

# Explore

## WASHINGTON PARK

### Board Meeting

Thursday, February 11, 2021 via Zoom

### Minutes

#### Present:

Steve Cole – at large  
Scott Cruickshank – Oregon Zoo (“OZ”)  
Joe Furia – World Forestry Center (“WFC”)  
Kathy Goeddel – Arlington Heights Neighborhood Association (“AHNA”)  
Anna Goldrich – Hoyt Arboretum Friends (“HAF”)  
Cynthia Haruyama – Portland Japanese Garden (“PJG”)  
Dave Malcolm – Sylvan Highlands Neighborhood Association (“SHNA”)  
Heather McCarey – Explore Washington Park (“EWP”)  
Billie Moser – Travel Portland (“TP”)  
JC Vannatta – TriMet

#### Absent:

Jani Iverson – Interim Portland Children’s Museum (“PCM”)  
Adena Long – Portland Parks & Recreation (“PPR”)

#### Guests:

LeiLani Barney – EWP  
Danny Dunn – EWP  
Vicente Harrison – PPR  
Kelsey Kuhnhausen – EWP  
André Lightsey-Walker – EWP  
Antonina Pattiz – PPR  
Colleen Shoemaker – AHNA

The zoom meeting commenced at 2:00 PM. Anna Goldrich (HAF) chaired the meeting with a quorum present.

#### 1. Member Announcements

- Kathy Goeddel (AHNA) reported that Arlington Heights is maintaining. The reservoir project is working. The crane was removed and traffic is moving normally. The Park is enjoying visitors. Kathy introduced her alternate, Colleen Shoemaker, an AHNA board member.
- JC Vannatta (TriMet) reported that TriMet will be hiring a new general manager, as Doug Kelsey leaves on March 5. An engagement campaign begins Monday, February 15. The TriMet board is taking great care to think through this opportunity and process. A recruiter has been hired and public engagement will begin on February 15. TriMet will receive money from the Cares Act 2 and this will help reduce the \$60 million deficit accrued during the last two years. TriMet is currently dealing with the deficit internally. The Biden Administration and US Secretary of Transportation Pete Buttigieg are considering a large infrastructure bill for transportation. TriMet is discussing this internally as well as discussing with Metro and Portland Bureau of Transportation on what projects they could bring to the region that would employ many. TriMet is talking with the City of Portland and Portland Business Alliance on how they can support the recovery effort. When COVID-19 protocols allow us to be together, it will be time to throw open our

doors and determine how we can best support each other and begin building businesses. TriMet wants to be part of the solution.

- Joe Furia (WFC) noted things at WFC remain steady. There are more tours and bookings since the beginning of 2021 for the upcoming summer and fall. Planning is beginning for the “Who will Own the Forest”, an international timber investment conference in fall 2021. It is undecided whether this will be a virtual or an in-person event. WFC is preparing for a virtual event in spring 2021 discussing wildfire and its impact on many levels. WFC will hire a new experience director in the next two months to focus on our public in-person events and in the coming virtual events.
- Anna Goldrich (HAF) observed it will be beautiful at HAF this weekend. HAF continues to move forward with approximately half of the regular staff. This has impacted trail conditions and upcoming planting. This has caused the HAF nursery to be very backed up. PPR will hire a horticulturist for HA this spring. The Park remains busy when the weather is cooperative.
- Scott Cruickshank (OZ) shared OZ-s HR staff is meeting with a recruiter today to begin the search for a permanent OZ director. OZ hired Karras Consulting and we expect there will be a great deal of outreach. The goal is to have a new director by July 1, 2021. OZ hopes to be in line for some of the federal funding that is available to venues that have a loss in revenues. The first round of funding is allocated to venues that have seen a loss of 90% in revenues. Oregon Zoo’s revenue loss has been 65- 70% and will wait for the next round of funding and hope to be eligible. OZ operates on a 4-day work week; beginning Monday, February 22, OZ will resume a 7-day week. Weather permitting, community members may visit the Polar Passage. Polar bear Norah should be back at OZ by sometime in March, and another polar bear or two will join her in fall 2021. There is a great deal of work in seeing how polar bear personalities gel together. The Oregon Convention Center (“OCC”) is a mass site for vaccinations with four different hospital groups collaborating. Metro has signed an agreement with OHSU to resume testing and vaccinations at the Portland Metropolitan Expo Center (“Expo”). OCC will operate one of the Expo halls as a temporary warming center.
- Cynthia Haruyama (PJG) thanked Scott and the entire OZ staff for a fabulous ZooLights experience. Being shutdown per Governor Brown’s order right before Thanksgiving was very challenging and meant laying off 55 staff. Very surprised that 10 days later we were able to reopen and welcome staff back. PJG reflects that they do not have enough staff to properly maintain the garden. PJG has been open five days a week since reopening in December. We will be return to normal summer hours of 6.5 days a week on March 14, 2021. The PJG Café remains closed. PJG’s financial situation is holding and we are applying for the next federal relief funds.
- Dave Malcolm (SHNA) noted the neighborhood has been delightful to walk and visit with more people. The association is working on some land use development. The few businesses in the neighborhood (convenience stores, restaurants) are doing ok.
- Antonina Pattiz (PPR) shared attendance is not as high during the winter season and PPR is taking advantage of that to determine what maintenance projects can be completed prior to the busier summer season (potholes, curb ramps). The park is meeting parking revenue projections; however, December and January were a financial blow due to Governor Brown’s shutdown orders.
- Vicente Harrison (PPR) sat in for Adena Long. TriMet, WFC, OZ and PJG are all experiencing great changes as are parks in our city and nation. It’s important to pause to recognize and acknowledge the changes. Serving as the Security and Emergency Manager, Vincente will bring those resources to the Park to support Antonina and Heather regarding emergency management. The ability to endure and adapt is what Portland is all about. Each of the cultural institutions here magnify that. Sergio Garcia Vega is replacing Seth Menser in maintenance . Vincente enjoyed his meetings with André (EWP) in the Park.
- Heather McCarey (EWP) visited with Ruth in Lincoln City this past weekend. Ruth asked to send her well wishes and hellos to all of the Board.

