Hub in the southwest corner and the Animal Care Hub in the northeast.

### ENTRY PLAZA

1. Gift Shop
2. Cascade Crest
3. Ticket Redemption
4. Train Round House

### GREAT NORTHWEST

5. Mountain Goat Habitat
6. Mt. Goat & Black Bear Care Building
7. Pedestrian Bridge
8. Suspension Bridge
9. Black Bear Habitat
10. Snowy Owl Habitat
11. Covered Bridge
12. Eagle Habitat
13. Cascade Building
14. River Otter Habitat
15. Beaver Habitat
16. Waterfowl Aviary
17. Public Restrooms
18. Cougar Habitat & Building
19. Condor Habitat & Building
20. Family Farm Barn
21. Family Farm House

### GATE J

22. Veterinary Medical Center
23. VMC Generator
24. Care, Connection & Conservation (C3) Building
25. Wildlife Live Building
26. Avian Reproduction Center Building

### PACIFIC SHORES

27. Polar Bear Filtration Building
28. Polar Bear Care Building
29. Polar Bear Habitats
30. Boardwalk Path
31. Steller Cove Exhibit
32. Steller Cove Filtration Building
33. Penguinarium

### PRIMATE FOREST

34. Chimpanzee Habitat
35. Chimpanzee Care Building
36. Chimpanzee Mesh Habitat
37. Orangutan & Gibbon Care Building & Habitat

### EAST HUB

38. Growlers Cafe
39. Storage Building
40. Public Restroom

### ELEPHANT LANDS

41. Forest Hall
42. Elephant Habitats
43. Elephant Filtration Building
44. Lawn
45. Stage

### AFRICA

46. Aviary Cafe
47. Vollum Aviary
48. Predators of the Serengeti Building
49. Cheetah Habitat
50. Cheetah Care Building
51. Painted Dog Habitat
52. Painted Dog Care Building
53. Lion Habitat
54. Lion Care Building
55. Black Rhino Habitat
56. Black Rhino Care Building
57. Tortoise & Pygmy Goat
58. Savanna Habitat
59. Hoofstock Barn
60. Giraffe Feeding Station
61. Giraffe Care Building
62. Tree Tops Building & Boardwalk
63. Butterfly Lab
64. Sankuru Trader
65. Rainforest Building
66. Africa Rainforest Aviary
67. Kongo Ranger Station
68. ASC Otter Care Building
69. ASC Otter Habitat
70. Bat Cave

### GATE A

71. Facilities & Maintenance Offices
72. Horticulture, Welding, & Autoshop
73. Animal Nutrition Center
74. Greenhouse
75. Compost & Waste Disposal
76. Custodial Building
77. Hay Barn

### DISCOVERY ZONE

78. Administrative Center
79. Education Center
80. Classrooms
81. Overnight Camping Deck
82. Train Station
83. Red Panda Habitat & Building
84. Tiger Habitat & Building
85. Carousel





# Proposed Campus

The proposed campus plan maintains the overall organization of the zoo and focuses on strategic improvements informed by the key drivers identified by the planning team.

## ENTRY PLAZA

1. Gift Shop
2. Guest Services
3. Ticket Redemption
4. Train Round House

## GREAT NORTHWEST

5. Mountain Goat Habitat & Care Building
6. Pedestrian Bridge
7. Owl Habitats
8. Owl Care Building
9. Animal Habitat
10. Animal Overlook
11. Eagle Habitat
12. Covered Bridge
13. Animal Habitat
14. Black Bear Care Building
15. Black Bear Habitat
16. Public Restroom
17. Cougar Habitat & Building
18. Condor Habitat & Building
19. River Otter Habitat
20. Otter & Beaver Care Building
21. Beaver Habitat
22. Freshwater Exhibit Building
23. Filtration Building

## ANIMAL CARE HUB

24. Veterinary Medical Clinic
25. Animal Care Offices
26. Flexible Holding & Support
27. Avian Holding & Support

## COASTAL SHORES

28. Filtration Building
29. Polar Bear Care Building
30. Polar Bear Habitats
31. Seal Habitat
32. Sea Otter Habitat
33. Aquatic Support, Care, & Filtration Building
34. Penguin Care Building & Habitat

## CENTRAL HUB

35. Guest Services
36. Carousel

## PRIMATE FOREST

37. Chimpanzee Habitat
38. Chimpanzee Care Building
39. Chimpanzee Mesh Habitat
40. Orangutan And Gibbon Care Building & Habitat

## EAST HUB

41. Event Shelter
42. Growlers Cafe
43. Storage Building
44. Dining Shelter
45. Public Restroom
46. Adventure Play

## ELEPHANT LANDS

47. Forest Hall
48. Elephant Habitats
49. Filtration Building

## SOUTH HUB

50. Primate Expansion Care Building & Habitat
51. Red Panda Care Building & Habitat
52. Lawn
53. Ambassador And Herpetarium
54. Restaurant
55. Play Area
56. Bridge
57. Public Restrooms
58. Event Shelter
59. Stage
60. Play Area

## AFRICA

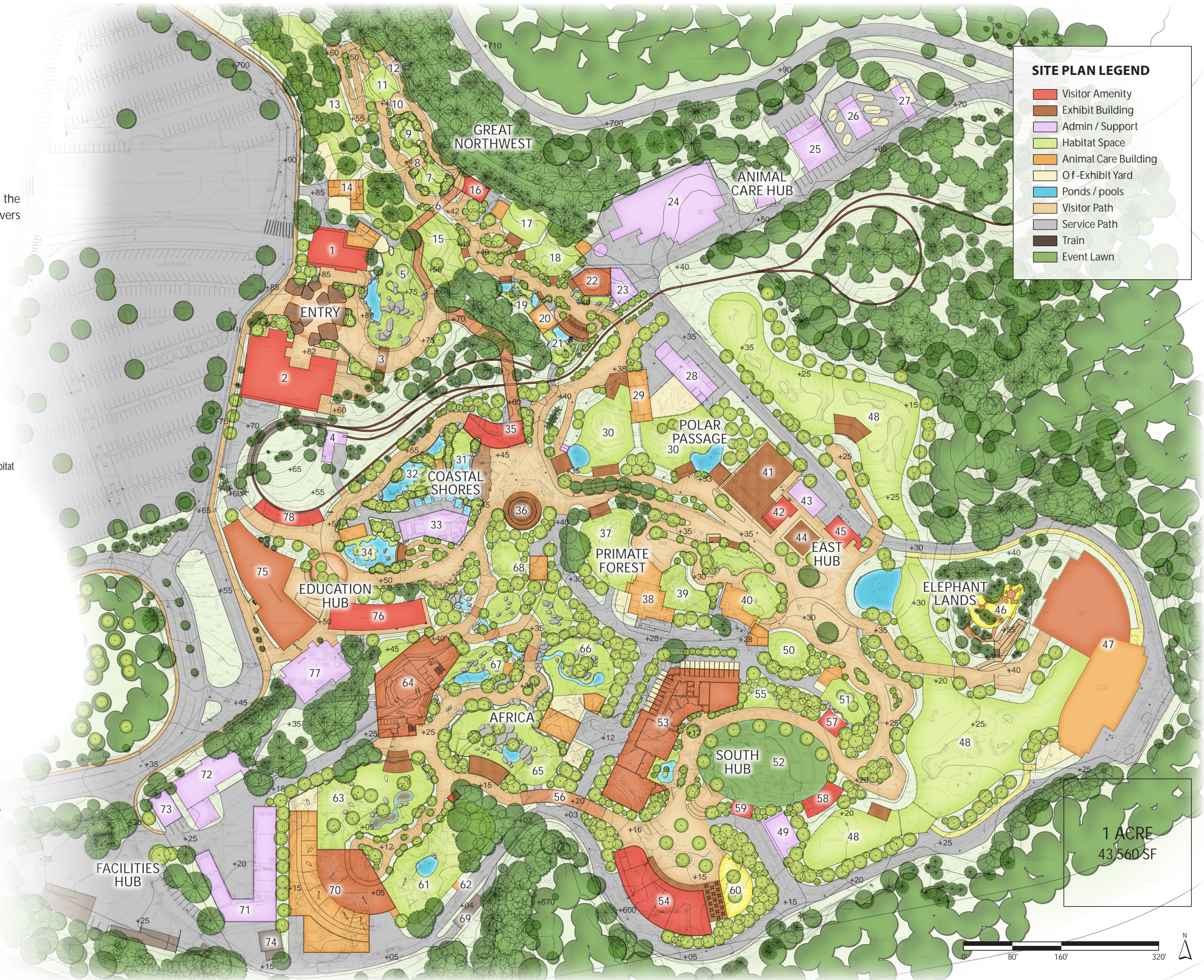
61. Giraffe Habitat
62. Bird Care Building
63. Rhino Habitat
64. Tropical Forest Building
65. Lion Care Building & Habitat
66. Painted Dog Care Building & Habitat
67. Marsh Care Building & Habitat
68. Primate Care Building & Habitats
69. Butterfly Lab
70. Rhino/Giraffe Care & Exhibit Building

## FACILITIES HUB

71. Facilities/Maintenance Shops & Offices
72. Animal Nutrition Center
73. Greenhouse
74. Hay Barn

## EDUCATION HUB

75. Education Building
76. Classroom Building
77. Administration Building
78. Train Station



### SITE PLAN LEGEND

- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Animal Care Building
- Office - Exhibit Yard
- Ponds / pools
- Visitor Path
- Service Path
- Train
- Event Lawn



# PHASING & IMPLEMENTATION

The implementation of a long-range campus plan is a complex and multifaceted endeavor that requires a carefully crafted approach. This campus plan encompasses a wide range of projects, objectives, and stakeholders, each with its unique challenges and dependencies. The implementation plan outlined here serves as a roadmap, summarizing milestones, timelines, and resources needed to realize the vision of the campus plan.

The primary aim of this planning exercise is to provide structure and clear direction, breaking the long-term vision into manageable phases and projects. This approach facilitates continuous progress tracking, simplifying the identification of next steps and ensuring steady progress towards the campus plan goals. Another important aspect of this implementation plan is its support for the efficient allocation and optimization of Metro and Oregon Zoo resources, including financial, human, and material, throughout the lifespan of the plan.

Much like the campus plan itself, the implementation plan is designed as a living document, adaptable to changes and unforeseen challenges. In a long-term project such as this, flexibility is key, as economic, environmental, and social landscapes evolve over time. The ability to adapt and modify the plan while maintaining focus on the goal is critical.

Many considerations are folded into the version of the implementation plan presented here, but some of the key discussions that lead to this plan include:

- Evaluation of project budgets and funding streams.
- Ability to maintain a great Oregon Zoo experience while updates take place.
- A focus on addressing critical needs for animals, guests, staff, and physical infrastructure.
- Balancing the overall investment between animal experiences, sustainable infrastructure, and guest services.

2024 Campus Plan Projects	Estimated Budget	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Plaza Enhancements (Entry, East Hub)	\$19M														
Coastal Shores	\$79M														
Africa Phase 1 (Savanna, Predator)	\$109M														
South Hub (Restaurant, Herpetarium, Event Lawn)	\$113M														
Africa Phase 2 (Primate)	\$31M														
Projects of Opportunity or Beyond 15 years															
Destination Play	\$5M														
Asia	\$19M														
Gate A	\$22M														
Gate J	\$23M														
Great Northwest	\$53M														
Tropical Forest	\$63M														

*\* Note that estimated budgets presented above for 2024 Campus Plan Projects include escalation to the midpoint of construction, while Projects of Opportunity are presented in 2024 dollars as escalation will depend on sequence and schedule.*













SUSTAINABLE ZOO







# SUSTAINABLE ZOO

Metro and the Oregon Zoo have a unique and powerful role to advance sustainability, climate justice, and resilience in alignment with Metro's values and the commitments the agency has made to the public.

As a regional government committed to promoting sustainable communities, Metro also strives to make its own operations sustainable. With an extensive portfolio of buildings, including the Oregon Zoo and other visitor venues, parks, office buildings and solid waste facilities, and serving millions of visitors and customers each year, Metro has a significant opportunity to reduce its impacts and advance positive progress on the region's quality of life. To that end, in 2003, the Metro Council set an ambitious vision for business operations to be sustainable within one generation, by 2025. The Council adopted goals in five key categories: climate, waste, toxics, water, and habitat, and adopted a Sustainability Plan in 2010 that identifies strategies and actions to achieve these goals.

In 2010, Metro named sustainability as one of Metro's central values:

We are leaders in demonstrating resource use and protection. We are leaders in demonstrating resource use and protection in a manner that enables people to meet current needs without compromising the needs of future generations, and while balancing the needs of the economy, environment, and society.

Metro's Strategic Framework, adopted in 2021 to guide Metro's decisions and priorities, identifies racial justice, climate justice and resilience, and shared prosperity as guiding principles.

## Sustainability at the Oregon Zoo

The Oregon Zoo aspires to be a model of sustainability by putting conservation of natural resources at the forefront of its daily operations and planning for future improvements. The Oregon Zoo has been leading by example for many years. Conservation is in the zoo's mission, and the zoo works on a range of issues around the world.

In alignment with these values and goals, the Oregon Zoo Campus will be designed to positively contribute to human, animal, and environmental well-being, to conserve natural resources and to lead and inspire sustainable practices by guests, community organizations, and businesses.

The campus planning process provides an opportunity to reflect on the current state of the campus, as well as to look forward to the opportunities and challenges ahead. This section focuses on sustainable and resilient design and operation including greenhouse gas emissions, water management, habitat and stormwater, and resilience planning for extreme weather events and disruptions beyond the zoo's control. In this section we look at the 2010 Metro and zoo sustainability goals, the current state of progress toward those goals, and set new goals for the coming decades.

Several campus wide strategies are highlighted in the plan including a movement away from fossil fuel use on campus, minimizing urban heat island effect, and reusing water onsite. A more detailed summary of the analyses performed during the campus planning process is included in the appendix.



Green stormwater facility at Polar Passage



# METRO GOALS FOR SUSTAINABLE ZOO

## Metro Sustainable Buildings & Sites Policy

Metro's Sustainable Buildings and Sites Policy sets inspiring goals for Metro properties, many of which apply to the zoo. A summary of this policy and its implications for the zoo is included in the Appendix. Some of the significant policy elements that will pertain to the zoo include:

- All new buildings over 2,000 SF and \$1M in total project cost will meet the Core and Zero Carbon certifications.
- New projects will use materials with low embodied carbon content.
- All projects will meet bird-friendly design guidelines.
- No new fossil fuel infrastructure and campus will move toward electrification of buildings and fleet.
- New structures will be designed for climate resilience.

## Oregon Zoo Sustainability

The Oregon Zoo will seek opportunities to go beyond the Metro Sustainable Buildings and Sites Policy to design buildings and spaces to contribute to climate environmental justice outcomes in the region and provide healthy, accessible, welcoming spaces where staff and visitors thrive.

**The Oregon Zoo Campus will be designed to positively contribute to human and environmental wellbeing, to conserve natural resources and to lead and inspire sustainability practices by guests, community organizations and businesses.**



### CLIMATE

Eliminate greenhouse gas emissions from zoo operations by 2040 and prioritize actions that contribute to reduced regional greenhouse gas emissions.

#### GUIDING PRINCIPLES

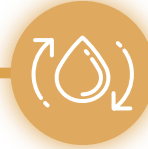
- Reduce energy demand first
- Prioritize strategies that contribute to regional grid decarbonization
- Consider the climate impacts of a building through its entire lifecycle
- Minimize urban heat island effect
- Demonstrate and provide education on key climate solutions

#### STRATEGIES AND ACTIONS

- Electrify the zoo campus: design new buildings to be all-electric and electrify existing buildings over time as they are retrofitted
- Install electric vehicle charging infrastructure (and electrify fleet)
- Design new exhibits for energy exchange between buildings with opposing loads, when feasible
- Choose low carbon materials and natural carbon solutions in landscape and exhibit design
- Pursue active and passive renewable energy
- Conduct total cost of ownership analysis when choosing mechanical systems
- Implement energy management information systems across the campus (to allow for tracking and informing energy efficiency)
- Pursue strategies to reduce urban heat island effect such as cool roofs, green roofs, cool pavement, and landscape design
- Sub-meter every building/exhibit gas and electricity usage. Collect, store, and trend data electronically in a single location that is accessible to the zoo and Metro.

#### MEASURABLE TARGETS

- Reduce energy use per visitor to 25% below 2023 baseline by 2030
- Design buildings to achieve at least a 70% reduction in total energy use compared to an Architecture 2030 (or existing zoo) baseline building
- Generate 35% of total electricity use across the zoo campus with onsite renewable energy on an annual basis by 2040
- Maintain 100% renewable electricity
- Achieve a fossil-free, all-electric campus by 2040



### WATER

Reduce municipal water use by 35% from 2023 baseline by 2040 by eliminating water waste, increasing water efficiency, and reusing water onsite.

#### GUIDING PRINCIPLES

- Reduce demand for water first
- Design landscaping to minimize the need for irrigation
- Reclaim and reuse water onsite to minimize the need for municipal water
- Eliminate water waste through leak detection, increased efficiency, and monitoring
- Demonstrate and educate visitors about water conservation, efficiency, and reuse systems

#### STRATEGIES AND ACTIONS

- Include rainwater harvesting in all new buildings
- Collect and use stormwater to supply water needs for exhibits and pools
- Eliminate dump and fill pools and upgrade exhibits with modern filtration systems
- Establish water tracking and reporting systems to better monitor water use
- Install smart irrigation in all exhibits and landscaping
- Design exhibits to reduce water use for exhibit washdown (e.g., integrate soft substrate into exhibit and holding areas)
- Install WaterSense faucets and fixtures
- Sub-meter every building/exhibit/landscape water use. Collect, store, and trend data electronically in a single location that is accessible to the zoo and Metro.

#### MEASURABLE TARGETS

- Achieve 2/3 of water needs for exhibits and pools from stormwater runoff collection and reuse by 2040
- Design buildings to achieve at least a 50% reduction in water use compared to a baseline building
- Reduce water use for irrigation by 50% by 2040
- Reduce water leaks by 75% from 2023 baseline by 2040



## HABITAT AND STORMWATER

Promote ecological integrity and function in design of landscaping, stormwater systems, and animal habitat while respecting unique geologic constraints.



### GUIDING PRINCIPLES

- Model habitat-friendly development practices that contribute to ecological integrity and provide multiple benefits
- Utilize green infrastructure whenever possible to support healthy ecosystems



### STRATEGIES AND ACTIONS

- Use pervious pavement wherever feasible
- Use native and adaptive species to reduce the need for irrigation, pesticides, and maintenance
- Create local habitat for pollinators, birds, and native species across the campus and provide spaces for visitors/multiple benefits
- Incorporate green roofs where feasible to sequester carbon, filter pollutants, create habitat, absorb heat, and insulate buildings
- Install rain gardens to filter pollutants, and reduce erosion and urban heat island effect
- Conserve and restore native plant communities around undeveloped, natural campus land
- Create educational opportunities to showcase the benefits of habitat-friendly development



### MEASURABLE TARGETS

- Reduce effective impervious area by 20% compared to 2023 baseline
- Create a living classroom in each quadrant of the zoo



## RESILIENCE

Design zoo facilities to survive and maintain critical functions in the event of extreme weather events exacerbated by climate change, earthquake activity, supply chain disruptions, energy outages, and public health emergencies.



### GUIDING PRINCIPLES

- **Anticipate** – Understand and document potential threats and disruptions
- **Absorb** – Design systems and facilities to withstand, defect, or otherwise accommodate stresses and disruptions with minimal failure or planned, safe failure
- **Adapt** – Identify and modify existing structures and facilities that are vulnerable to anticipated stresses and disruptions
- **Recover** – Develop relationships, plans, and procedures to restore systems and facilities to full functioning after a disruptive event



### STRATEGIES AND ACTIONS

The resiliency strategies and actions should be determined by conducting a comprehensive resiliency plan study. The plan should investigate strategies related to the following considerations at a minimum:

- Energy
- Water
- Stormwater
- Heat
- Windstorm
- Fire
- Smoke
- Earthquake
- Landslide
- Internet disruption
- Food



### MEASURABLE TARGETS

The specific needs and targets should be determined by conducting a comprehensive resiliency plan study. The plan should investigate targets related to the following considerations at a minimum:

- **Expanded Opportunities and Aspirations:** The zoo can maintain all functions, not just critical functions, and can extend support to the local community during disruptive events.

## SUMMARY OF PROGRESS FROM THE LAST 10 YEARS

The 2010 Metro Sustainability Plan laid out specific and ambitious goals for both greenhouse gas (GHG) emissions and water use reduction. These goals informed and were adopted by the 2011 Oregon Zoo Comprehensive Capital Campus Plan (CCCP). The greenhouse gas reduction goals were staged over a 40 year timeline from the 2008 baseline emissions as follows:

- 2013 – Arrest GHG Emissions
- 2020 – 25% Reduction
- 2025 – 40% Reduction
- 2050 – 80% Reduction

The 2011 Oregon Zoo CCCP identified potential strategies to reduce emissions including energy efficiency, utilizing a ground-source heat pump condenser loop, biomass boilers, solar PV, solar thermal, and green power purchase from the utility. Some of these strategies were employed in the subsequent bond projects, when determined to be appropriate and cost effective. In 2022, zoo emissions associated with natural gas and electricity totaled approximately 3600 MT CO<sub>2</sub>e – an approximately 25% reduction in GHG emissions compared to the 2009 baseline. Natural gas consumption has been reduced by ~9% from the baseline while electricity consumption increased by ~3% (note that the bond projects have added significant energy consuming program area and LSS systems to the campus). The reduction in total greenhouse gas emissions is due in part to the reduction in campus natural gas consumption but even more so by the reduced emissions associated with electricity generation in 2023 compared to 2009. The reduced emissions associated with electricity generation is a key reason in the recommendation to replace natural gas consuming equipment with electric (“Electrification”) presented in this campus plan as well as the zoo’s decision to purchase 100% renewable electricity. Nevertheless, electric consumption should be reduced with efficient equipment such as heat pumps, managed against peak utility demands, and offset with onsite renewable generation to the extent practical. All of which are presented in this campus plan.