- Billie Moser (TP) reported TP is optimistic about the upcoming months. Some restaurants are choosing not to welcome guests inside their establishment, as the expense is great to do so if the opportunity doesn't last. Billie attended a Port of Portland meeting where Southwest Airlines was the guest. It was wonderful to hear how committed they are to our market. The representative from Southwest Airlines was very optimistic that the leisure business would increase after Memorial Day and that business travel will increase after Labor Day. Feels great to hear those opinions. Delta and Alaska airlines are still strongly committed to the Portland market. TP's chief strategy officer is working on a "Reputation Recovery Plan". We all need to play a part. TP remains very concentrated on the city core (which has the majority of hotel rooms). The Winter Light Festival was a positive experience. The showing of "Top Chef" will begin April 1.
  - Cynthia (PJG) added that one episode was filmed at the PJG and will air on June 3, 2021.
  - Marketing Department with our regional partners who helped bring Top Chef to Portland in an initiative to share the word. TP will host a "Travel Portland 101" on Wednesday, Feb 17, 2021.
- Steve Cole (at large) lives in NE Portland so is not in close to proximity of the Park. His daughter is currently taken a chemistry exam and asked that we not be loud!

## 2. Agenda, Minutes and Financial Reports

The Board discussed the meeting's consent agenda, December 10, 2020 Board minutes, and November 30, 2020 and December 31, 2020 financial reports.

Motion: JC moved to approve the consent agenda, December 10, 2020 Board minutes, and November 30, 2020 and December 31, 2020 financial reports; Joe seconded and the motion passed.

Dave questioned the reason for a consent agenda. Anna shared that it was a measure of efficiency. JC concurred and gave a brief explanation.

## 3. Washington Park 150<sup>th</sup> Sesquicentennial

LeiLani Barney (EWP) shared that 2021 is the Park's 150<sup>th</sup> anniversary. LeiLani presented an update on the Marketing Committee's planning process of a Park wide campaign to celebrate this milestone. This included a summary of the campaign objectives, concept ideas and next steps. A slide show was shared. Feedback was solicited from each cultural institutions Marketing Directors.

Campaign Objectives:

- Cement Washington Park's importance in the community by highlighting 150 years; and
- Expand visitors' mental map of Washington Park as Portland's premier destination park.

Success Metrics:

- Increased attendance of visitors who visit multiple Park locations; and
- Increased awareness of Washington Park, its location, its amenities and its significance to Portland.

Timing:

- 2021 Peak Season, beginning in June.

Target Audience:

- Underrepresented communities who are not Park visitors;
- Overnight visitors (not campers); and
- Existing venue visitors who don't associate their visit with the Park.

Concept:

- A Park wide installation of memorable markers highlighting key moments and stories from the past 150 years and present;

- Message intent is to explore 150 years of stories and culture in the Park;
- Partners include Park cultural institutions, community leaders, local historians, note-worthy storytellers, prominent local leaders and influencers;
- Brand Strength is built with a mental model through a consistent experience across the Park;
- Key is to bring in diverse perspectives from different communities;
- Will include a digital component;
- The concept is scalable, relative, objective, and encourages a connection to the Park
- Marker Sites comprised of:
  - Tier 1 – June, Key Park Attractions
  - Tier 2 – July, Park Spaces in Between
  - Tier 3 – August, Park Spaces in Between.