The 2010 Metro Sustainability plan identified water use reduction goals staged over a 15-year timeline from the 2009 water consumption as follows:

- 2013 – 15% Reduction
- 2020 – 30% Reduction
- 2025 – 50% Reduction

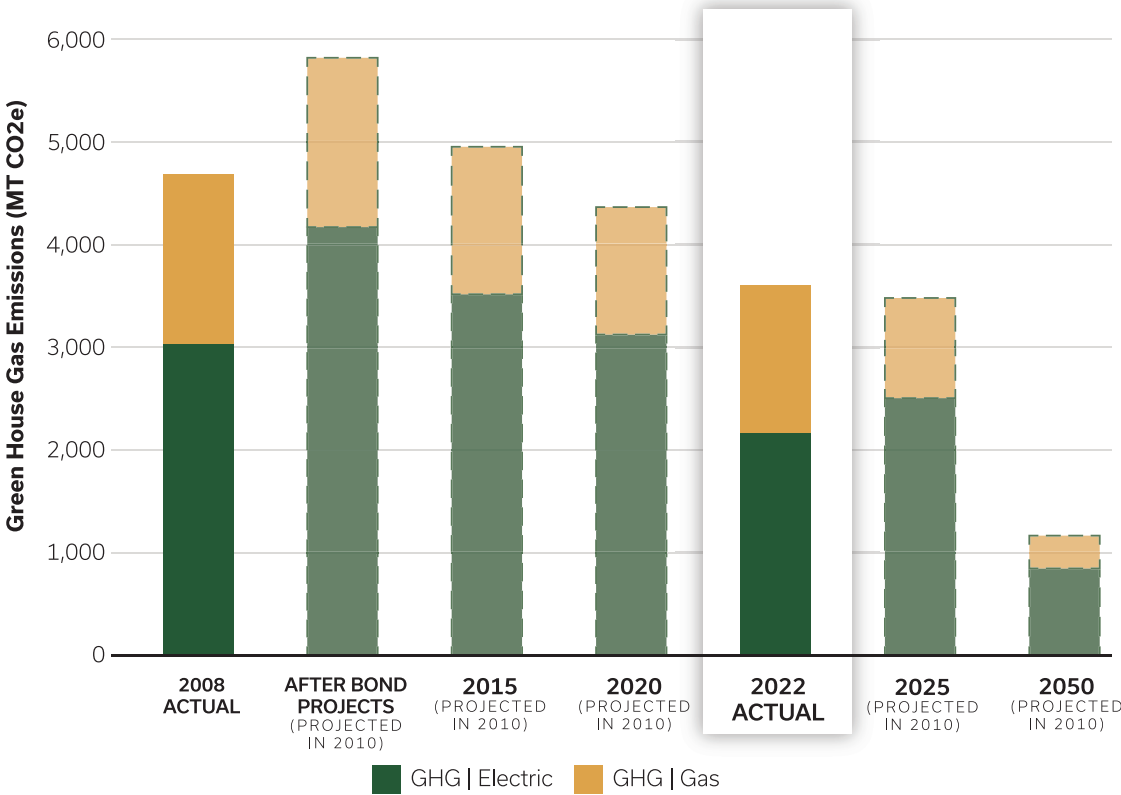
The 2011 CCCP took the water savings goals a step further and targeted a 60% reduction in water reduction by 2025. In 2022 the zoo consumed approximately 37 Million Gallons of water – a 56% reduction from the baseline consumption of 85 Million gallons. The zoo has already achieved Metro’s 2025 goal for water use reduction and is very near to achieving the 60% CCCP goal with 3 more years to go. Water savings is the result of water efficient exhibit systems at elephants and polar bear, replacement of aging and leaking infrastructure, and rainwater capture and reuse systems at elephants and the Education Center. Approximately half of the current water consumption is associated with exhibit usage and reduction strategies will be most effective by targeting exhibit usage, though other non-potable demands such as restrooms and irrigation also offer significant opportunities for water savings.

UTILITY	AVERAGE ANNUAL USE		
	2008	2022	% Change
Electricity	7,393,000	7,634,000	+3%
Natural Gas	306,000 therms	277,000 therms	-9%
Water/Server	84.8 million gallons	38 million gallons	-55%

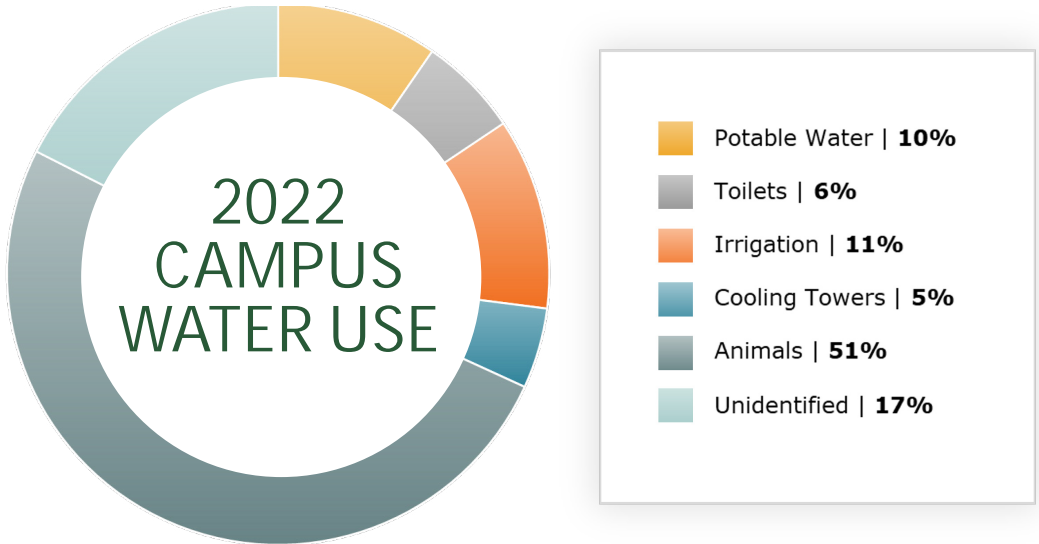
**Notes:** Since 2008 the zoo has significantly expanded indoor and habitat. Electrification of heating systems has nevertheless led to an overall reduction in gas consumption with only a slight increase in overall electric consumption.

Water consumption has been drastically reduced via water saving pool systems, rainwater reuse, and infrastructure improvements.

EMISSIONS REDUCTION PLAN FROM 2010 CAMPUS PLAN



The 2010 Campus Plan projected future zoo emissions up to the year 2050 beginning with the 2008 emissions baseline. It was expected that emissions would increase as new buildings and habitats were constructed with the bond. Emissions were projected to decrease over time as campus efficiency measures were implemented along with on site renewable sources and cleaner electricity from the utility. The overall 2022 actual emissions are consistent with the 2010 project.



37.5  
MILLION GALLONS

56%  
REDUCTION  
FROM 2008 EXCEEDS  
METRO’S GOAL



## A PATH TOWARDS ELECTRIFICATION

Since one of the most impactful transitions buildings can make to reduce their operating emissions is to shift to high performance, all-electric systems, a path toward electrification is one of the key tenets of the Oregon Zoo sustainability work.

### KEY FINDINGS

- Oregon has a state policy requiring the state's electric utilities to achieve zero operating emissions by 2040.
- By shifting to all-electric systems, buildings will benefit from the decarbonization of the grid. Building operating emissions will reduce in connection with grid emission reductions if all systems are electrically based.

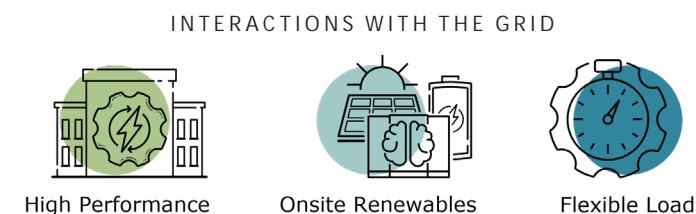
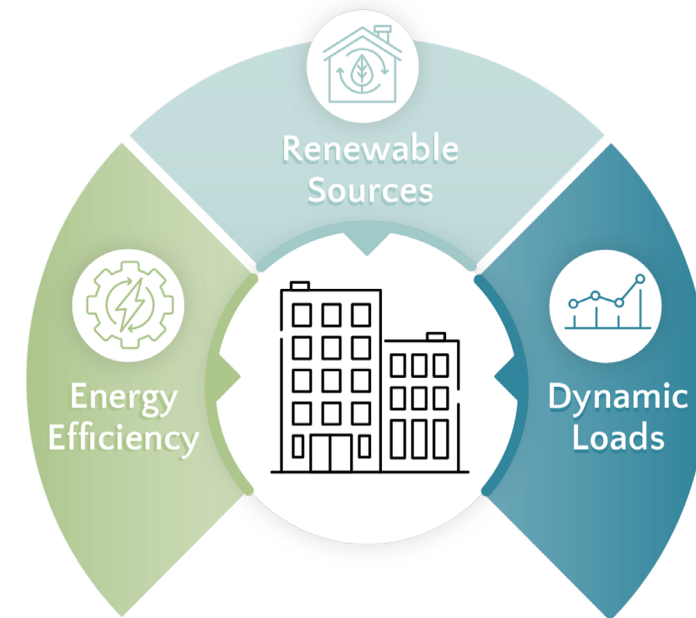
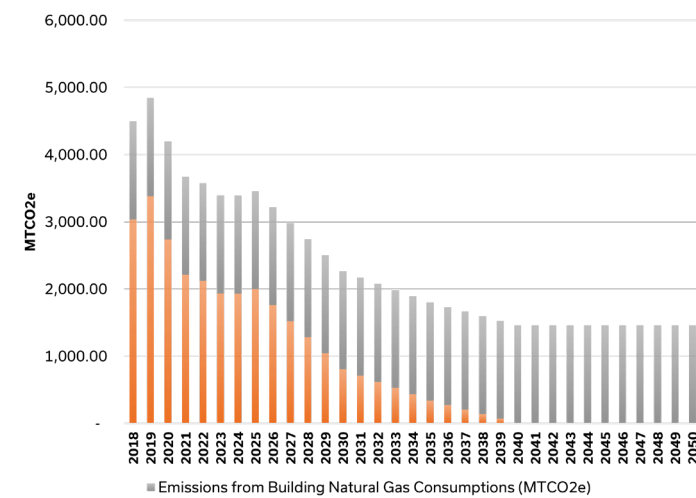
### Grid-Interactive Efficient Buildings (GEBs)

Implementing grid-interactive efficient buildings and flexible loads has the potential to be one of the most impactful sustainability measures the Oregon Zoo can implement.

### KEY FINDINGS

- Load flexibility and demand reduction can help reduce operating emissions and operating costs.
- There are multiple programs available through PGE to help incentivize and support participation with grid-interactive systems, including demand response schedules and onsite batteries.
- Reducing energy demand during peak times helps support a more sustainable, resilient grid.

### BASELINE: YEARLY OPERATING EMISSIONS

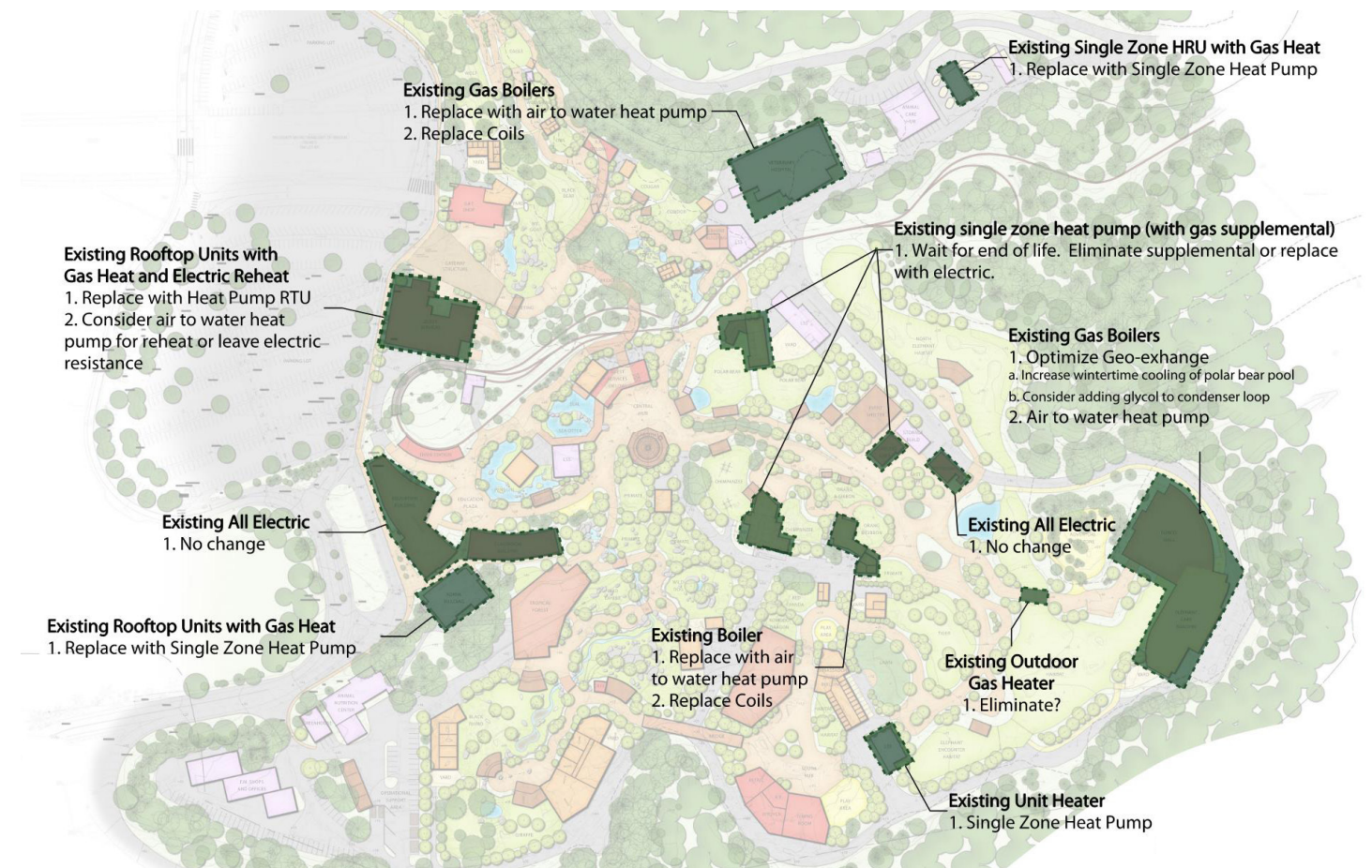


### New Construction Electrification

All new buildings will be designed to use high efficiency all-electric system for all end uses.

### Existing Building Electrification

Existing buildings which are not demolished as part of the current campus plan (e.g. recent bond projects) will need to be evaluated for natural gas equipment replacement. Existing buildings can present a greater challenge to electrification than new buildings due to limitation in space, structural capacity, and especially electrical capacity. A complete campus inventory of all campus gas equipment, the timeline for equipment (or building) replacement, and the available electrical capacity at the location of the gas equipment will be required to produce a detailed electrification plan for all existing buildings.



### KEY FINDINGS

Prioritization of electrification projects should be based on:

- Deferred Maintenance - Replace gas equipment at end of life
- Return on investment - Replace gas equipment that results in highest operational cost to project first cost ratio.
- Carbon Reductions - Replace gas equipment that results in the highest carbon emissions to project first cost ratio.
  - Including a dollar valuation of carbon emissions would allow items 2 and 3 to be combined in a single return on investment metric

### KEY FINDINGS

Electric replacements of specific gas equipment include:

- Replace single zone units (unit heaters, gas fired roof top units) with single zone heat pumps (split systems, heat pump roof top units).
- Replace gas boilers with air to water heat pumps (may require equipment coil replacements to accommodate lower supply temperature).
- Replace domestic water heaters with air to water heat pumps.
- Replace gas kitchen equipment with electric equivalent (induction where available).



# CAMPUS ENERGY SYSTEMS

## District Thermal Loop

There are unique opportunities that come forward at the campus scale. Options like district systems and shared resources across multiple areas were evaluated as part of this study.

### KEY FINDINGS

- Expansion of the ground source well system throughout the entire campus is not recommended, or necessary. Air source heat pumps are anticipated to provide an efficient electric heat source for most needs of the campus.
- There might be opportunities for localized district thermal energy systems within small building clusters that have simultaneous heating and cooling loads. For example, the significant cooling loads of the penguin and sea otter could create an energy sharing opportunity with the heating needs of the Forest Pavilion.

Refer to the Appendix for additional information.

## Campus Renewables

### KEY FINDINGS

Incorporating renewables on the campus helps achieve three main goals:

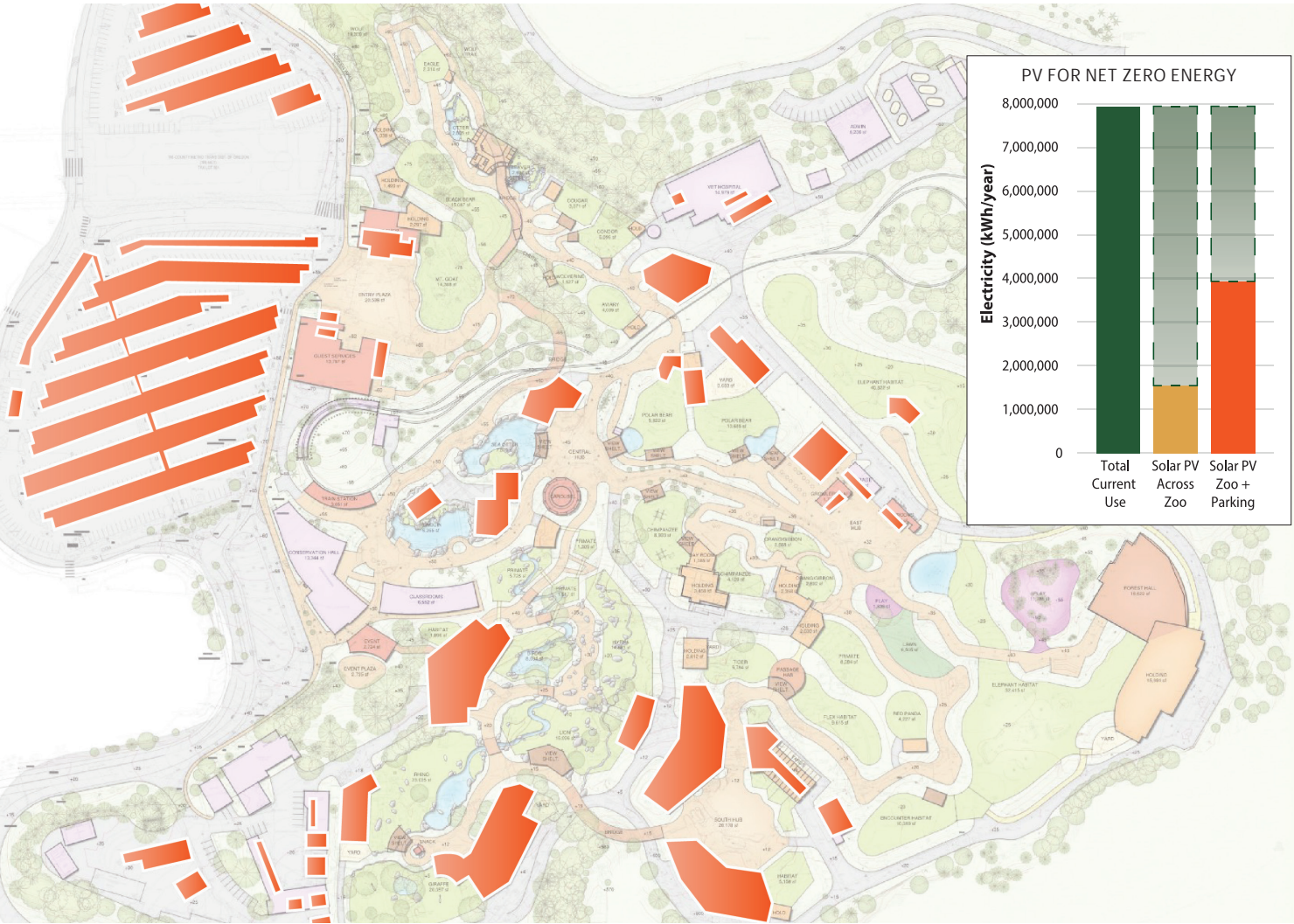
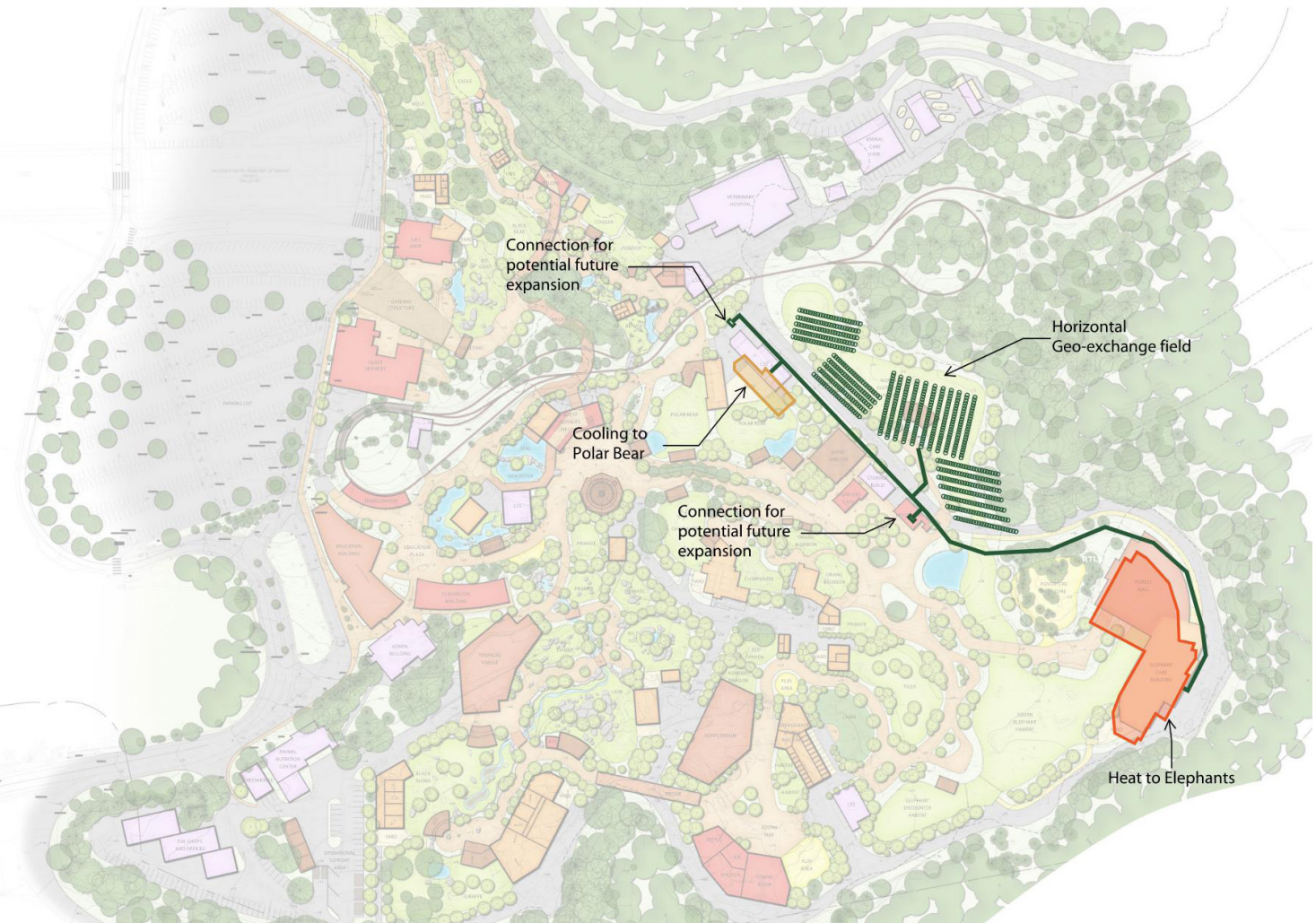
- Reduced operating costs
- Reduced operating emissions
- Visitor education tool

The most cost-effective and best suited onsite renewable energy technology is photovoltaic (PV) panels. New and existing roofs with adequate solar access can benefit from the additional of PV panels.