Next Steps include:

- Working with partner marketing teams to build out concept;
- Progress update in April 2021; and
- Launch in June 2021.

Discussion:

- Question: Vincente noted the “One Park” exhibit had a compelling story of a blind gentlemen who was able to connect via Braille. Will this campaign include the use of Braille to accommodate and include the seeing impaired?
- Answer: LeiLani responded that we are not yet into that level of detail and are discussing all relevant issues.
- JC finds it very exciting as TriMet celebrated its 50<sup>th</sup> anniversary last year and had a wonderful portfolio of activities planned that were unfortunately sidelined due to the pandemic. JC offered to give TriMet support, possibly wrapping one of the MAX trains in the Washington Park 150<sup>th</sup> graphic. JC asked if there will be options and resources for visitors to begin their journey with Washington Park at home.
- LeiLani acknowledged that 2021 is PCM 75<sup>th</sup> anniversary.
- Kathy shared that if help is needed on finding historians or information, consider the Portland Water Bureau which has many wonderful historical documents. Please reach out for help.

#### 4. Data Reports

Heather noted there is a desire and request to collect Park wide data. EWP has been collecting park wide data and needs to do a better job sharing it. EWP is partnering with Steve Halasz (TP) in an effort to share data and trends. Two essential questions for the cultural institutions are: Who will be using the data? How will they be using the data? Danny Dunn (EWP) is working on the 2020 Data Report and will present it to the Board at the April 2021 meeting.

- Current Data Efforts:
  - Daily Data:
    - Date, weather, parking transactions, shuttle ridership, attendance at cultural institutions, events, etc.; and
    - Parking data is used to update “real time” parking availability on the EWP website;
  - Intercept Surveys:

- Since 2014 EWP took annual surveys every August. (from six sites to collect 1,200-1,500 surveys that provide a “snapshot in time” and provide trends of Park visitors).
- Data was collected in February of 2020, as well.
- Cell Phones Data
  - EWP bought cell phone data from Uber Media for the January 2019 - September 2021 period. The data utilizes unique cell phone pings (removes employees and neighbors). The Park is divided into geofenced areas. OMSI and the Lan Su Chinese Garden were geofenced to provide comparable data. Downtown Portland was geofenced to supply how visitors interact with our downtown.
  - EWP worked with the Marketing Committee to divide visitors into five main types: local (within 50 miles of the Park), day tripper (50 – 100 miles of the Park), regional tourist (100 – 200 miles from the Park), domestic tourist and international tourist. Demographic information is gathered using the census block.
  - Cross-venue Attendance data will also be available;
- Digital:
  - Internal;
  - LOCL / Google My Business / Google Maps; and
  - Website / Social Media.

Discussion:

- JC suggested enlisting an ad agency to create personas to help fine tune marketing efforts.
- Heather noted Uber Media does help create personas.
- Billie opined we need to know what to do with the data so as not to be overwhelmed. What moves us forward?
- Kathy thinks AHNA can benefit from using the data to help “smooth out the load” of Park visitors which can cause traffic jams and parking problems.
- Anna noted HAF has different needs from other organizations. There’s great value in seeing the intercept survey at a different season. The cell phone data will help us learn the demographics and Park destinations of visitors including the time spent at each location. She’s excited to learn how to access and learn from the data.
- Question: Dave asked if there’s an ability to select apps to get information (maybe Parking Kitty)?
- Answer: Heather stated no, Uber Media contracted to pull data from certain apps.
- Colleen thinks data may be helpful in improving signage in the Park for a smoother visit.
- Heather hopes that this data helps to answer what the actual Park visitation is. EWP is working to create a quarterly report to share. The goal to have said report ready is the end of summer 2021.
- Joe requested that a copy of the presentation be shared with the Board. He plans to share it with WFC’s CFO.
- Vincente shared there’s a PPR analyst who manages all of their surveys (city wide and employee). Antonina is a great conduit to connect to the analyst.

**5. Core Identity**

Anna shared a draft of EWP Mission, Vision and DEAI statements with the Board. This coincides with much of the

work from the Washington Park Strategic Operations Plan. Today's objective is to encourage feedback and to make a decision as to next steps.

Discussion:

- Scott: Mission statement – change to “an accessible”
- Heather: Thought process was to do “more than we have now”
- Joe: The goal of every non-profit organization should be to solve the problem and move on to the next. Removing “more” makes that more succinct.
- Steve: Perhaps a reference to the climate emergency and condition.
- JC: “Overall experience” add more as to “how” this can be positively influenced. Change “data and values driven” to “data and values informed”.
- Dave: Use the opportunity to educate visitors of all ages about the natural and cultural world.
- Anna: DEAI commitment - recognize PPR's role within the inequities over time and add a few words to that effect.
- Heather: Need of a larger more robust DEAI statement.
- Joe: The mission statement is listed as a service more to the entities of Washington Park, add something that speaks to the service provided for Park visitors. Does a mission statement exist for “Washington Park”?
- Heather: Connecting JC's and Joe's thoughts to add the “experience” piece to the statement. WPSOP is where the location of the vision/mission of Washington Park.