The opportunity with the most potential is the parking lot. Incorporating PV parking canopies would greatly increase the onsite generation potential, which could provide both sustainability and

energy resilience benefits. This also creates a memorable visitor entry experience with a vast PV array being the first element of their entry experience. Additionally, it provides protection from weather for visitors loading families in and out of vehicles. This solution will require collaboration between the multiple jurisdictions with ownership of these facilities, but the potential benefits make this a worthwhile conversation to continue.

Refer to the Appendix for additional information.





## DESIGNING FOR ENERGY RESILIENCE

Discussions of energy resilience have become increasingly important as regions grapple with the increase in extreme weather events. The Oregon Zoo is not spared from this challenge it has experienced snow, rain and heat events in recent years beyond what was previously considered normal. Electricity and natural gas supply and distribution can also be impacted by these events which can affect their ability to deliver consistent, reliable energy.

### KEY FINDINGS

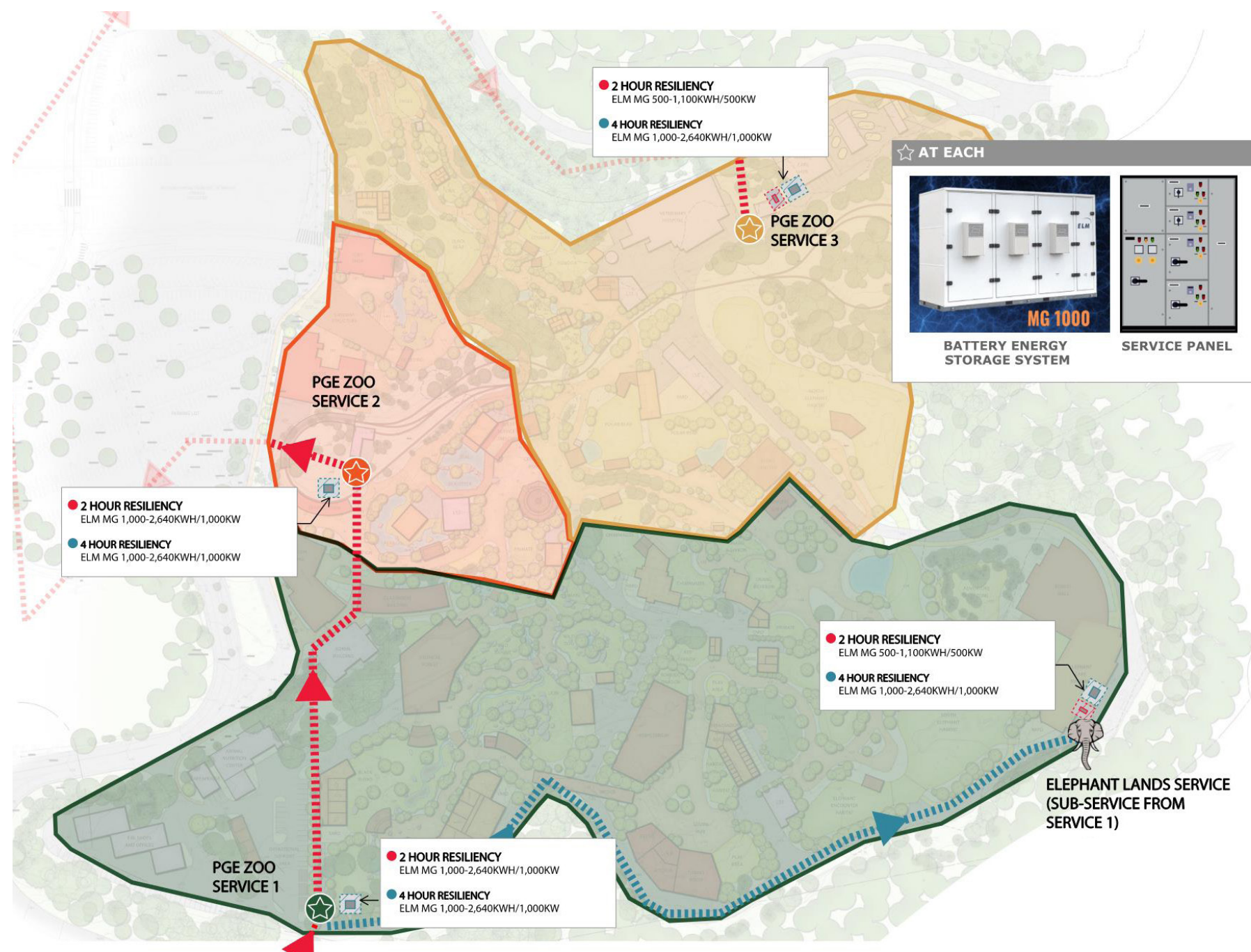
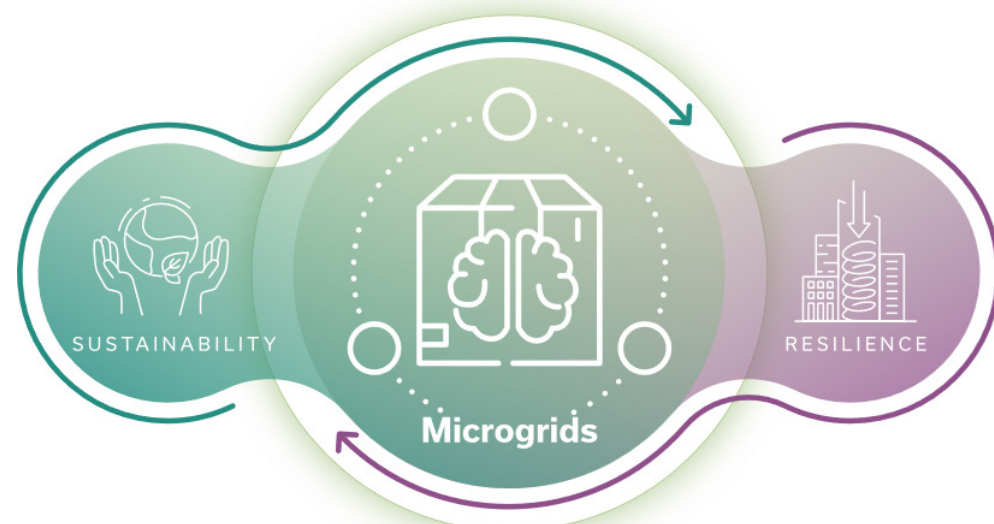
- A benefit of the zoo's long term goal of transitioning to an all-electric campus is that electricity is the primary source of energy that can be locally generated and stored. Electricity can be generated onsite with photovoltaic (PV) panels and stored in battery energy storage systems (BESS) to create a localized energy source that can self generate indefinitely. Fossil fuel reliant systems such as natural gas utility service and diesel generators are dependent on outside inputs to keep these systems running.
- A consideration with a PV and BESS resilience system is that the battery system size needed to support a long term outage during winter (i.e. low solar production) will likely be size and cost prohibitive. Although a long duration outage is possible, a review of the historic outage history at the Oregon Zoo found that the majority of outages are four hours or less.
- Therefore, the best solution is likely a hybrid approach with PV+BESS and diesel generators. The PV and BESS can support the more frequent short

term outages minimizing the emissions and cost associated with operating the diesel generators. The generators can be reserved for only the more catastrophic events, like a major earthquake.

- Initial analysis of the historic loads found that a 1000kW/2500kWh BESS associated with each existing PGE service would be adequate to provide 4-hours of backup to each region.
- For the generators, the zoo's current use of renewable diesel helps reduce emissions and should continue to be utilized.
- In addition to energy resilience, the most important contribution of the BESS is its ability to be a grid-interactive flexible load. In this scenario, the BESS is used during normal grid operations as a grid support resource to improve grid stability and even accelerate grid decarbonization, as discussed in the Electrification section. This is perhaps one of the most important sustainable measures the zoo could implement.

By integrating onsite renewables with storage the Oregon Zoo will be able to implement a campus microgrid. This will provide both sustainable and resilience energy solutions to the site.

Refer to the Appendix for more information on grid-interactive solutions.



# THE PATH TOWARDS HOLISTIC SUSTAINABILITY

## WATER IS A PRECIOUS RESOURCE

The reduction in water use at the zoo since 2008 is a major success story. With a continued commitment to responsible use, including onsite reuse, the zoo can demonstrate through action that water is a precious resource. Additionally, the zoo has an opportunity with the new campus vision to rethink the role rainwater has within the campus's water story. By capturing, treating and storing the water that falls on the site annually, there is potential to reduce the imported water needs of the campus.

### KEY FINDINGS

- Since exhibit usage is the largest component of the total, strategies to reduce this use category, including storm water capture and reuse offer the largest water use reduction opportunity.

- Reductions in other non-potable demand including irrigation and toilet flushing can have a significant impact.
- Potable demand is a relatively small percentage of total zoo water use (10%); therefore, an on campus treatment system to produce potable water is likely not practical due to maintenance and regulation implications. Yet considerations around water resilience will be further evaluated in the effort to develop the Comprehensive Resilience Plan.
- It is estimated that installing roughly 2.5 million gallons of rainwater storage could save 6 million gallons of water used for landscape, exhibits, and washdown areas.

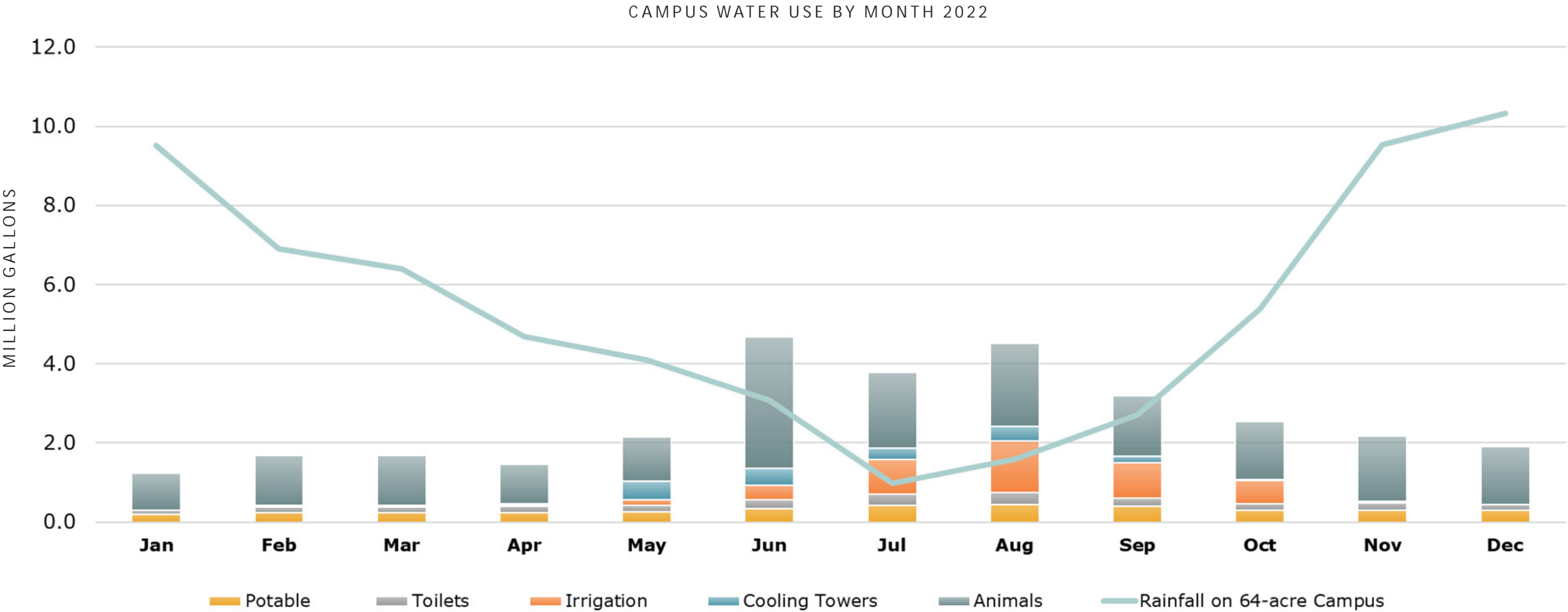
Refer to the Appendix for additional information.

37.5

MILLION GALLONS

56%

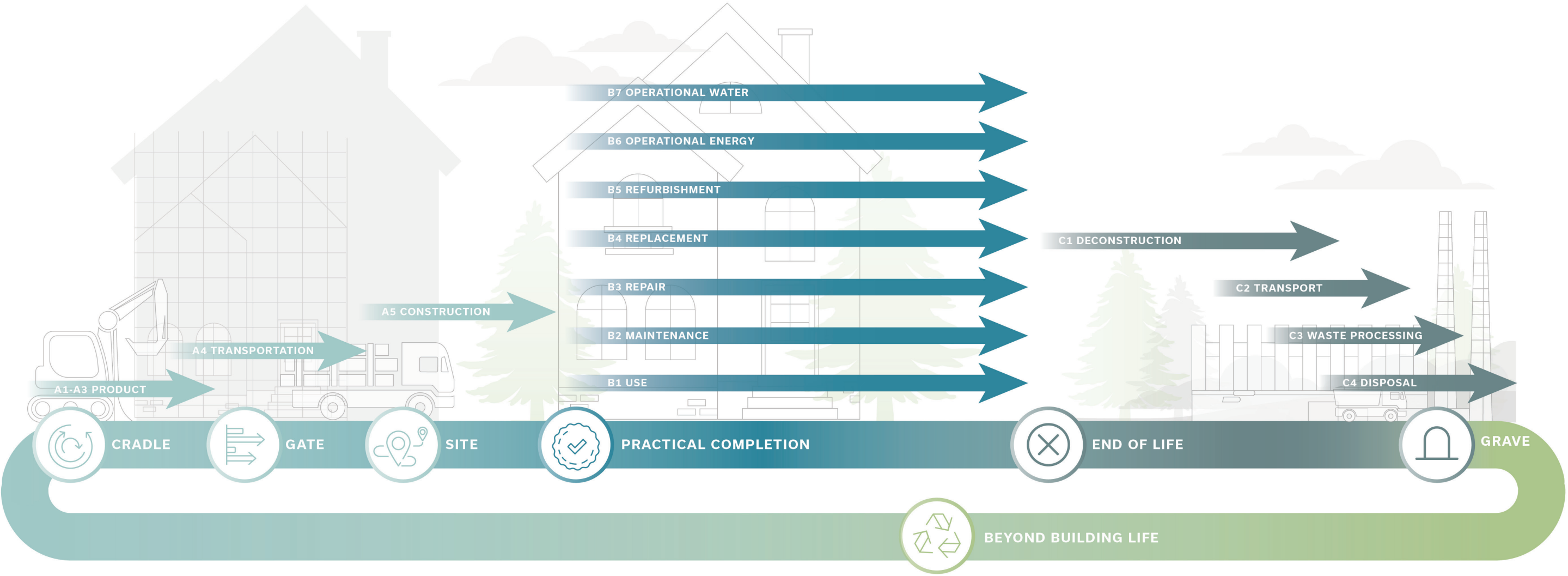
REDUCTION FROM 2008 EXCEEDS  
METRO'S GOAL





# HOLISTIC EMISSIONS REDUCTION TARGET

Much of the emissions analysis at the zoo to date has focused on operating emissions - the emissions associated with operating the building during it's active life. In partnership with understanding the operating emissions, the zoo will expand it's view to also consider the embodied emissions of its work- that is to say, the emissions associated with building, maintaining, and deconstructing a building throughout its life. This includes the emissions associated with the materials, transportation, construction, and end-of-life disposal of the building. By taking a more in-depth look at all these factors, projects can better understand the interactions between these di fferent factors and further reduce the overall emissions impacts of the built environment.





DESIGNING FOR CLIMATE RESILIENCE

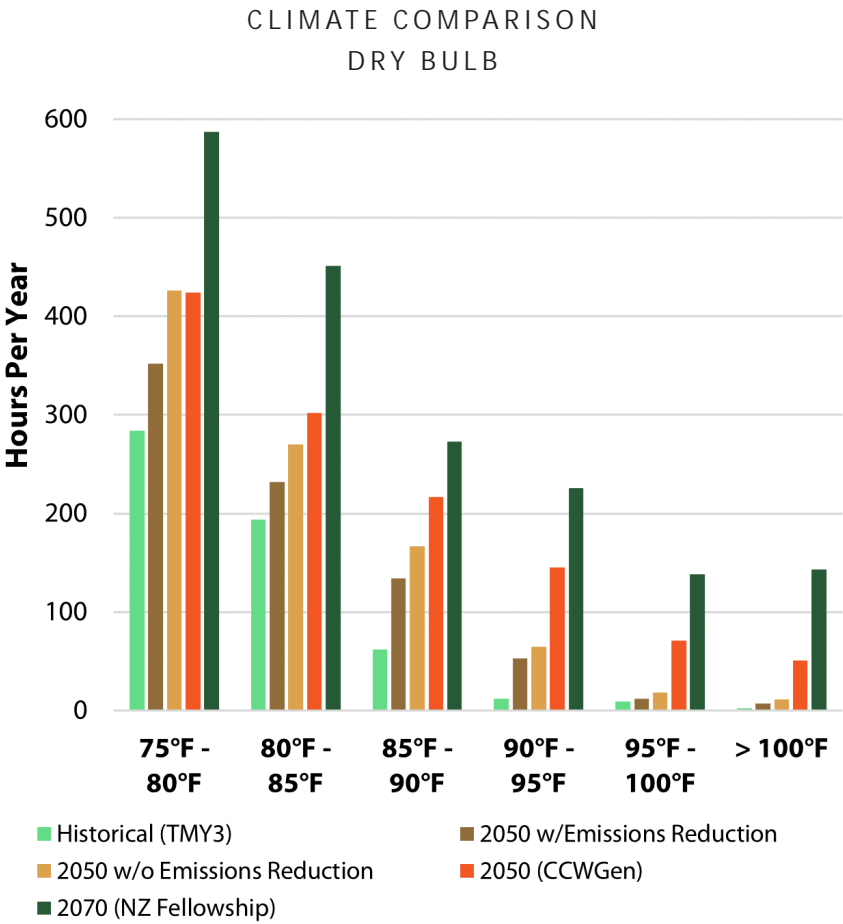
Metro and the Oregon Zoo are committed to sustainable design to mitigate the zoo's contribution to greenhouse gas emissions and climate change. Nevertheless, climate change will continue to occur and future exhibit designs will need to anticipate the change. The following graph shows the number of hours the outside air temperature in Portland, Oregon exceeds 75°F over the course of a year. The light green bars are based on the historical average (1991-2005). The colored bars indicate several predictions for future outdoor temperature in Portland. Temperature predictions vary significantly depending on whether global GHG emissions are reduced, and between the different models. However, in all cases there are significantly more hours above 90° F, and in two of the models, many more hours over 100°F.

For non-critical applications in the Portland area, cooling systems design typically assumes a peak summer time outdoor temperature of 91F. Based on the predictions for future climate, a cooling outdoor design temperature of 95°F is recommended. More critical applications, including life support systems, will need to be evaluated on a case by case basis and may warrant outdoor design conditions well over 100°F.

Designing cooling systems to accommodate warmer outdoor temperatures is only one component of the recommended Comprehensive Resiliency Plan to document strategies to mitigate risks associated with climate change, a Cascadia earthquake, and other disruptive events.

METERING & VERIFICATION

Energy and water sub-metering is critical to understanding and managing energy and water use on campus. In addition to installing physical meters, the meter data must be stored and accessible in a useful location for the building owners and operators to easily see and understand. At the zoo, the Education Center is an example of a metering system that is well set up and utilized. Other buildings including polar bear and primates, have the physical meters installed, though the software is not set up so that the data is easily understandable or used. A comprehensive inventory of existing meters should be performed, meter data should be labeled, stored, and trended electronically in a single location that is easily accessible to and understood by the zoo and Metro. All future projects should be set up similarly.



Historical (TMY3): <https://energyplus.net/weather>

2050 w/emissions reduction: <https://www.weathershift.com/>

2050 w/o emissions reduction: <https://www.weathershift.com>

2050 CCWGen: [a.https://energy.soton.ac.uk/ccworldweathergen/](https://energy.soton.ac.uk/ccworldweathergen/)

2020 NZ Fellowship: <https://www.energytrust.org/wp-content/uploads/2020/06/Download-research.zip>



A LOOK FORWARD ON THE CURRENT PATH

A key tenant of the electrification movement is that through technology advances, economic benefits of renewable energy and state mandates the electric grids are in steady trending towards reductions in operating emissions. This “greening of the grid” translates to operating emissions reduction on everything that it serves, including buildings.

As the PGE grid trends towards this zero carbon state, the zoo's electricity related operating emissions will follow. Over time, this current emissions source will become zero.

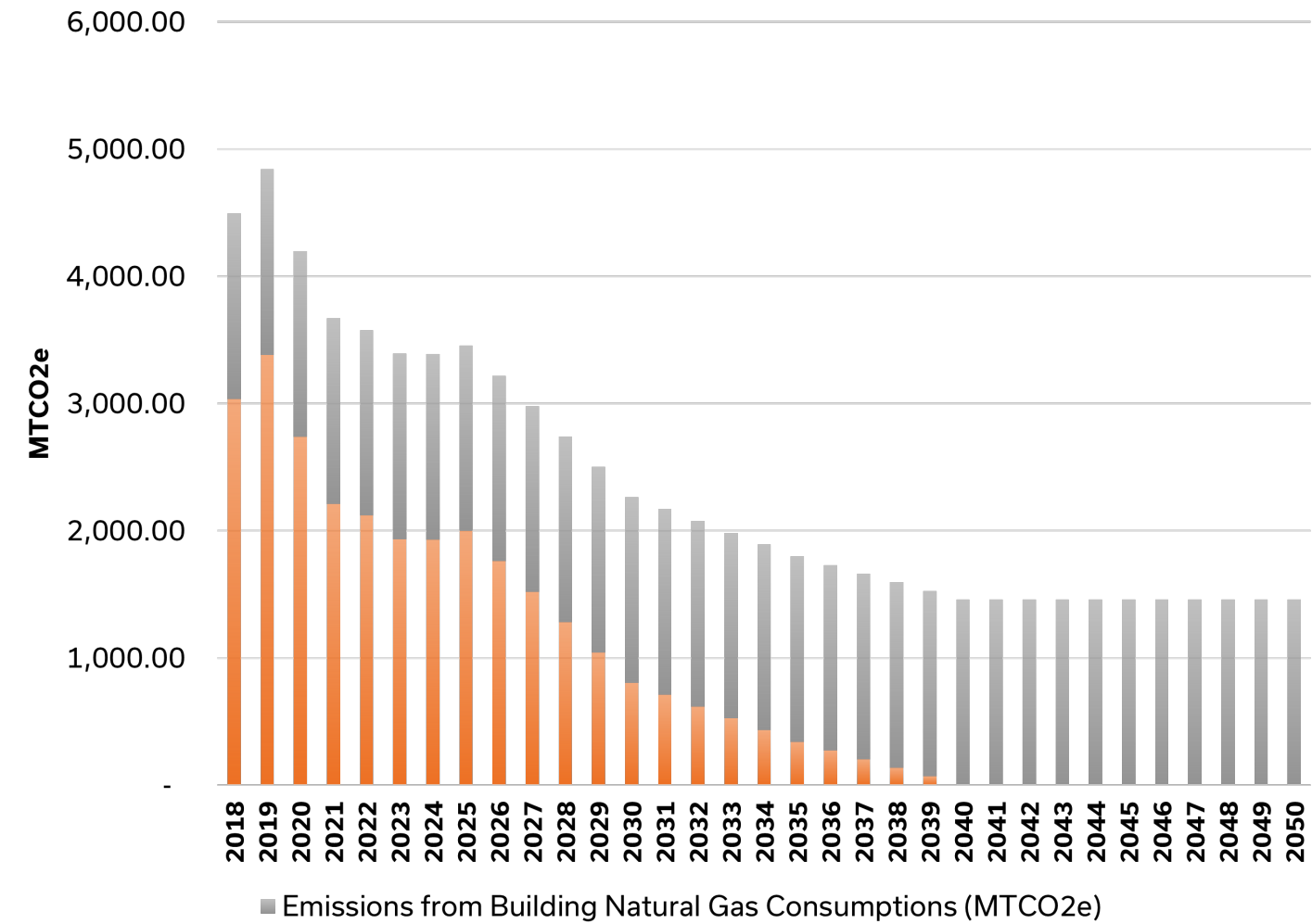
By comparison, natural gas- also known as methane gas or fossil gas- will always have emissions associated with it due to being a fossil fuel. By 2030 the natural gas on the campus will become the main source of operating emissions on campus and by 2040 it will be the only source.

*Note: Alternate methane sources, such as an onsite anaerobic digester, were considered as part of this campus plan but were found to not be viable for this site. Refer to the appendix for additional details regarding the study.*

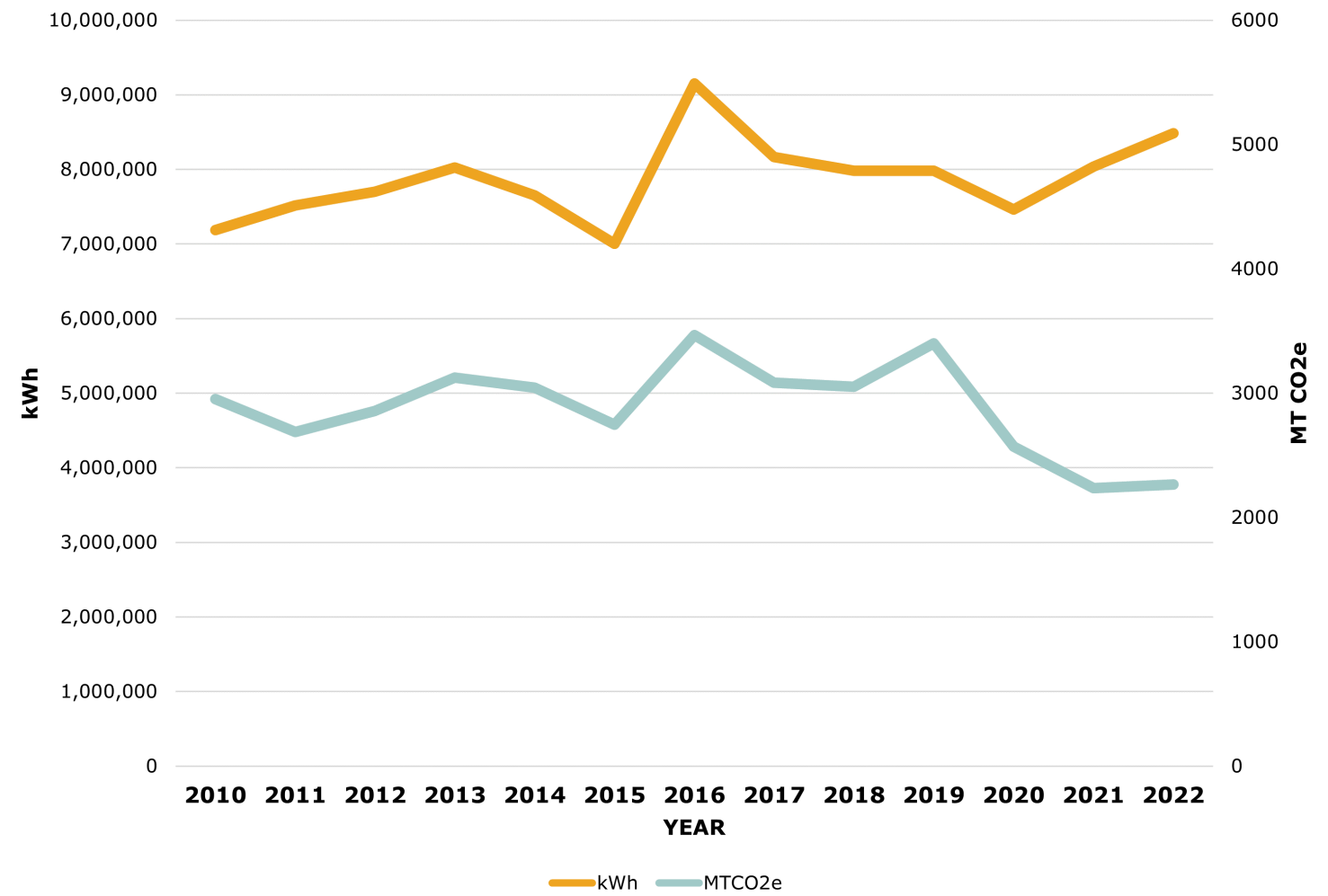
As the electric grids move towards decarbonization the relationship between energy use and operating emissions is decoupling.

This means even if zoo electricity use increases due to building and transportation electrification, overall operating emissions will continue to decrease due to the changes on the PGE grid. The zoo has already begun to witness this phenomenon with an increase in recent years in electrical usage due to new exhibits and a post-pandemic visitor return. Yet during this same period, it experience a decrease in operating emissions. This trend is anticipated to continue as PGE moves toward the state mandated HB2021 zero emissions by 2040 target.

BASELINE: YEARLY OPERATING EMISSIONS



ENERGY V EMISSIONS











# PROJECT ZONES







# PROJECT ZONE KEY MAP

## 1 GREAT NORTHWEST

Enhancement of the iconic Great Northwest exhibits and visitor experience with new pathways, elevated walkways, and some new animal species while preserving the native Douglas fir forest. Rotational flexible habitats will allow species like black bears, beavers, and river otters to explore different terrains, diversifying their habitat space and providing a dynamic experience for visitors.

## 2 COASTAL SHORES

Transform the heart of the zoo with the removal of Steller Cove, the Penguinarium, tiger and red panda exhibits to make way for a re-imagined Central Hub and new exhibits for seals, sea otters, and penguins. A new guest services building will provide direct access to the lower plaza, featuring a cafe, restrooms, and underwater views of seals, while a new carousel and open space inspired by the Pacific Northwest coastal landscape will enhance the guest experience.

## 3 AFRICA

Redevelopment of the existing Africa Zone with new savanna exhibits for giraffe and black rhinos, new holding buildings and year-round viewing. The Tropical Forest building will house a walk-through aviary and diverse plant collection. A Kopje walking trail will connect the African Forest and Lowland Savanna zones featuring new exhibits for lions, painted dogs, and primates.

## 4 SOUTH HUB

Situated midway through the guest experience, the South Hub will provide key amenities like restrooms, retail, a play area, first aid services, and a sit-down restaurant. The open plaza will serve as a transition zone between the Asia Forest Trail and African Savanna, with a focus on comfortable seating, canopy trees for shades, and a sprawling event lawn for picnics and events. Anchor attractions surrounding the hub also include the Herpetarium and Ambassador Animals.

## 5 ENTRY

Redevelopment of the existing zoo entry to improve accessibility, flow, and overall arrival experience. The plaza will be transformed into an inviting and intuitive space inspired by the local forest and mountain views. The design includes shade canopies, seating, and framed views of mountain goats, while also integrating existing architectural elements and native Pacific Northwest plantings.

## 6 EAST HUB

Recently completed as part of Elephant Lands and Polar Passage, the East Hub shall be enhanced with permanent architectural shelters for flexible use between daily guest picnics and after-hours private events. At the knoll north of the Elephant South Habitat, a new children's adventure playground is envisioned offering climbing opportunities and themed elements related to nearby animal species providing an engaging and unique experience for families.

## 7 ANIMAL CARE HUB

At the northeast corner of the zoo, Gate J is a hub for animal care functions like the Veterinary Medical Center (VMC) and serves as an entry and exit point for staff from Washington Park. Enhancements include improved vehicle access and additional staff parking. The animal care building will be replaced by a new structure featuring research labs and offices for various staff.

## 8 FACILITIES HUB

At the southwest corner of the zoo, Gate A serves as a hub for essential operational support functions such as horticulture, and facilities and maintenance offices, custodial staff, and welding and wood shops. The plan includes replacement of the existing older structures with new facilities, renovation of the Animal Nutrition Center (ANC), and a new greenhouse.





# THE GREAT NORTHWEST

The Great Northwest is an iconic exhibit at the Oregon Zoo. Surrounded by a native Douglas Fir forest, this trail replicates the local Northwest watershed from forest canopy down to underground passageways formed by lava tubes, from waterfalls down to the bottom of the stream, all while highlighting native species in their natural habitat.

The Campus Plan proposes to preserve this immersive experience with enhanced accessibility and fow for visitors. Redevelopment within this zone will include new pathways and elevated walkways as well as the potential introduction of exciting new animal species to accompany the existing collection. The new development will limit the removal of existing mature trees as this zone falls within the City of Portland's environmental conservation overlay.

## PROGRAM

Total Project Site	3.2 AC	139,375 SF
Exhibit & LSS Building		4,150 SF
Condor Care Building (ex)		440 SF
Condor Habitat (ex)		4,870 SF
Beaver & Otter Care Building		1,260 SF
Beaver Habitat		2,750 SF
Beaver View Shelter		1,440 SF
Otter Habitat		2,165 SF
Otter View Shelter 1		40 SF
Otter View Shelter 2		240 SF
Cougar Care Building (ex)		575 SF
Cougar Habitat (ex)		3,390 SF
Restroom Building (ex)		1,630 SF
Owl Care Building		570 SF
Owl Habitat		1,610 SF
Animal Habitat		1,825 SF
Eagle Habitat		2,430 SF
Black Bear Care Building		2,055 SF
Animal Yard		1,360 SF
Black Bear Yard		1,280 SF
Animal Habitat		20,010 SF
Black Bear Habitat		13,110 SF
Black Bear View Shelter		245 SF
Mountain Goat Care Building (renovated)		1,590 SF
Mountain Goat Yard (ex)		500 SF



Beaver



Cougar



River Otter



Black Bear



New exhibits will also provide an opportunity to restore the understory of the native Douglas Fir Forest, continue the zoo's ongoing effort to remove non-native and invasive species, and improve the overall health of the native forest. Botanic collections may include ferns, maples, and native vegetation used by indigenous communities within the area.

As visitors round the corner of the rocky mountain goat exhibit, they will remain at the canopy-level as they trek across a new elevated bridge to the opposite side of the ravine. Then visitors will trace the edge of the ravine, eye-level with owls high up in the trees as they continue to the existing bald eagle overlook. Through the existing covered bridge, visitors will arrive at a new exhibit.

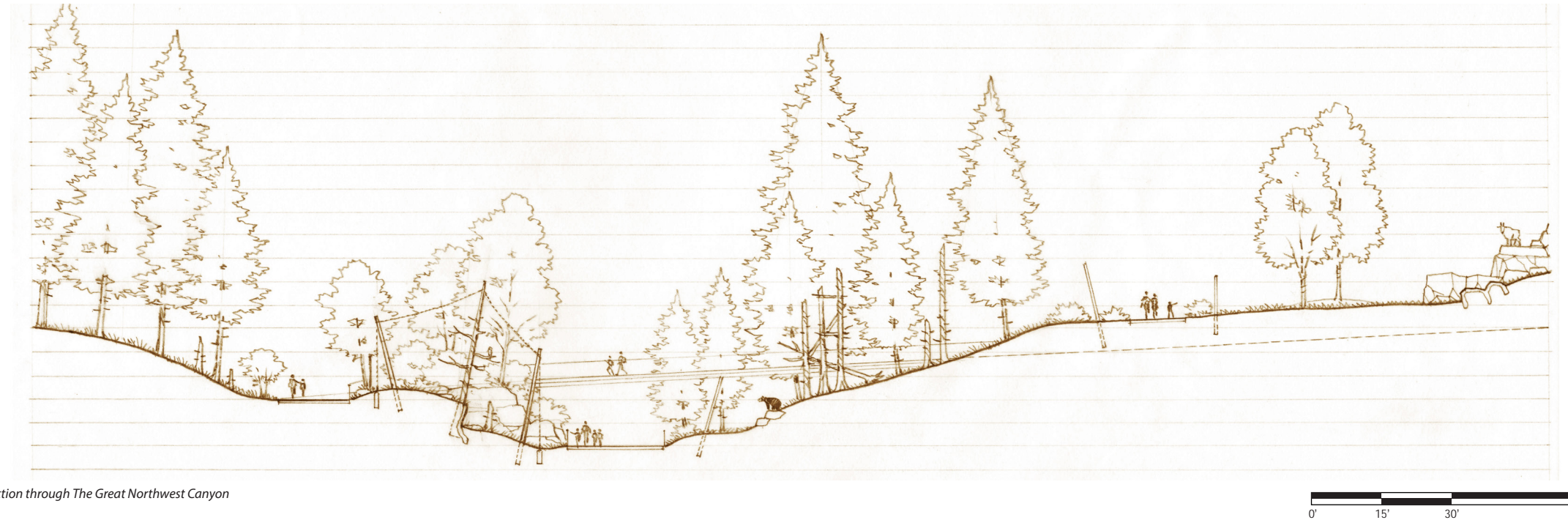
Occupying the west side of the ravine, the new exhibit will limit site disturbance by enveloping the existing natural site with its mature vegetation and complex topography. From there, visitors will make their way down to the forest floor on an at-grade path taking in close views of snowy owls, while possibly catching a glimpse of black bears up high up along the ridge.

At the base of the ravine and opposite to the existing cougar and condor exhibits, new habitats will be provided for river otters and beavers, completing one's journey down the mountain. Incorporated throughout the new pathways will be areas for visitors to pause and absorb the sights, smells and sounds of the forest as they wait in anticipation for the local animal residents to pass through.

An important feature in this zone is the implementation of rotational flexible habitats. By creating physical linkages between exhibits of



Northwest forest landscape



Section through The Great Northwest Canyon

different species, these animals can rotate through all the exhibits at different times, increasing their habitat space and promoting natural exploratory behaviors, as well as providing a dynamic experience for visitors. Seasonally, there may even be opportunities for one species to occupy both habitats while bears hibernate during the winter. All exhibits will be designed for the individual species with the most rigorous standards to allow for ultimate flexibility.

Tying into the zoo's campus-wide focus on water conservation, the Great Northwest will incorporate both renovated pools and new pools with life support systems (LSS). The existing 20,000-gallon pool within the Eagle exhibit is a freshwater aquarium for native PNW species and shall remain but replace the LSS equipment similar to the existing with sand filtration, temperature control, ultraviolet sterilization, and provisions for gas exchange.

The new aquatic exhibits in the Great Northwest requiring LSS are river otter, beaver, and tanks in the new Freshwater Exhibit Building. River otter and beaver have a combined volume of 40,000 to 50,000 gallons and share a life support system. Anticipating underwater viewing and the industrious behaviors of both river otters and beavers, the LSS process consists of strainers or a screen to remove coarse solids, sand filtration, ozonation, ultraviolet sterilization, and provisions for gas exchange.

Freestanding tanks will be supported by off-the-shelf packages similar to a home or commercial aquarium tank. The backwash water from the sand filters associated with all of these exhibits is an excellent candidate for reuse on the zoo's campus. For example, a simple single pass recovery system could adequately treat this water for reuse as makeup water to exhibits like Elephant Lands and Condors of the Columbia.



Great Northwest Canyon Trail



COASTAL SHORES

At the end of the existing boardwalk, visitors arrive at the center of the zoo, met with the rocky sea stacks of Steller Cove and panoramic views of the zoo beyond. Although home to some favorite animal species such as sea otters and seals, the circulation through the existing Steller Cove exhibit can be unclear, causing those unfamiliar with the zoo to miss the Education Center or Penguinarium. Further, most of the structures in this part of the zoo are reaching the end of their service life due to aging infrastructure and frequent need for maintenance and repairs. Therefore, with the demolition of Steller Cove, the Penguinarium, and the dated tiger and red panda grottos, Coastal Shores plans to redevelop the heart of the zoo with a new vision that will integrate the recently completed Polar Passage, Education Center, and Discovery Plaza with new outdoor seal, sea otter, and penguin exhibits.

Key to this redevelopment is the transformation of the Central Hub into a true plaza with guest amenities, wayfinding, and circulation. From the boardwalk level, a new Guest Services Building will be constructed to provide visitors the choice to immediately get to the lower level of the central hub by way of elevators or stairs. At the lower level, the building will house restrooms and a quick service snack option as well as feature underwater viewing of the seals. Opposite the Guest Services Building will be a new and improved hand-crafted carousel housed within an enclosed shelter. Throughout the Central Hub, there will be plenty of open space for circulation as well as built-in planters and seating.

PROGRAM

Total Project Site	2.0 AC	87,870 SF
Guest Services Building (2 foors @ 3,772)		7,545 SF
Carousel Enclosure		3,110 SF
Sea Cave		2,420 SF
Sea Otter & Seal O f-Exhibit Pools		1,540 SF
Sea Otter Habitat		3,060 SF
Seal Habitat		3,420 SF
Coastal Habitat		205 SF
Coast Habitat Support Building		800 SF
Penguin Care Building		985 SF
Penguin Habitat		3,690 SF
Penguin Underwater View Shelter		500 SF
LSS Building (2 foors @ 4,294)		8,590 SF

Reference imagery



SITE PLAN LEGEND

- Visitor Amenity
- Exhibit Building
- Admin / Support
- Habitat Space
- Animal Care Building
- O f-Exhibit Yard
- Ponds / pools
- Visitor Path
- Service Path
- Event Lawn

Proposed Species



Sea Otter



Harbor Seal



Humboldt Penguin



From the upper level of the Guest Services Building, visitors will also have the option to begin their venture into Coastal Shores, enjoying multiple views of sea otters from varying vantage points and then panoramic views of penguins at the Discovery Plaza as they swim around their new outdoor pool.

The concept for the walkways, exhibits, and vegetation within this area is inspired by the Pacific northwest coastal landscape of forest and rugged, coastal edges supporting many of these coastal animal species. New planting areas may be broken into different plant communities: Discovery Plaza may support lower-growing and resilient coastal headland-type of plants including reed grass and frosted paintbrush, and the spaces within and immediately adjacent to the exhibits may focus more on Oregon's coastal forests.

Botanic collections bordering the new Coastal Shores exhibits could incorporate hemlock and cedar as well as understory species such as rhododendrons, azaleas, wax myrtle, and ferns. Collections of native plants important to local indigenous communities could also be highlighted in this area.

Behind the scenes, a new central service court provides direct access to all the new exhibits and a centralized location for day-to-day operations. While penguins will require a separate indoor holding building with nest boxes, sea otters and seals are able to be managed outdoors in off-exhibit pools with some open-air shelters as they are currently.

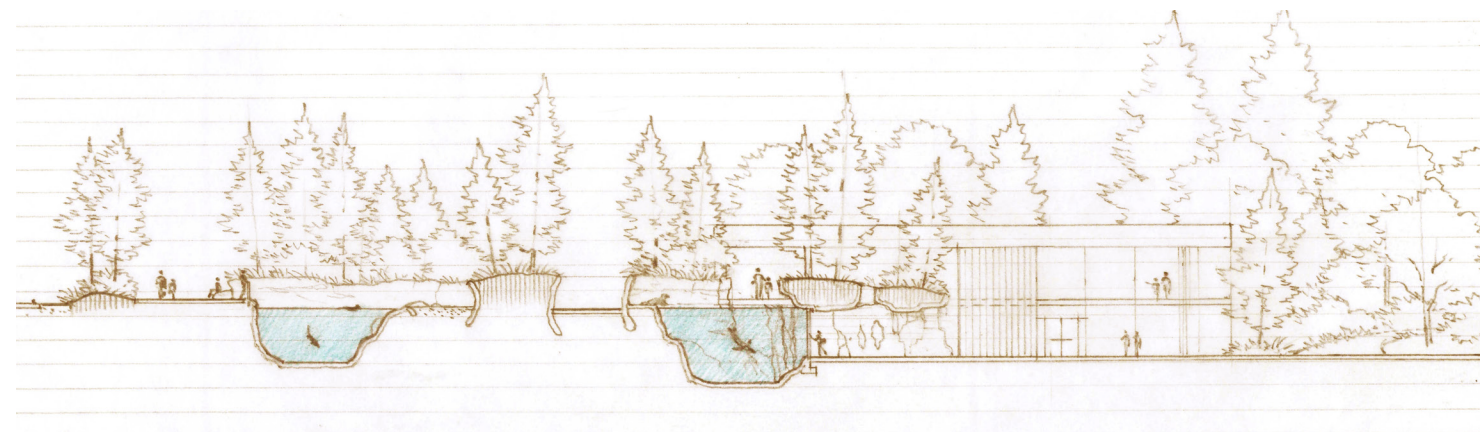
All the pools will be connected with water transfer chutes to allow for flexible rotation or create one large continuous swimming area. This flexibility allows for better integration of the zoo's role in sea otter conservation as a rotational housing facility for retired sea otter surrogate mothers after age 10 as well as young otters around age 3

who cannot be released into the wild, have been through the surrogate program, and will become future surrogate mothers.