Next Steps: Anna queried if Board members were comfortable with EWP taking suggestions and submitting refined statements to the Board at the April 2021 Board Meeting. There was a consensus approving this.

## **6. Executive Director Financial Report**

Heather presented the Board a financial update concerning payments to EWP. She provided context and history to the Washington Park Trust Fund and the process of EWP billing PPR for the funds allotted through Washington Park Transportation and Parking Management Agreement (“WPTPMA”). EWP has not received payment for a bill submitted in October of approximately \$363,000. That will cause EWP to tap its financial reserves in March. PPR has not paid as they would like the current contract (valid through 2023) updated. In May 2020 the WPTMA (a.k.a. 6-party agreement) was amended, which increased EWP funding. Due to the WPTPMA change, PPR wants an amendment to the existing contract before they are able to pay the October invoice. For the past six months, EWP and PPR have worked to resolve disagreements in the amendment, but were not able to reach resolution.

Discussion:

- Dave asked if the existing contract can be amended?
- Heather noted it will be amended; however, there is a great deal of new language in the amendment that is not agreeable to both EWP and PPR.
- Joe asked for clarification on the existing process of an invoice submission and then payment (net 15 days). It is now more than 150 days since invoice submission, is payment predicated upon a new contract? If we are not exceeding the payment ceiling, the payment should not be held up.
- Antonina stated that once the WPTPMA was amended, PPR began the process to amend the PPR-EWP license agreement.. This was done to align both contracts. The WPTPMA was submitted to the PPR finance system, which made it almost impossible to pay the EWP invoices. The WPTPMA is considered the “parent” contract and the PPR-EWP license agreement is considered the “child” contract. Through combined work between both parties, the contract is almost ready to be signed with the exception of one

provision (the marketing plan). PPR requests that any marketing plan aligns with their bureau wide policies and city goals, inclusion, marketing and outreach standards.

- Cynthia stated that even though the internal finance system may be holding up payment, legally the invoicer is entitled to payment. Internal bureaucratic issues at PPR are not EWP's problem to solve. The dispute over marketing will need Board attention and Heather does not need to expend time and energy on said dispute.
- Vincente said Adena Long (PPR) would like to be involved in this conversation. The process began 6 months ago and was anticipated that it would be resolved sooner. He clarified that the provision disagreement comes down to one particular word. PPR has a new Marketing Director and Marketing Department with more resources to make certain situations like these move forward.
- Anna agreed that Adena needs to be part of the conversation and asked for a time to be scheduled. She opined that this is too long for EWP to go without payment. PPR has a vote on EWP actions as a represented member of the Board and that is a very good thing. Asking EWP to bring items to PPR for approval prior to the Board is a new way of operating.
- JC asked is this in the spirit of the WPTPMA?
- Vincente stated PPR is not going to "decide" on the marketing plan but would like to "approve" the marketing plan prior to Board approval. Antonina concurred.
- Joe, clarifying that he was not serving as counsel to EWP or any other entity and that he had not conducted any legal analysis of the existing contract between EWP and PPR, stated that it would not be uncommon for an entity in a situation such as that described by EWP to send a letter alleging a material breach of contract for failure to pay under this existing contract. Joe expressed the necessity of Adena participating in these negotiations directly and possibly PPR legal counsel if possible.
- Anna noted it's a sensitive situation as almost two years were spent working and agreeing on the WPTPMA which stresses working together and creating partnerships. Anna suggested that Cynthia and herself meet with Adena within the next three weeks to resolve the matter.
- Cynthia suggested that a meeting be held within the next ten days to resolve the matter. The payment due under the current contract should be paid without any delay.
- Joe suggested including everyone in the meeting who would need to approve or sign off on the payment so that the process does not unnecessarily drag on.
- Cynthia reiterated that the responsibility is on PPR (Vincente and Antonina) to arrange the resolution meeting.
- Anna asked Antonina to accept the task to arrange the resolution meeting and Antonina accepted.

#### **Final Thoughts/Questions**

Joe brought up WFC events next fall and how that will affect ZooLights as WFC events are also evening events. Joe requested that it be on "radar" for planning and discussion to streamline the process. Scott noted ZooLights via automobile resulted in approximately 65% of regular revenue. OZ finds value in this and is considering a hybrid model. Heather and Operations Manager Danny Dunn began meeting with OZ concerning ZooLights planning.

The next meeting will be April 8th via zoom at 2:00 pm PST and we look forward to celebrating a new year.

The meeting adjourned at 3:28 PM.