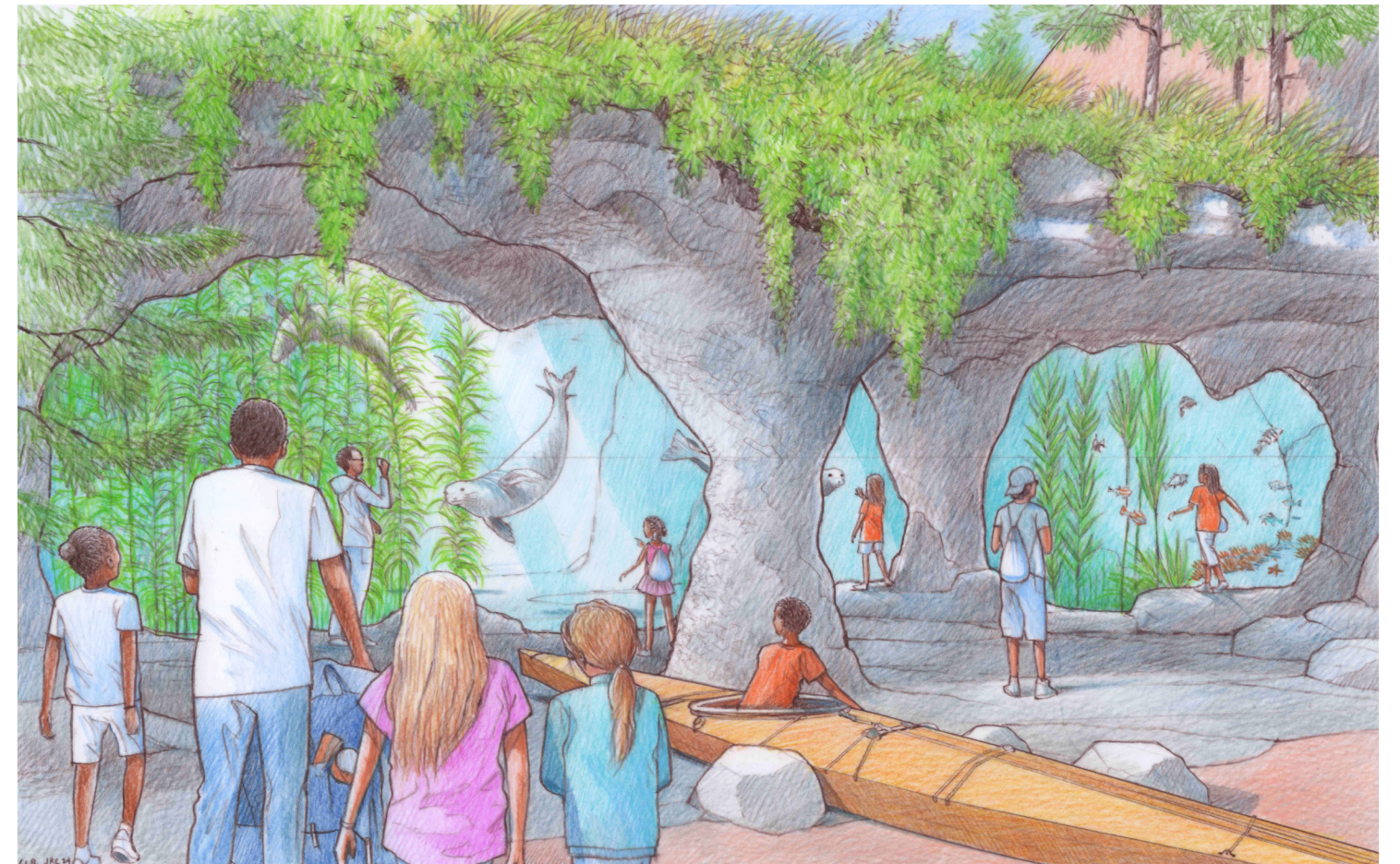
To optimize efficiency and space for zoo staff, a new two-story LSS building will be constructed to house diet prep areas, enrichment storage, diver equipment and facilities, and offices for life support staff on the first floor and all life support system (LSS) equipment for the three aquatic exhibits on the basement floor. The seal and sea otter pools will be saltwater, and penguin will be freshwater. The LSS processes for seal and sea otter incorporate sand filtrations, fractionators, temperature control, ozone, ultraviolet sterilization, provisions for gas exchange, and backwash recovery.

The penguin LSS process incorporates a combination of traditional LSS with sand filtration, ozonation, and temperature control targeting premium underwater viewing and a hybrid mechanical-natural system supplying the larger portion of the look-down-only pool. The penguin life support system also has an opportunity to use a backwash recovery system utilizing a hybrid mechanical-natural system approach. In this approach, wetland cells could be constructed. Water leaving the pool through skimmers and sumps from the exhibit will be sent to these cells to be treated, recreating the treatment processes that occur in natural wetlands, and then return to the LSS Building for refinement and polishing before reentering the animal exhibits.

This process reduces the exhibits' potable water demand through biological water treatment and reuse of exhibit pool water. To supplement water use in these exhibits, Coastal Shores will also capture and reuse rainwater.



Section through habitat pools and Central Hub



Coastal Sea Cave underwater viewing



Outdoor Penguin habitat



# SOUTH HUB

The South Hub is strategically located at the midpoint of one’s journey through the zoo and exemplifies the campus driver of providing a holistic guest experience beyond animal-related experiences. Located where predator exhibits currently reside, visitors will arrive in the South Hub ready to eat, take a break, and recharge for the remainder of their visit. Therefore, guest amenities are a must and include restrooms, retail, first aid, playground, and a sit-down restaurant.

Core to the South Hub is the open plaza space that unifies the surrounding amenities and destinations, while also providing a transition between the Asia Forest and Africa Savanna zones. With the thoughtful integration of pavement patterns, planters, and built-in seat walls, the plaza provides plenty of space for large crowds to flow easily through the South Hub as well as areas for groups to gather and sit.

The planting concept in this area seeks to emphasize seasonal interest as well as include large canopy trees for shade and comfort in the plaza. The species selected may reflect the indoor habitats of the Herpetarium or become a continuation of the Asian landscape with flowering trees and understory in the plaza planting beds.

Adjoining the plaza, a new event lawn will be incorporated in this area to support events and concerts within the zoo, as well as opportunities for picnicking and respite for visitors.

## PROGRAM

Total Project Site	5.0 AC	216,555 SF
Pedestrian Bridge		3,560 SF
Restaurant & Patio		15,090 SF
Play Area		3,940 SF
Herpetarium & Ambassador Animal Building		21,020 SF
Ambassador Animal Yards		2,195 SF
Ambassador Animal Habitat		1,450 SF
Lawn		24,300 SF
Stage Enclosure		840 SF
Pavilion		2,000 SF
Restroom Building		1,155 SF
Red Panda Care Building		810 SF
Red Panda Yard		235 SF
Red Panda Habitat		3,620 SF
Primate Care Building		1,025 SF
Primate Habitat		3,360 SF





Anchoring the south edge of the plaza, the proposed restaurant will serve as the zoo's primary food and beverage option and will accommodate many more guests than the existing Aviary Café with a grand dining room, mezzanine level, and covered outdoor seating that offer views of the native Douglas fir forest around the zoo. The restaurant will offer multiple cuisine options in a scramble servery concept and an outdoor service window serving à la carte items outside of typical dining hours of the main restaurant.

On the lower floor, the restaurant will house a walk-in freezer and dry storage large enough to service all other food and beverage locations throughout the zoo. Its location with direct access from the main service road is ideal for deliveries and distribution.

#### Reference Imagery



South Hub



# RESTAURANT & PLAZA

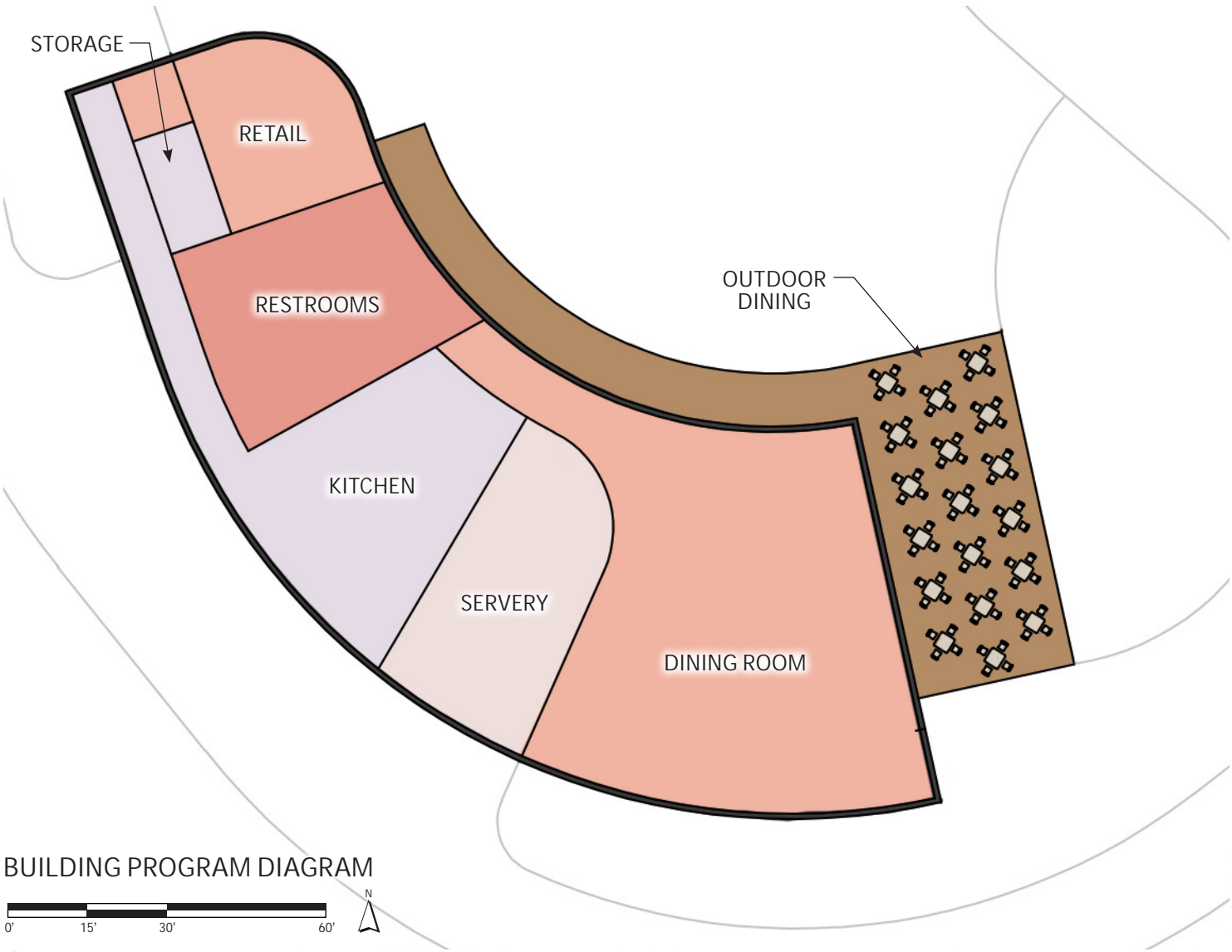
The core of the South Hub focuses on a new open plaza space and primary sit-down dining option. This combination of functions provides critical space rest, decompress, and refuel before embarking on the journey through the second half of the zoo.

The restaurant facility features a sizable indoor dining option as well as covered outdoor seating adjacent to a new children's play space. This building also supports a significant restroom facility, guest services zone, and small retail area.

The natural slope of the site in this area also provides an opportunity for the lower level of the restaurant facility to incorporate much needed support functions such as receiving and storage.

## PROGRAM

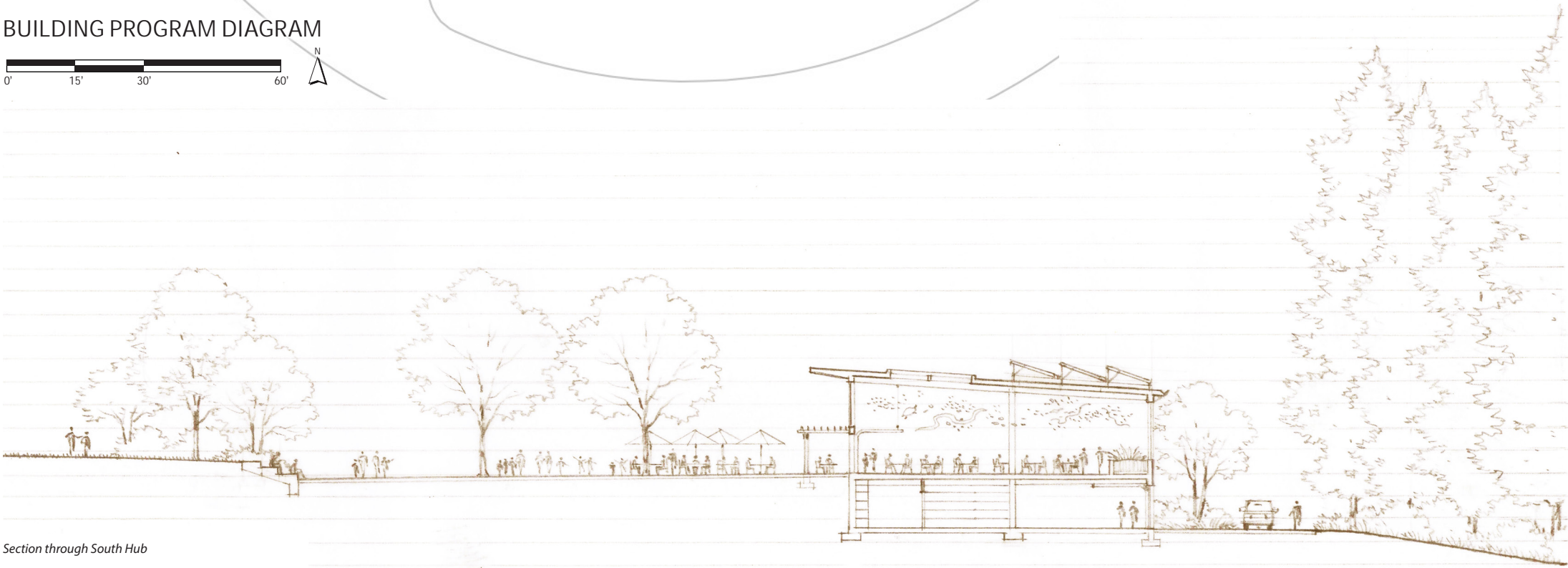
Lower Level	
Offices	1,500 SF
Food & Beverage Storage	3,500 SF
Support	2,000 SF
Plaza Level	
Dining Room	4,665 SF
Outdoor Dining	3,210 SF
Servery	1,600 SF
Kitchen	1,865 SF
Restrooms	1,715 SF
Retail	995 SF
First Aid	170 SF
Storage	275 SF
<b>Net</b>	<b>21,500 SF</b>
<b>Net to Gross</b>	<b>1,430 SF</b>
<b>Gross</b>	<b>22,930 SF</b>



BUILDING PROGRAM DIAGRAM



Reference Imagery



Section through South Hub



# ASIA FOREST TRAIL

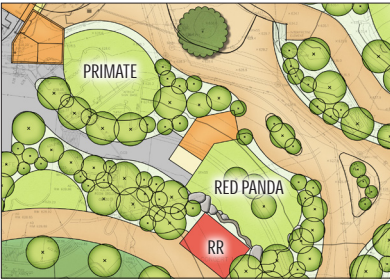
Opposite Elephant Lands is a new immersive walking trail through the Asian Forest with added habitats for Asian primates and red panda. At the east edge of Primate Forest, new expanded holding areas for gibbons will be constructed to increase management flexibility and provide a direct connection between the existing facility to a new outdoor high-volume mesh enclosure.

This new area will be built to reflect the natural history of the primates who reside in this part of the world, offering guests a chance to see these animals as they would in the wild. In the new outdoor exhibit, it is key that all vertical space can be utilized by these arboreal species to replicate their natural brachiating and climbing skills.

Continuing along the trail, visitors will arrive at a new mixed species exhibit for red panda and muntjac deer. Red pandas will trail through the upper canopy branches while muntjac deer forage along the forest floor. A new shared holding building with an of-exhibit yard will be placed strategically out of view from visitors. Care should be taken to incorporate noise-reducing materials within the building envelope and barrier walls surrounding the habitat as red pandas can be sensitive to sound.

In the planting and materials, the Asia Forest Trail builds upon Elephant Lands by introducing other Asian plant species, emphasizing hardy ornamental species such as flowering trees, clumping bamboo, rhododendrons, hydrangeas, and other Asian bio-region species. The dense vegetated buffer shown south of the new animal exhibits will help to create that forest backdrop as well as visual and acoustic separation before visitors arrive in the clearing of the new lawn.

Key Plan



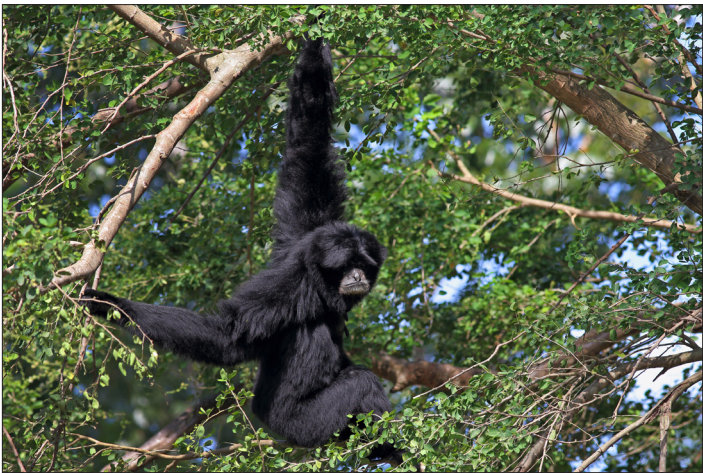
PROGRAM

Red Panda Care Building	805 SF
Red Panda Yard	235 SF
Red Panda Habitat	3,620 SF
Primate Care Building	1,025 SF
Primate Habitat	3,360 SF



Red Panda habitat

Proposed Species



Siamang



Muntjac



Red Panda



# HERPETARIUM & AMBASSADOR

Wrapping the northwest edge of the event lawn, the façade of the Herpetarium and Ambassador Animal building receives visitors as they round the corner from the Asia Forest Trail. This hybrid facility takes advantage of complimentary programs which benefit operationally for staff and experientially for visitors by sharing the same complex. Ambassador Animals would occupy the north wing and the Herpetarium would occupy the east wing. Together, both programs highlight species diversity as well as extend the peak visitor seasons with a fully indoor experience.

The Ambassador Animal wing provides a combination of indoor and outdoor housing for animals with a visitor presentation space for approximately 150 people that is indoors but could have the ability to open large windows or walls on fair weather days. Animal species may include birds, mammals, and reptiles from around the world.

In the naturalistic presentation space, daily demonstrations would involve a variety of animals and varying themes. Guests will be immersed in the animal experience, seeing them crawl, climb and fly as they learn about wildlife from our ambassador team and connect with nature. This designated presentation space ensures programs can operate year-round, while promoting higher visibility of animals and increased staff-visitor engagement without routinely transporting animals.

While most ambassador animal housing is behind the scenes, some rainforest mammals such as sloths, prehensile-tailed porcupines, tamanduas, and binturongs are great candidates for being visible to the public and also tie in with the program of the Herpetarium. At the intersection of the buildings, these exhibits would layer into the beginning of the indoor walk-through experience. With a focus on reptiles and amphibians, the Herpetarium would be designed to support multiple climates, including montane, temperate, tropical, and desert environments related to each species' native habitats.

Through a mix of large open-air transects in a greenhouse type setting and smaller curated exhibits, this building would truly showcase diversity of species. Vegetation collections will introduce visitors to a variety of plants associated with each animal's region, support animal enrichment and enhance the zoo's botanic collection. The exhibits may also include aquatic features requiring life support systems (LSS) such as two to three pools in the 5,000-to-10,000-gallon volume range for crocodilian species. These pools could support fish in addition to the reptile species. The LSS would consist of sand filtration, temperature control, ultraviolet sterilization, and provisions for gas exchange.

The backwash water from the sand filters associated with the Herpetarium exhibits is an excellent candidate for reuse on site. For example, a simple single pass recovery system would adequately treat this water for reuse as makeup water to exhibits like Painted Dog, Flamingo, or Giraffe.

## PROGRAM

<b>Ambassador Animals</b>	
Theater	2,030 SF
Rainforest Ambassador Exhibits (4 @ 280 SF)	1,120 SF
Visitor Gallery	950 SF
<hr/>	
Animal Suites (20 @ 100 SF)	2,000 SF
Prep & Break Room	655 SF
Restroom	80 SF
Locker Room	85 SF
Shower Room	100 SF
M/E	465 SF
<hr/>	
<b>Herpetarium</b>	
Rainforest Gallery	2,975 SF
Small Exhibit Gallery	780 SF
Desert Gallery	4,040 SF
Care Staff & Exhibit Support	2,220 SF
<hr/>	
<b>Net</b>	<b>17,495 SF</b>
<b>Net to Gross</b>	<b>3,525 SF</b>
<b>Gross</b>	<b>21,020 SF</b>



Prehensile-tailed porcupine ambassador







Ambassador and Herpetarium interior



# ENTRY

The entry plaza plays an important role for visitors as it is the first experience one has upon arriving at the Oregon Zoo. The existing plaza is currently sloped at approximately 5 percent and characterized by expansive asphalt surfacing, with little shelter from sun and rain. Circulation is challenged by the steeper slope, making it a space that is less accessible for gathering and events as well as unclear from a wayfinding perspective.

The plaza is framed on the north and south by the guest services and gift shop buildings, both of which have a distinctly Northwest Forest architectural quality. On the east side of the plaza is the existing Mountain Goat exhibit, which serves as a main attraction and immediate animal encounter for visitors.

The focus of the redesign is to create an intuitive flow in and out of the zoo as well as reduce stress for visitors. It will also direct guests towards the gift shop as they exit to encourage final opportunity for souvenirs, memberships, and donations. The redesigned plaza should generate excitement and anticipation for visitors as they arrive, and it must reinforce a positive experience as visitors depart. It should frame

and accentuate the existing Mountain Goat exhibit and anchor the zoo in its context of the Pacific Northwest and Willamette Valley through plantings, materials, and design elements.

The new entry plaza concept addresses the programmatic needs of the main entry, solves accessibility challenges, and enhances visitor amenities and experiences.

The existing Guest Services and Gift Shop engage with the plaza and provide opportunities for visitors to orient themselves, sit, find grab-and-go snacks or restrooms, and shop. Design and material choices will respond to the existing architectural elements at the entry creating an integrated experience upon arriving at the Oregon Zoo. Planting throughout this area could include notable PNW native plantings such as Douglas fir, big-leaf maple, vine maples, rhododendrons, western sword fern, and other native forest groundcover.

The entry concept also considers the Washington Park Campus Plan vision to create a pedestrian-focused plaza space at the MAX station and connect to the zoo entrance.



Concept rendering for plaza design

Reference Imagery







Entry Plaza



# AFRICA

From the South Hub, visitors will traverse a new pedestrian bridge spanning above the zoo's service road, allowing public and service routes to operate independently. Visitors remain at a higher elevation while being transported from the native Oregon forest to the diverse landscapes of Africa. This redevelopment of the current Africa Zone takes advantage of the natural 40-foot change in elevation to replicate various topographies while also improving circulation and wayfinding in a clear and trail-like sequence. Guests will traverse their way from the low, widespread savanna through outcroppings of kopje rocks and up to the dense canopy of the rainforest.

Architectural features that protect animals and visitors alike from inclement weather are incorporated throughout by way of covered outdoor viewing areas, indoor day rooms, and a fully indoor experience in the Tropical Forest Building. All these provide a more comfortable viewing experience as well as maximize views of animals throughout the year. For animals, new care facilities will be specially designed to the particular needs of each species and their respective group dynamics, such as bachelor herds of giraffes, prides of lions, and packs of painted dogs. Surrounding the Africa Zone, a perimeter service access road provides direct and efficient access for zoo staff to the buildings and exhibits.



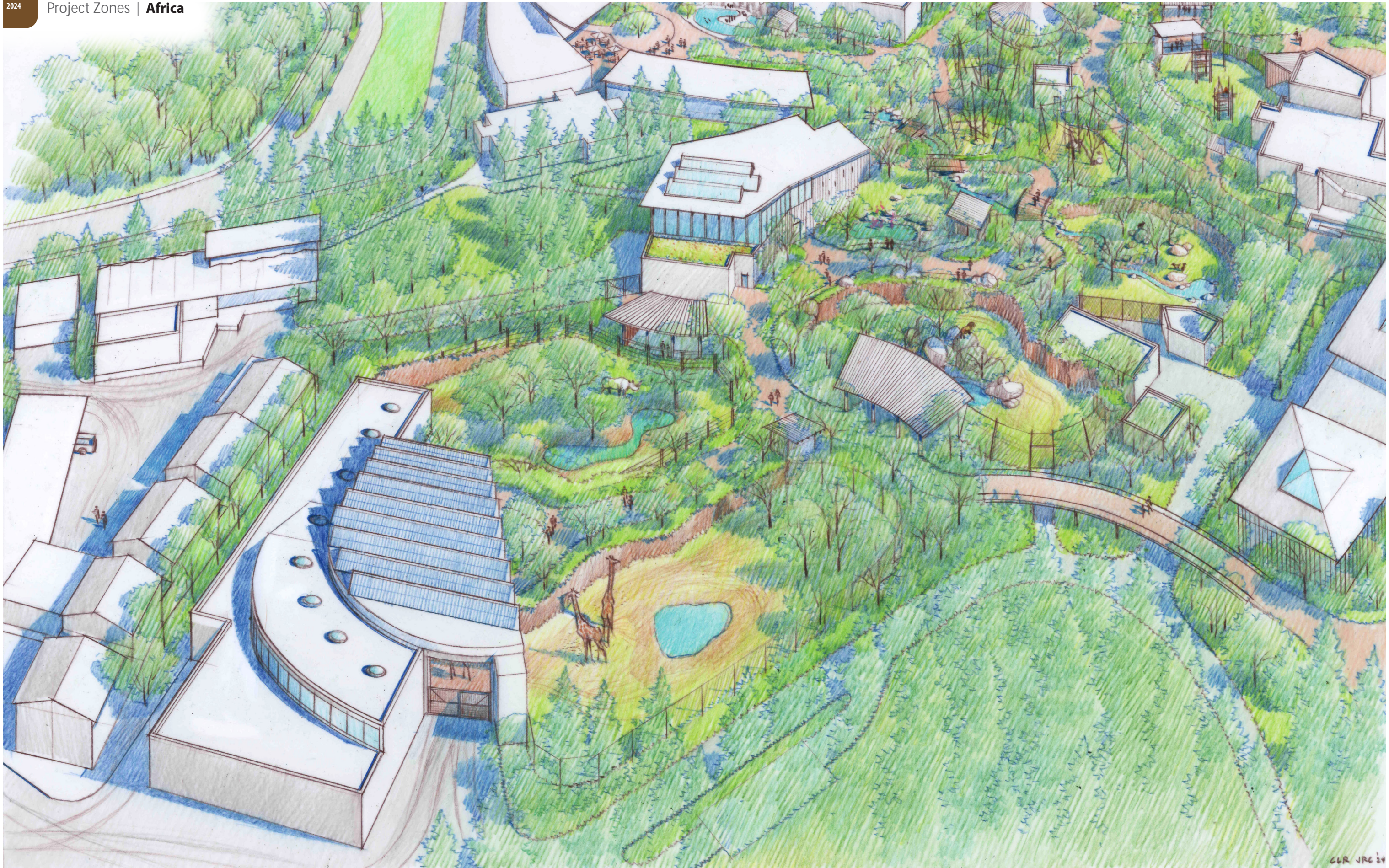
African savanna & kopje

## PROGRAM

Total Project Site	6.2 AC	270,230 SF
Primate Care Building		1,160 SF
Primate Habitat 1		2,570 SF
Primate Habitat 2		2,610 SF
Primate Habitat 3		3,240 SF
Chimpanzee Habitat (renovated)		8,810 SF
Chimpanzee Yard		755 SF
Chimpanzee View Shelter		760 SF
Painted Dog Care Building		955 SF
Painted Dog Habitat		9,080 SF
Painted Dog & Lion Yard		1,705 SF
Lion Care Building		2,355 SF
Lion Yard		1,150 SF
Lion Habitat		15,055 SF
Lion View Shelter		1,915 SF
Tropical Forest Building		14,295 SF
Tropical Forest Outdoor Habitat		1,395 SF
Marsh Aviary Care Building		300 SF
Marsh Aviary		4,540 SF
Caf�		295 SF
Rhino-Giraffe Care & Exhibit Building		25,665 SF
Rhino Yard		1,350 SF
Rhino Habitat		19,350 SF
Rhino View Shelter		1,490 SF
Giraffe Habitat		18,185 SF
Ground Bird Shelters		310 SF







Africa experience aerial view



# SAVANNA

The first stop in one's journey through Africa is the Savanna. Upon arrival, there is an option for quick refreshments before trailing along the ridge above the plains. Among the sprawling landscape, the redeveloped African Savanna will focus on two popular species currently at the zoo: giraffe and black rhino.

All indoor animal areas will have natural substrate floors promoting health and creating a seamless transition to the outdoor exhibit beyond. At the dayroom as well as the outdoor covered area, visitors will be able to encounter these giants eye-to-eye by participating in staff-facilitated giraffe feedings and rhino encounters.

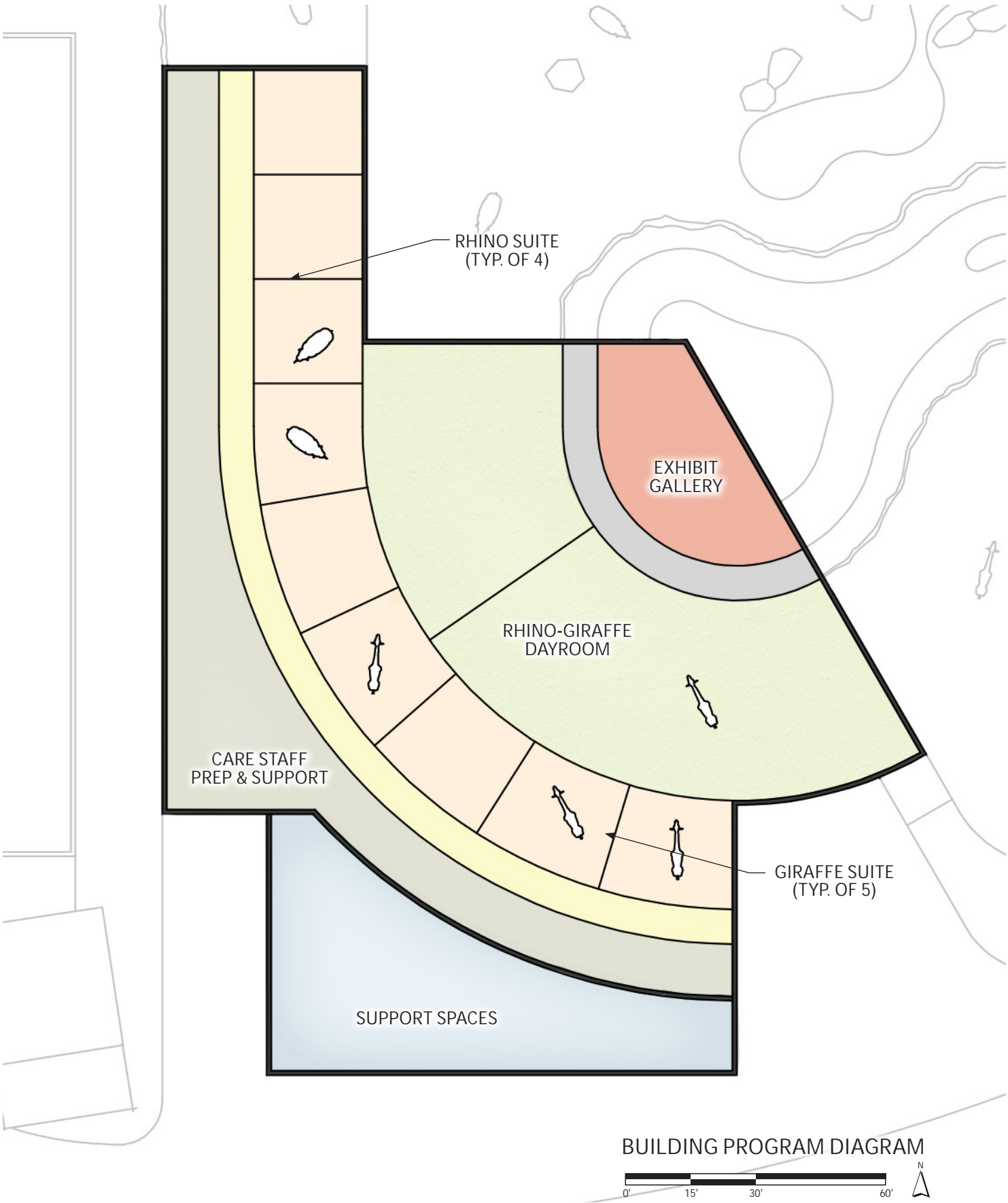
The animal habitats will be characterized by the grassy plains and widely spaced trees of the savanna. Rhinos will have a mud wallow to help cool off and protect their skin from insects and sun during the summer. Meanwhile, girafes will share their habitat and watering hole with African ground birds, such as southern hornbills, vultures, and cranes.

The planting throughout will be inspired by native savanna species, incorporating collections of grasses and other drought tolerant plants, such as reed grass and rushes, which have similar characteristics of African-native cape rush and papyrus. Broad canopy shade trees with low understory plantings will create an immersive experience for visitors and provide respite throughout the Savanna area. It is recommended that the development consider incorporation of existing palm trees and eucalyptus trees as part of the new Savanna exhibits and visitor paths.

Service access is provided along the entire south edge of the site and the existing butterfly lab remains out of site from the visitor area.

## PROGRAM

Exhibit Hall	1,695 SF
Rhino-Giraffe Dayroom	6,935 SF
Giraffe Suites (5 @ 740 SF)	3,700 SF
Rhino Suites (4 @ 600 SF)	2,400 SF
Care Staff Prep & Support	4,870 SF
Support Spaces	3,595 SF
<b>Net</b>	<b>23,190 SF</b>
<b>Net to Gross</b>	<b>2,470 SF</b>
<b>Gross</b>	<b>25,665 SF</b>



Proposed Species



Black Rhino



Giraffe





Giraffe and rhino interior habitat



# TROPICAL FOREST

In contrast to the fat grasslands and kopje landscape of Africa, the Tropical Forest building highlights the biodiversity of rainforests around the world with a focus on the huge variety of birds that live in our planets tropical forests. The building is embedded in the surrounding landscape and existing hillside below the Education Building while tying into the Kopje trail at two levels.

The experience begins outdoors at the bottom of the trail with the marsh aviary, home to famingos, spoonbills, and ibis. Then, entering the building at the ground level, visitors arrive inside the aviary. Visitors are instantly transported as they are surrounded with dense, lush plantings, and colorful birds flying through the high-volume space. A waterfall will add ambient sound accompanying the bird songs and natural daylight will food through vast glass curtain walls and skylights.

As a multi-story space, the Tropical Forest building allows visitors to experience the aviary from multiple vantage points. By taking the elevator, stairs, or entering through the northeast upper level, visitors will be able to trek around the perimeter of the aviary at the canopy level on bridges and higher-level paths.

In addition to many bird species, the indoor aviary provides an opportunity to showcase diverse non-native plant species that may not otherwise thrive in the zoo's Pacific Northwest climate. The plant

collection in the Tropical Forest pavilion may include orchids, ginger, rhododendrons, bromeliads, and even edible plants such as bananas and chocolate. Large mature trees installed at 20 to 25 ft in height will provide an immediate canopy effect within the space.

Back inside the upper level, the visitor experience transitions from day to night as the building will feature nocturnal exhibits for small mammals. Flying foxes will have the flexibility to also occupy the aviary as well as the outdoor exhibit north of the building.

Between this zone and the aviary, the Tropical Forest building provides a rich indoor experience and in doing so, provides guests with a consistent and comfortable experience during the shoulder seasons. Additionally, the open flow circulation through the upper level will provide the zoo with added event space opportunities after hours.

Supporting all these exhibits is dedicated keeper space as well as bird holding in the southwest zone of the building. Mechanical rooms will house equipment designed to maintain indoor tropical temperatures in addition to life support systems (LSS) for the major water features, including the outdoor marsh. This pool will utilize a hybrid mechanical-natural filtration process. The LSS consists of drum filtration, ultraviolet sterilization, and heating supplemented with constructed wetlands.

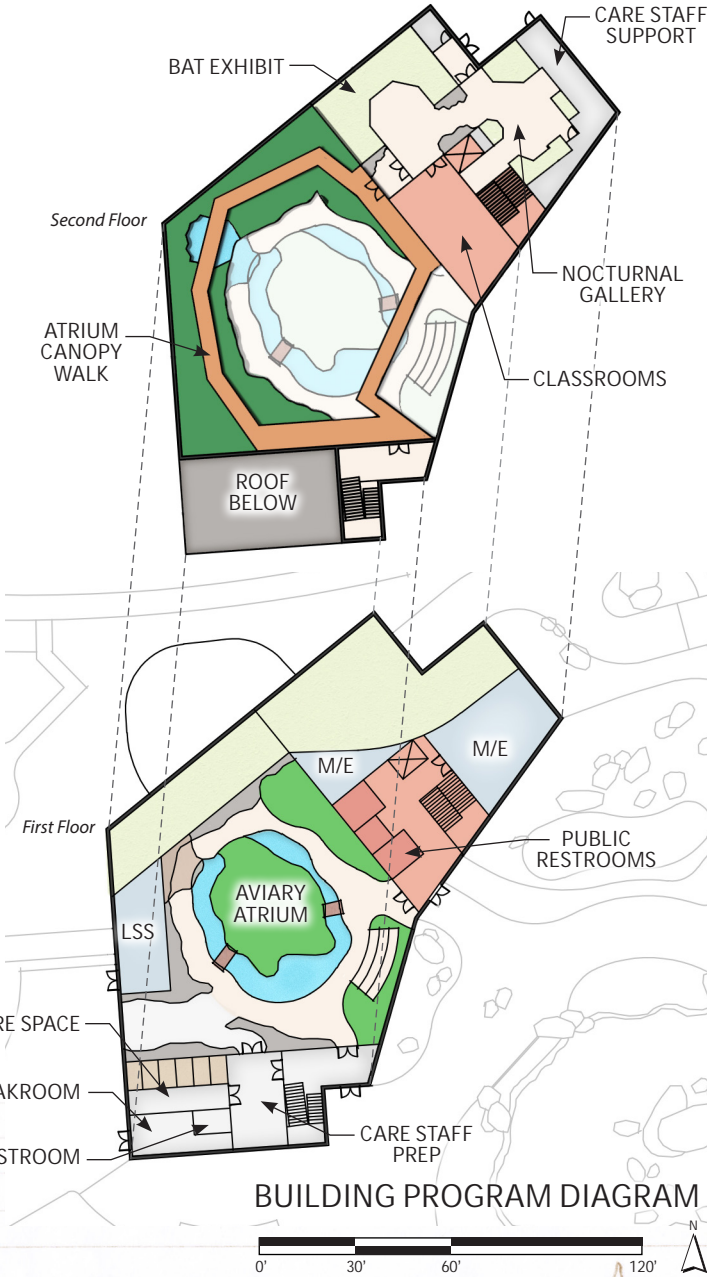
The wetland beds may be adjacent to the exhibit, or they may be integrated into the decorative stream course through the Life on the Kopje trail. Continuing the water conservation efforts, the building will capture roof runoff for flushing toilets in the visitor single-user restrooms on the ground floor.



Banana Tree

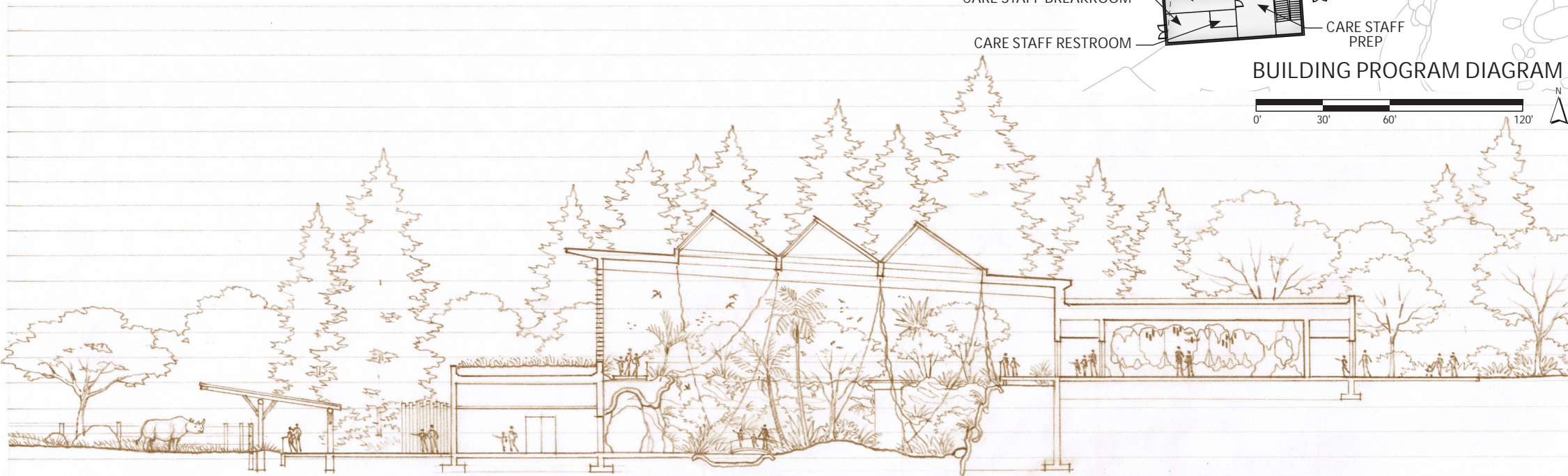


Flamingo



## PROGRAM

Lower Level	
Aviary Atrium	5,735 SF
Public Restrooms	360 SF
Animal Care Space	530 SF
Care Staf Prep	470 SF
Care Staf Break Room	260 SF
Care Staf Restroom	100 SF
LSS Room	570 SF
M/E	1,470 SF
Upper Level	
Atrium Canopy Walk	3,000 SF
Nocturnal Gallery	1,050 SF
Classroom	870 SF
Bat Exhibit	605 SF
Small Exhibits (4)	330 SF
Care Staf Support	680 SF
<b>Net</b>	<b>16,030 SF</b>
<b>Net to Gross</b>	<b>3,180 SF</b>
<b>Gross</b>	<b>19,205 SF</b>



Section through Tropical Forest building





*Tropical Forest canopy*



# PREDATOR

Complimentary to the herbivores of the savanna, predator species shall reside north of the new bridge into Africa. From the south end, visitors will have overlapping views of lions and painted dogs basking atop their colossal kopje rocks. These distinct geological formations provide shade as well as high vantage points for predators to scan their surroundings. As visitors wander along the west edge of the exhibits, they will encounter these formidable species at eye-level while they patrol their domain. To further tap into their hunting and investigative instincts, keepers will be able to rotate lions and painted dogs between both exhibits, leaving behind scents and tracks for the other to follow. New holding buildings and shared of-exhibit yards will help to fully implement flexible rotation and maximize animal activity.

At the back of house, service access is provided from the east service road to both buildings and exhibits. In the buildings, roof runoff shall be captured for reuse to washdown inside the animal holding areas. For cooling of in the summer, the painted dog exhibit features a running stream and the lions a small pool at the base of the rocks. The stream will utilize a simple hybrid mechanical-natural life support system (LSS). The lion pool has the option to be dump-and-fill or have a simple hybrid mechanical-natural LSS. Equipment for these life support systems shall be located and accessed within the back of house area.

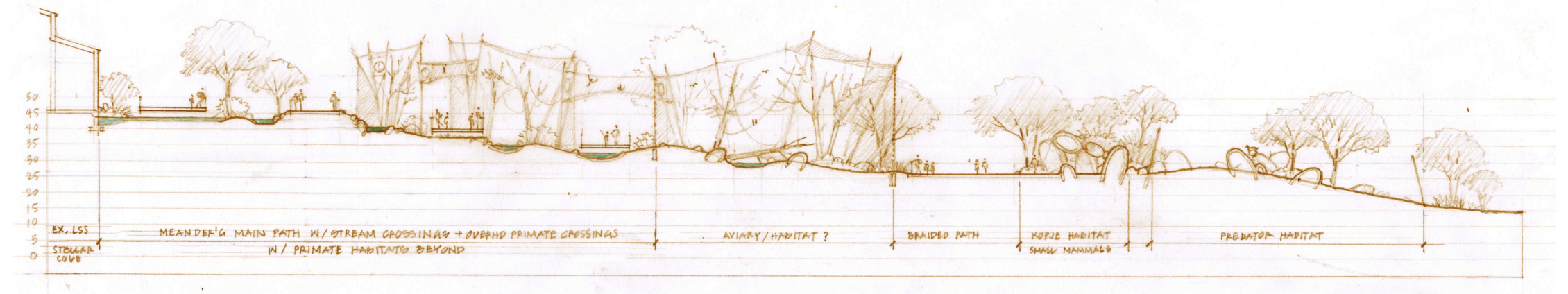


Lion



Painted Dog

## Key Plan



Lion kopje



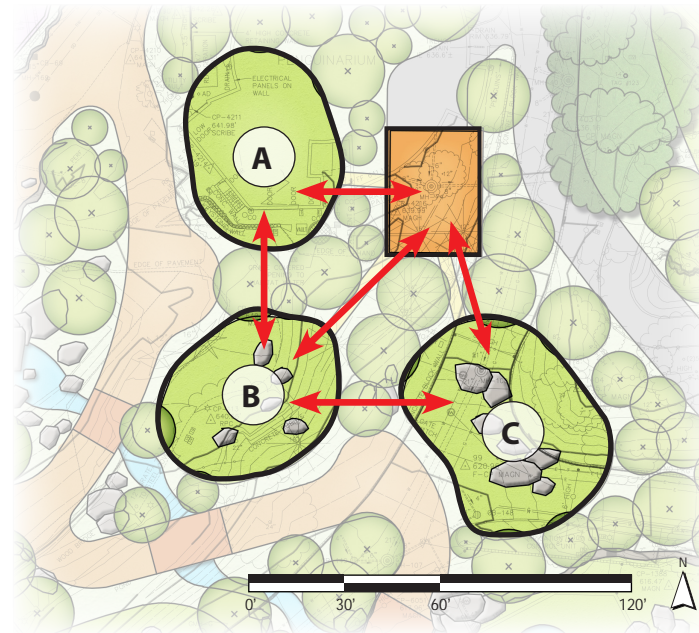
# PRIMATE

At the top of the Kopje trail is a habitat sequence bridging the upland African Forest and Lowland Savanna zones. Dynamic layering of must-see Kopje outcroppings and a cascading stream course running from the top of the trail all the way down to the painted dog habitat visually draw visitors up the trail from the main path. Tertiary winding trails, narrow boardwalks and bridges integrate adventure play and exploration for children and families all while making the fifteen-foot climb up from Predator to Coastal Shores.

Nestled in the trail are three habitats for small African primates such as colobus and lemurs. The habitats will have linkages to each other to allow for flexible habitat rotation as well as provide the opportunity to be all open at once for one continuous trail habitat. The interconnected layout will greatly increase management flexibility and add choice to the various social groups of where and with whom they spend their day. Utilizing tree canopy to replicate the forest habitats these primates are from will create a more connected experience for visitors by adding ornamental deciduous trees and understory as well as demonstration gardens highlighting seasonal species such as banana trees.

The new habitats also incorporate a variety of climbing options and comfortable spaces at numerous levels, accommodating the preferences of all species that inhabit the area. Screened by vegetation is a central primate holding building providing direct linkages to each habitat.

Though not visible from the trail, this development would also include the west branch of the middle service road providing direct access for zoo staff to the new primate holding building, the Central Hub, and modified chimpanzee habitat. Modifications in the existing chimpanzee area may also provide an opportunity to include improvements such as more heat and shelter in the outdoor habitats as well as adjustments to better facilitate the housing of multiple groups of chimps.



Habitat Rotation Diagram



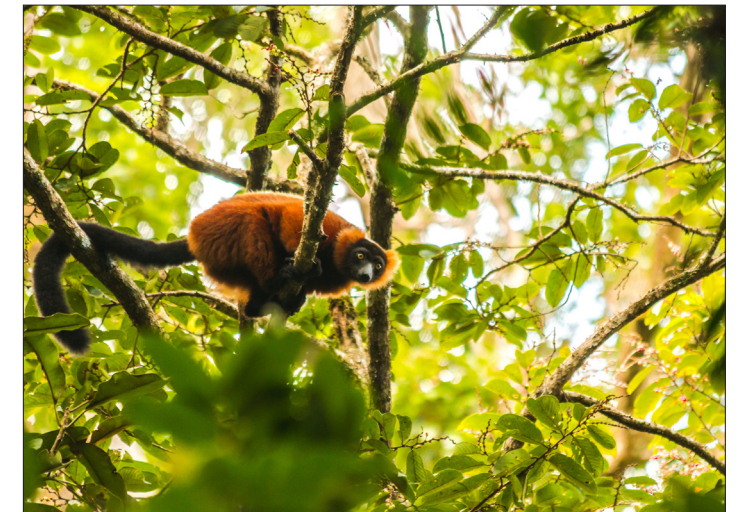
Red-tailed guenon



Colobus



Ring-tailed lemur



Red-ruffed lemur



Habitat design references spatial complexity of forest



# EAST HUB

Fully surrounded by animal exhibits, the East Hub is a center of visitor amenities with restrooms, snack carts, lunch offerings from Growlers Café, and places to sit and gather. Notably, the restroom building is the first building in Oregon to use cross-laminated timber (CLT), a relatively new and sustainable construction material.

From here, visitors have expansive views of elephants browsing in the North Meadow or taking a plunge in the 160,000-gallon pool, all set to the backdrop of the native Douglas fir forest. Ample plaza space is provided for visitors to stop and rest, picnic at the lunch tables, or even observe a keeper talk around the elephant pool. To the west, Polar Plaza offers underwater views of polar bears and to the south, one may see primates from a distance up at the canopy level.

The flexibility of this area to be utilized by daily visitors and after-hours private events is key to the zoo's financial sustainability goal as well as providing a well-rounded visitor experience. The Campus Plan aims to complement and further support these functions with some small but impactful improvements: shade shelters and destination play.



Growler's Cafe

## PROGRAM

Adventure Play Zone	5,950 SF
Polar Plaza Shelter	7,630 SF
East Hub Shelter	1,690 SF
Growlers Café (ex)	1,560 SF
Restroom Building (ex)	1,660 SF
Storage Building (ex)	1,730 SF





## SHADE SHELTERS

Recently completed in 2021, the Polar Plaza serves primarily as an outdoor gathering area for daily guests picnicking at the zoo and secondarily as a venue for private events. Currently, shade cover and protection from the elements is provided by table umbrellas and temporary tents. The Campus Plan proposes to enhance the existing plaza with a permanent architectural shelter to extend its use throughout the year. In the Pacific Northwest style with heavy timbers, the shelter will unify the existing structures surrounding the plaza into one cohesive space. The shelter will also include movable walls so that when open it maintains framed views of polar bears and elephants, and when closed can ensure privacy for events and even further protection from inclement weather allowing for ultimate flexible use.

Similarly, a permanent shade shelter is proposed to be constructed in the East Hub to replace existing temporary tents and provide shaded and sheltered dining space near Growler's Café.

## PLAY AREA

Elephant Lands is one of the most popular areas of the zoo and at the east end of the campus is a major destination for all visitors. Just west of Forest Hall is an existing knoll that is characterized by the Douglas fir forest seen throughout Washington Park. Over the years, this space has been used for play and picnicking opportunities, but more recently has not been open to visitors. This area is within the City of Portland's environmental conservation overlay, so development is limited and the design must be environmentally sensitive. The knoll is located at the midpoint of most zoo visits and near food services, and lends itself to creating a unique play experience where families can relax, and children can explore.

A custom children's adventure playground will provide opportunities for climbing and imagination, themed to the forest environment and include sculptural elements that reflect nearby animal species such as Asian elephants. With the playground tucked away seventeen feet above the main visitor path, the approach of switch-backing ramps and stairs traversing the edge of the knoll is part of the journey itself. Upon arrival, visitors will be able to take in panoramic views of Washington Park for an iconic photo opportunity before retreating into the forest. All elements of the play area will be inclusive and accessible, constructed of wood and powder-coated steel with custom animal and plant figurines. While preserving most of the existing native trees and planting, this area will also incorporate Asian and Oregon-native shared planting such as rhododendrons and fern species along the new pathways.

Reference Imagery



Destination Play



# FACILITIES HUB



Located in the southwest corner of the zoo, Gate A does the heavy lifting of housing key operational support functions including facilities and maintenance offices, horticulture and custodial staff, welding and wood shops, animal nutrition, hay storage, staff parking, and composting. Its current location at the southwest entrance into Washington Park off Exit 72 from Highway 26 is ideal for receiving deliveries and then distributing support services throughout the rest of the campus along the main service road that follows the zoo perimeter.

The facilities and maintenance offices are currently housed in some of the oldest structures on campus and will be replaced with a two-story metal building facility in the same location. The existing Animal Nutrition Center (ANC) is a robust concrete building and will be renovated to be fully dedicated to animal nutrition with a walk-in freezer and browse cooler. Any restaurant food and beverage storage will be relocated as a part of the proposed new restaurant project at the South Hub. For the horticulture department, a new greenhouse will be incorporated in this area for growing browse as well as tropical plants.

## PROGRAM

Facilities-Maintenance Shops & Offices	11,680 SF
Animal Nutrition Center (renovated)	7,445 SF
Greenhouse	1,870 SF

# ANIMAL CARE HUB



The Animal Care Hub is located at the northeast corner of the zoo, housing key animal care functions such as the Veterinary Medical Center (VMC) and providing direct service access to enter and exit the zoo from Washington Park. It is critical to maintain the entry and exit flow to and from the VMC, especially for emergency situations. The approach through Gate J will be improved with a widened turning radius, and additional staff parking will be added on both the upper and lower roads.

The existing Care, Connection and Conservation (C3) Building will be replaced with a new three-story mass timber structure within the same footprint, including research lab workspaces, and meeting areas for curators, managers, and animal care support staff. The existing Wildlife Live and Avian Reproduction Center facilities will remain and may incorporate some modest renovations in the future.

## PROGRAM

Care, Connection, & Conservation Building (3 floors @ 4,550)	13,650 SF
Wildlife Live (ex)	2,155 SF
Avian Rescue Center (ex)	1,075 SF





**2025 State Legislative  
Transportation Priorities**  
*Presentations*

Metro Council Work Session  
Tuesday September 10th, 2024



## 2025 State Legislative Transportation Priorities

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Date: 07/03/2024

Department: GAPD and PDR

Meeting Date: 07/23/2024

Presenter(s) (if applicable): Anneliese Koehler (she/her), Catherine Ciarlo (she/her)

Length: 60 min

Prepared by: Jaye Cromwell

([jaye.cromwell@oregonmetro.gov](mailto:jaye.cromwell@oregonmetro.gov)) and

Anneliese Koehler

([anneliese.koehler@oregonmetro.gov](mailto:anneliese.koehler@oregonmetro.gov))

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### ISSUE STATEMENT

This work session is the second opportunity to discuss Metro Council's objectives for a possible 2025 state legislative transportation package. Staff and guest presenters will present information on the regional perspective, national trends in transportation funding, and transit funding as outlined in HB 2017. At this work session, Councilors will have a high-level discussion of a draft set of transportation priorities.

Staff will be before Council again in September and October for further discussion and development of Council's transportation priorities.

### ACTION REQUESTED

The Council may wish to discuss draft priorities for a possible 2025 State Legislative Transportation Package and direct staff to change or develop additional transportation priorities.

### IDENTIFIED POLICY OUTCOMES

- Councilors understand the current political dynamics and conversations surrounding a state legislative package in 2025.
- Metro Councilors receive approximately the same information that JPACT has received over the past 6 months to help inform their input on JPACT and Council draft transportation priorities.
- Eventual approval and adoption of Metro Council state legislative transportation funding priorities (anticipated in December 2024).

### POLICY QUESTION(S)

- Do the proposed set of transportation priorities resonate with Councilors? What is missing?
- Are there additional topics or presentations that Council wishes to see to help develop their transportation priorities?



## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

Included in the packet is a draft of the JPACT staff recommendation of priorities. Councilors received this initially in the packet for the 7/16 meeting and will be able to discuss this draft in the 2<sup>nd</sup> work session on 7/23, as well as subsequent drafts at September and October work sessions.

## **STAFF RECOMMENDATIONS**

N/A

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

In advance of the state transportation package in 2017, JPACT and the Metro Council developed a legislative agenda for the 2017 state transportation package. Metro staff are working with JPACT and Metro Council in 2024 to determine funding priorities for the 2025 package.

## **BACKGROUND**

### Transportation package history and framing

Historically, the Oregon Legislature passes a large transportation package every decade. These packages focus on solving issues of that decade; in 2009, coming out of the Great Recession, the package focused on jobs and growing the economy. In 2017, among other issues, the package focused on solving critical statewide congestion and investing in transit operations for the first time. As we approach a possible transportation package in 2025, early framing is back to basics: solving for state and local transportation agencies' fiscal cliffs, addressing operations and maintenance, finding an ongoing source of sustainable revenue, and finishing unfinished projects from HB 2017.

### Legislative dynamics

Transportation packages have a long history in Oregon of being bipartisan packages. Unlike other issue areas, the need for transportation investment is often an agreed upon priority for both Republicans and Democrats. In addition, revenue raising measures require a super majority for passage, and it is uncommon for a party to have the required super majority in both chambers. As a result, staff anticipates that discussions will be framed around the necessity of a bipartisan vote.

Revenue raising measures in the Legislature have the potential to be referred to voters through referendum. Similar to other past transportation packages, staff anticipates that discussions will also be framed around preventing a referral. In the past, this has limited the amount of funding in the package and ensured that certain components be a part of the package.

The Governor, the Senate President and the Speaker of the House have all indicated support for a transportation package in 2025. As is common with large scale packages like this, the Joint Transportation Committee has developed a statewide tour to learn and listen from constituents about their transportation concerns. With thirteen stops, the Committee



will be traveling throughout the state until the end of September. Three of the thirteen stops are in our region and staff anticipates that Metro will participate in all three.

#### JPACT and Metro Council priority development process

Staff is proposing a concurrent process at JPACT and the Metro Council to develop transportation legislative priorities. The process includes multiple informational sessions at both bodies and ample time for discussion and development of the priorities. Final adoption of priorities is slated for November and December 2024. Concurrently, Metro Council is also developing their 2025 State Legislative Agenda. Staff anticipates that the transportation priorities will be folded into the State Legislative Agenda before final adoption.

#### **ATTACHMENTS**

Attachment A- Draft JPACT priorities from staff

[For work session:]

- Is legislation required for Council action? ☐ Yes   X No
- If yes, is draft legislation attached? ☐ Yes   X No
- What other materials are you presenting today? [INSERT]





600 NE Grand Ave.  
Portland, OR 97232-2736

# Memo

Date: June 21<sup>st</sup>, 2024

Subject: JPACT Priorities for the 2025 State Transportation Package

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**Purpose:** A shared position statement that describes Metro and the Joint Policy Advisory Committee on Transportation (JPACT) transportation values and priorities. This statement will be the foundation for our comments and engagement in processes leading up to a 2025 State transportation funding package.

**Background:** JPACT's 2025 State Transportation Package values and priorities are rooted in visioning conversations to date with regional partners and the 2023 update to the Regional Transportation Plan, which is a blueprint to guide investments for all forms of travel – motor vehicle, transit, bicycle and walking – and the movement of goods and freight throughout the Portland metropolitan region. The Regional Transportation Plan identifies current and future transportation needs and investments, and outlines what funds the region expects to have available over the next 25 years. The plan is updated every five years with input from community members, business and community leaders and governments as an opportunity to work together towards a complete transportation system.

## **JPACT Priorities for a State 2025 Transportation Package:**

The Greater Portland metropolitan area wants a safe, reliable and equitable transportation system that supports our quality of life, environment and economic prosperity. We aim to build and operate a system that connects people to places that matter, gets products to their destination locally and across the globe, and gives families reliable and affordable options to move and contribute to the long-term health of our region.

Our region needs continued investment to achieve these goals. The Portland metro region accounts for more than 40 percent of the State's population and is the epicenter of Oregon's economy. As our region continues to evolve to support growing industries, housing and community centers, commerce, and tourism, we need expanded transportation options and solutions that prepare our entire State for a brighter future.

The 2025 State transportation package provides an opportunity for all levels of government and community to work together and deliver a better transportation system for the future. Our region is focused on preparing for future disruptions in technology, the urgency of climate action and resiliency and an expected Cascadia Subduction Zone earthquake. Economic vitality and recovery depend very much on the efficiency and reliability of our transportation system, and we lack the funding at the state and local level to respond to these opportunities and challenges. We are at a pivotal moment and seek partnership and leadership from the State.

Our communities need:

- Short-Term Funding Solutions. Stabilize our existing state and local transportation system funding sources so we can prioritize the operations and maintenance of our existing facilities. Retain the existing 50/30/20 State Highway Fund revenue split.
- Long-Term Sustainable Funding. Invest in developing long-term, sustainable revenue solutions to provide much needed state and local operations and maintenance dollars for multi-modal investments into the future. Ensure local agencies maintain taxing authority for new types of funding and continue to receive a proportional local share of all applicable revenues.



## Attachment A

- To Finish What We Started. Build government trust and accountability by ensuring the successful completion and leveraging of federal funds available for the major bottleneck projects identified for the Portland Metro Region in HB 2017.
- Safe Urban Arterials and Main Streets. Increase investment in safety-focused state programs like Great Streets that prioritize complete solutions to improving the most dangerous urban arterials through a single program. These investments should prioritize safety on major travel corridors where developing housing and job opportunities compound the disrepair.
- Transit. Increase state funding options for transit capital and operations, to improve and expand transit service statewide. Access to reliable, affordable, and convenient transit is vital to ensuring that Oregon's transportation system is equitable and reduces its climate impacts.
- Resiliency. Ensure that our critical transportation infrastructure like airports and bridges are able to withstand large scale, known and unknown, climate and natural disasters and adapt infrastructure for the needs of future generations.

The Greater Portland metro area is committed to advancing robust and meaningful programs that support these priorities. Together we can create legislation that responds to the evolving economic and environmental needs across the state and our region.



DRAFT



**Renewing our Regional Vision:**  
**Scoping Feedback**  
*Presentations*

Metro Council Work Session  
Tuesday September 10th, 2024



## RENEWING OUR REGION VISION: SCOPING FEEDBACK

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Date: August 22, 2024  
Department: Planning Development & Research  
Meeting Date: September 10, 2024

Prepared by: Jessica Zdeb  
Presenters: Jessica Zdeb; Malu Wilkinson;  
Molly Cooney-Mesker  
Length: 45 minutes

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### **ISSUE STATEMENT**

Metro will be updating its regional vision, the Future Vision, as required by Metro Charter, in the coming year. Metro's Charter does not define a specific process to develop the Future Vision, so staff is seeking Council guidance on the scope along with learning from peers across the country about current best practices in planning and engagement.

Staff have held one work session and two rounds of individual and small group conversations with Councilors on this scoping topic. These Council interactions, as well as research regarding other recent regional planning efforts at peer agencies and discussions with experts, have shaped the material that will be presented at the work session regarding project process.

Metro's Charter does specifically call for the appointment of a Future Vision Commission to draft and recommend the Future Vision to Metro Council. This body is appointed by Council. Staff have sought Councilors' opinions about how Commission members should be identified, and the staff recommendation presented here is based on those conversations.

### **ACTION REQUESTED**

Staff request input and feedback on the questions identified below to help guide further development of scope and budget for this effort.

### **IDENTIFIED POLICY OUTCOMES**

Updating the Future Vision and 2040 Growth Concept would result in amended and new Metro policy.

### **POLICY QUESTIONS**

1. Do you support the staff recommendation for identification of potential Future Vision Commission members and Commission size? And do you have any additional process recommendations for recruitment of that body?
2. Does the list of topics for research presented meet your expectations for informing the Future Vision?
3. In addition to the concrete outcomes from this process (updated Future Vision and Growth Concept), are there ancillary outcomes you believe the process should achieve to be successful?



## **POLICY OPTIONS FOR COUNCIL TO CONSIDER**

While some aspects of the eventual work program are defined by Metro's Charter, significant flexibility exists to define the scope of this effort, and staff will be building the work program in response to Council's input and feedback.

## **STAFF RECOMMENDATIONS**

Based on guidance from Council, staff recommends that the Future Vision Commission consist of approximately 15-18 members and that those members are identified through a well-publicized application process. This group should be broadly representative of the region's geography and interest groups, lived and professional experience. Additionally, Commission members should have a systems thinking approach that will allow them to consider the multiple, overlapping topics that a Future Vision will discuss.

## **STRATEGIC CONTEXT & FRAMING COUNCIL DISCUSSION**

### *Financial implications*

The current FY25 budget includes \$100,000 for early scoping and engagement related to updating the Future Vision and 2040 Growth Concept. The FY25 budget also includes a \$200,000 allocation to a study of cooling corridors which will help inform these updates from the perspective of a potential strategy for mitigating heat-related impacts of climate change in our region. The scoping currently underway will result in a proposed budget for this project for FY26 that reflects Council guidance on the level of effort.

## **BACKGROUND**

Metro Council had its initial discussion about scoping the work to renew the agency's Future Vision at a July 30 Work Session.

## **ATTACHMENTS**

None.

[For work session:]

- Is legislation required for Council action? ☐ Yes    ☒ No
- If yes, is draft legislation attached? ☐ Yes    ☐ No
- What other materials are you presenting today?
  - PowerPoint presentation to be given at Work Session



Materials following this page were distributed at the meeting.



Together for  
**Wildlife**



**Oregon Zoo**

September 10, 2024

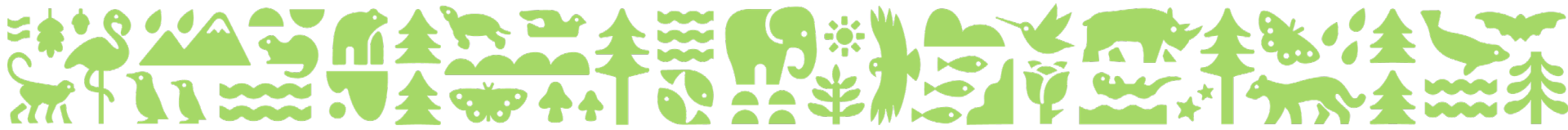
**Metro Council Work Session**



# Policy question

## Do the recommended campus plan and proposed implementation plan ...

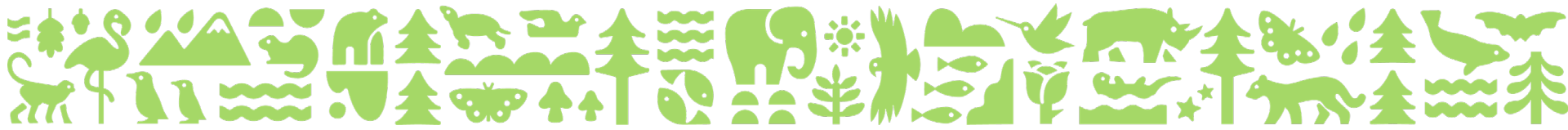
- Serve the needs of animals, visitors and facilities?
- Fulfill Council direction and policy?
- Reflect community and stakeholder input?





# Strategic drivers

- Lead the way in Animal Care & Welfare
- Advance Wildlife Conservation
- Deliver an Inspiring Guest Experience (every time)
- Create Diverse, Equitable & Inclusive Environments
- Connect with Our Communities
- Provide Meaningful & Fulfilling Staff Experiences
- Achieve Financial Sustainability

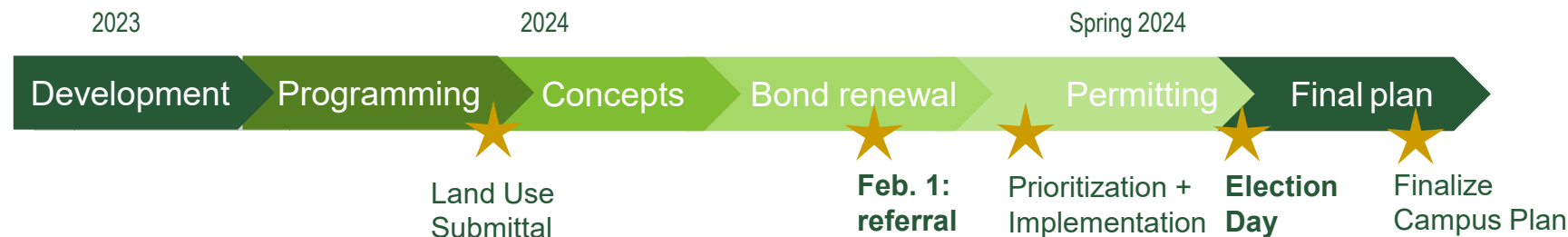








# Campus plan timeline



★ *Future design, construction:  
Ongoing engagement with  
Council, community*





# Campus development

## Phase 1: completed

*2008 zoo bond*

## Phase 2 + future

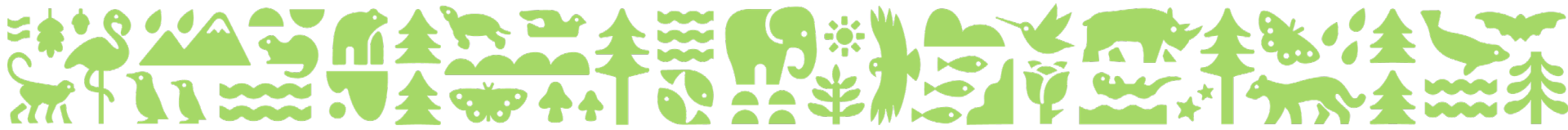
*2024 campus plan*





# Ballot measure commitments

- Protecting animal health and well-being
- Providing conservation education
- Conserving water and energy
- Ensuring a welcoming zoo for all
- Advancing species conservation/recovery





# Ballot measure explanatory statement

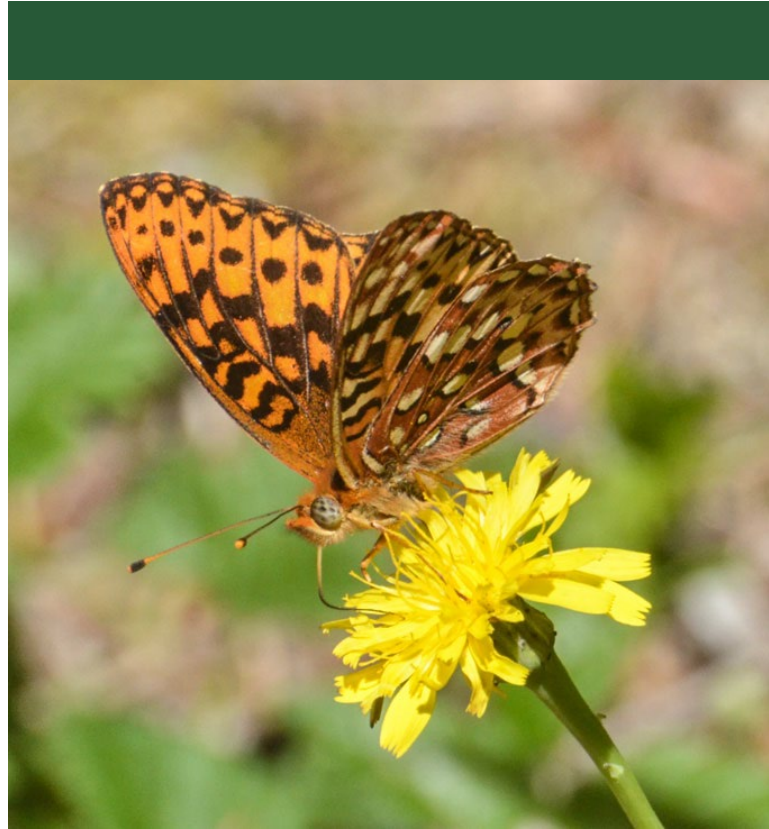
Zoo staff will present implementation plan to Metro Council in fall 2024.





# Implementation priorities

- Animal well-being
- Inspiring educational experiences
- Infrastructure health
- Risk and readiness
- Strategic alignment









# Oregon Zoo

## Campus development implementation plan

(Draft - pending council approval)



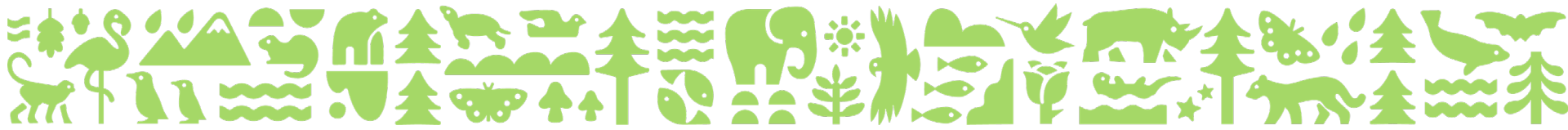
### Additional infrastructure improvements

to address animal well-being, sustainability, accessibility and climate resilience.



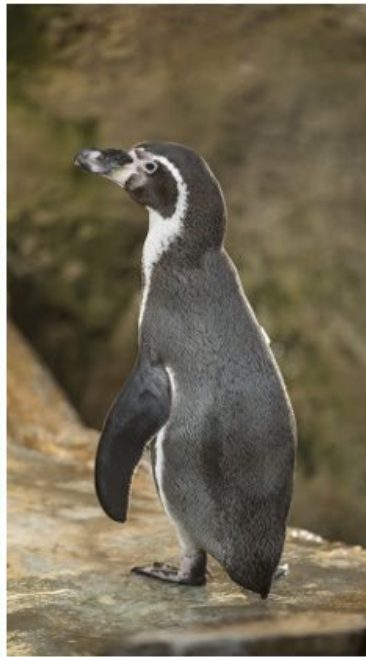
# Council updates/approvals

- Changes to implementation sequencing
- Capital Improvement Plan project budgets
- Citizens Oversight Committee appointments
- Alternative procurements (e.g., CMGC)
- Citizens Oversight Committee annual reports
- Design and construction milestones





# Oregon Zoo Campus Plan 2024

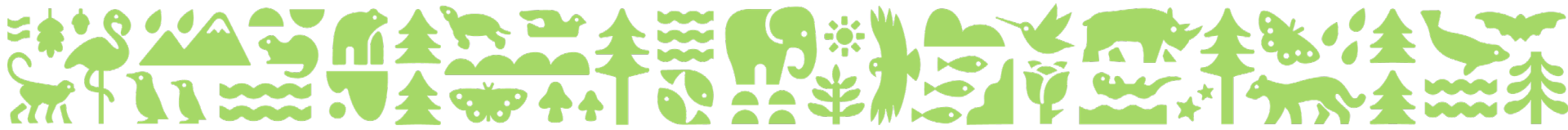




# Policy question

## Do the recommended campus plan and proposed implementation plan ...

- Serve the needs of animals, visitors and facilities?
- Fulfill Council direction and policy?
- Reflect community and stakeholder input?



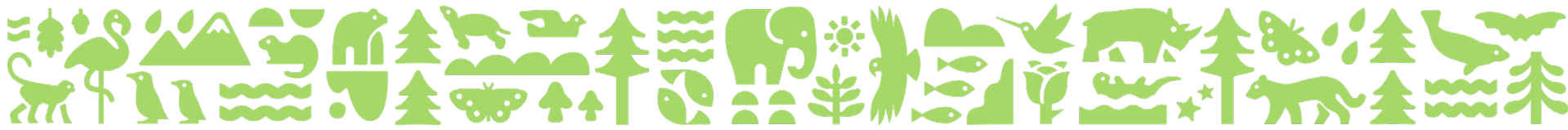




Questions?



\* Note that estimated budgets presented above for 2024 Campus Plan Projects include escalation to the midpoint of construction, while Projects of Opportunity are presented in 2024 dollars as escalation will depend on sequence and schedule.







Metro

# 2025 State Transportation Package

September 10, 2024





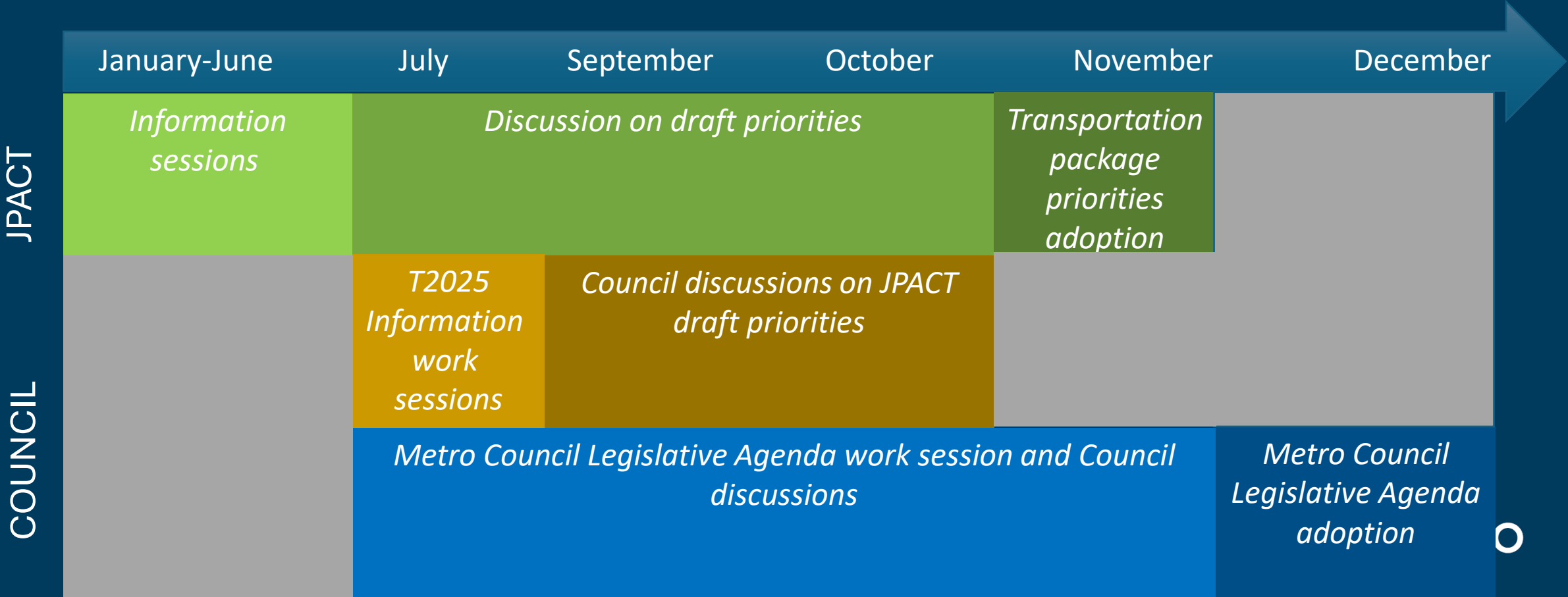
# Agenda

- Oregon Joint Transportation Committee Co-Chairs remarks
- Review: where we've been and where we are going
- Discussion on Draft Council Priorities





# Proposed dual processes





# Where we've been

- Educational presentations
  - State and Local government fiscal cliffs
  - Transit
  - National look: other state transportation funding sources
- Initial Council discussion on draft priorities





# Where we are going

- JPACT discussion in September
- JPACT slated adoption in October or November





# What's changed?

- Joint Transportation Committee Roadshow underway
  - Sept 26: Happy Valley
  - Sept 27: Hillsboro
- Workgroups to kick off in October





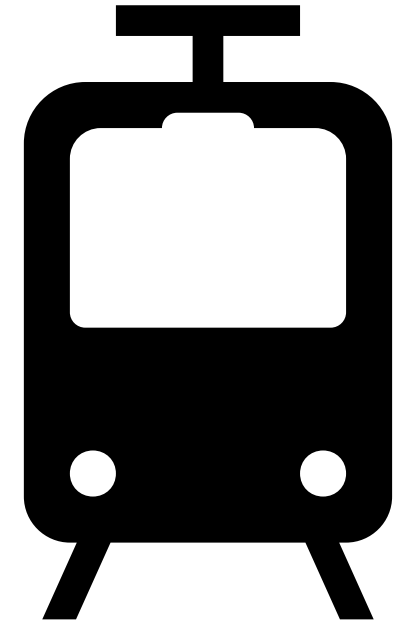
# Discussion on Council Priorities





# Draft JPACT priorities

- Short-Term Funding Solutions
- Long-Term Sustainable Funding
- Finish What We Started
- Safe Urban Arterials and Streets
- Transit
- Resiliency





# Discussion Questions for Council

- Which of the draft priorities particularly resonate with you?
- Are any of the draft priorities concerning to you?
- Are there any pieces missing from the draft priorities?





# Next Steps

- September: JPACT and Council discussion on refined priorities draft
- October/November: JPACT priorities adoption
- December: Metro Council priorities adoption



**oregonmetro.gov**





Renewing our  
Future Vision:  
*Scoping  
conversation*  
September 10, 2024



Metro



# Agenda

1. Future Vision Commission process and composition
2. Engagement outcomes



# Future Vision Commission





# Commission Charter context

- “The Council shall **appoint a commission** to develop and recommend” a Future Vision
- Membership requirements
  - Public and private sectors, including academic community
  - At least one member from outside the “Metro Area”



# The 1995 Commission

- 14 members, three alternates
- Three government members
- Civic leaders and community activists
- Environmental and land use advocates
- Agricultural, real estate, investment interests

## **FUTURE VISION COMMISSION**

Len Freiser, Chair, Future Vision Commission

Judy Davis, Urban Planner

Mike Gates, former Metro Councilor

Mike Houck, Urban Naturalist

Wayne Lei, Environmental Manager, Portland General Electric

Robert Liberty, Director, 1,000 Friends of Oregon

Peggy Lynch, Community Activist

John Magnano, Clark County Board of Commissioners Chair

Peter McDonald, Farmer

Susan McLain, Vice Chair, Future Vision Commission and Metro Council

Alice Schlenker, Mayor of Lake Oswego

Rod Stevens, Financier

Robert B. Textor, Futures Anthropologist

Marilyn Wall, Attorney

## Alternates

Linda Peters, Washington County Board of Commissioners Chair

Ted Spence, Transportation Planner

Fred Stewart, Realtor



# Commission charge

Recommend a Future Vision to Council

Seek relevant information and “consider all relevant information and public comment”

Meet in person, monthly for 18 months (Jan 2025-May 2026)



## Future Vision Report

Prepared by  
the Future Vision  
Commission

March 4, 1995





# Draft proposal: composition

- Maintain a workable size: 15-20 members (pending tribal participation)
- Seek broad representation of interests, professional and lived experience
- Prioritize applicants who will create a collaborative environment, but do not exclude challenging voices



# Draft proposal: composition, cont.

- 3 elected official members
- 12 non-elected members, two per Metro Council district
- 1 member from outside the greater Portland area
- Opportunity for 7 representatives from tribes
- 1 Metro Councilor



# Draft proposal: interests represented

- Land use
- Environmental conservation
- Agriculture/forest/resource land
- Small business
- Medium/large business
- Higher ed/academic
- Housing advocates
- Development community
- Workforce development
- Futures thinking
- Transportation
- Native communities
- Climate science/  
resilience/adaptation
- Youth (under age 25)
- Economic development
- Arts & culture



# Draft proposal: application process

1. Public call for applications: one month window, Sept/early Oct
2. Online application; written and video applications
3. Application review, mid Oct.
4. Council appoints Future Vision Commission, Nov. 21 meeting



# Draft proposal: desired member characteristics

- Range of representation
  - Stage of life
  - Transportation mode(s) used
  - Housing tenure (rent vs. own)
  - Housing status
  - Income
  - Ability/disability
  - Racial identity
  - Gender identity
- Approach to problem solving
  - Systems thinkers
  - Collaborative
  - Bringing in new voices to Metro



# Engagement



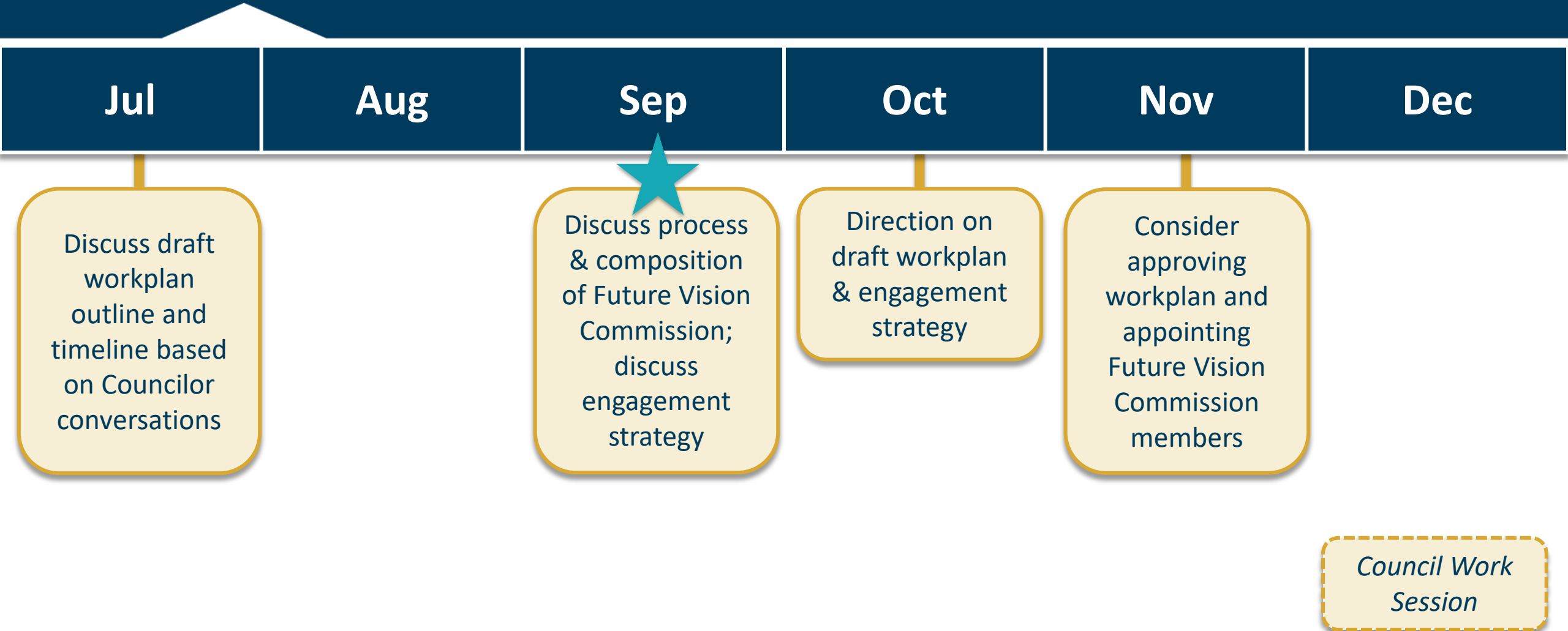


# Metro's engagement outcomes

- People have accessible information and meaningful opportunities to participate in programs, services, or decision-making processes at Metro.
- Metro creates welcoming spaces that encourage civic leadership and connection through community-led activities and building capacity for ongoing engagement.
- The Metro Council makes decisions that are well-informed and responsive to the needs and perspectives of the diverse communities of greater Portland.



# Council scoping touchpoints: 2024





# Questions for Council

1. Do you support the staff recommendation for identification of potential Future Vision Commission members and Commission size? And do you have any additional process recommendations for recruitment of that body?
2. In addition to the concrete outcomes from this process (updated Future Vision and Growth Concept), are there ancillary outcomes you believe the process should achieve to be successful?



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# Level 1 (standard for Metro)

- **Purpose:** Provide transparency and information to the public.
- **Result:** A regional vision created through a transparent process with some opportunities for public input
- **Example strategies:** Open houses at Metro, limited in-person events, presentation at committees, small social media effort



# Level 2 (standard for Metro)

Molly: Clearly this needs to be even shorter

- **Purpose:** Consult with the public. Involve and strengthen relationships with special interest groups and historically marginalized groups, with a focus on communities of color and youth.
- **Result:** Vision reflects feedback from members of the public. Feedback from special interest groups informs vision, ideas and aspirations of youth and people of color are centered, and relationships with marginalized communities and interest groups are developed/strengthened
- **Example strategies:** Online surveys, youth summit(s), deep engagement through focus groups, contracts with CBOs for targeted outreach



# Level 3 (beyond standard)

Molly: Clearly this needs to be shorter. Wasn't sure exactly how to adjust given MCP's comments yesterday. Also seems like some of the purpose repeats from Level 2?

- **Purpose:** Reach specific demographics through catered and targeted content, consult with a broad and diverse public, build new relationships with special interest groups and historically marginalized groups, with a focus on communities of color and youth.
- **Result:** Increased awareness, understanding and appreciation of planning for the future as a region. Vision reflects feedback from many people and interest groups, the ideas and aspirations of youth and people of color are centered in vision.
- **Example strategies:** Numerous events to meet people where they are; engaging youth who are not engaged in civic processes; social media campaign; expert panel discussions;