



M. BARBARA CARTMILL
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
DEVELOPMENT SERVICES BUILDING
150 BEAVERCREEK ROAD OREGON CITY, OR 97045

April 14, 2016

Board of County Commissioners
Clackamas County

Members of the Board:

Approval of Amendment 1 to Intergovernmental Agreement with Metro for the Clackamas Regional Center Area Performance Measures and Multi Modal Area Project

Purpose/Outcomes	This amendment changes the dates in Exhibit A to extend the Milestones / Deliverable dates to account for delays in the initial start up of the project. This project was awarded funding from Metro through the Construction Excise Tax (CET) / Community Planning and Development Grant (CPDG) program.
Dollar Amount and Fiscal Impact	The amendment updates the due dates for the Milestone and Deliverables outlined in Exhibit A. There is no Fiscal Impact.
Funding Source	The funding sources for this project are the CET/CPDG program and the Road Fund.
Duration	The project terminates on December 31, 2016
Previous Board Action	04/18/13: Approval of Application for Metro's Community Planning and Development Grant Program which is funded by the Construction Excise Tax. 03/20/2014: BCC Approval of IGA.
Strategic Plan Alignment	1. How does this item align with your department's Strategic Business Plan goals? This project will provide an update to the County Comprehensive Plan and Transportation System Plan. 2. How does this item align with the County's Performance Clackamas goals? This project will build strong infrastructure and ensure safe, healthy and secure communities.
Contact Person	Karen Buehrig, Transportation Planning Supervisor

BACKGROUND:

The Transportation System Plan (TSP) identifies several studies that are necessary to address specific issues around the unincorporated area of the County (see Policy 5.DD.2). The intergovernmental agreement allows the County to undertake this project primarily using Metro funds with a limited in-kind match. The reduced match requirement was offered in return for a presentation of the final project methodology to our regional governments demonstrating how to undertake this Multimodal Mixed Use Area designation process as defined by the new Transportation Planning Rule (TPR).

This amendment has been reviewed and approved by County Counsel.

RECOMMENDATION:

Staff respectfully recommends approval of Amendment 1 to the IGA with Metro to update Exhibit A with new due dates for milestones and deliverables.

Respectfully submitted,

Mike Bezner, PE

Assistant Director of Transportation



March 29, 2016

Karen Buehrig
Transportation Planning Supervisor
Clackamas County
150 Beaver Creek Road
Oregon City, OR 97045

RE: *Amendment to Clackamas County Regional Center Area Performance Measures and Multi-modal Mixed-use Area Project (Amendment #1): Contract # 932626*

Dear Ms. Buehrig:

On March 29, 2016, I received your letter dated July 28, 2015 which, according to my staff you recently resent. You are requesting amendments to Milestones Nos. 2, 3, 4, 5 and 6 of the Clackamas County Regional Center Area Performance Measures and Multi-modal Mixed-use Area Project. Provision No. 9 of the intergovernmental agreement states that the IGA may be amended by the mutual agreement of Metro and Clackamas County. In addition, the footnote of Exhibit A of the IGA provides a process for the County to revise milestone due dates and allows amendments by mutual agreement.

It is my understanding that your request for amendment to the due date is to provide adequate time to accommodate the timeline you agreed on with your consulting team. It is also my understanding that you discussed these amendments to milestone due dates with Metro staff members Chris Myers and Gerry Uba.

The amendment you have requested will allow Clackamas County to complete the project. This response and your request letter (enclosed) fulfill these provisions in the IGA between Metro and Clackamas County (Metro Contact No. 932626) as shown in the enclosed revised Exhibit A.

If you have any questions about this letter or the Community Planning and Development Grant program, please contact Gerry Uba by phone at 503-797-1737 or gerry.uba@oregonmetro.gov

Sincerely,

Martha Bennett
Chief Operating Officer

Enclosures

c: Councilor Carlotta Collette, Metro District No. 2
Roger Alfred, Senior Attorney, Office of Metro Attorney
Gerry Uba, CPDG Project Manager, Resource Development
Sarah Erskine, Administrative Assistant, Finance & Regulatory Services
Sherrie Blackledge, Senior Management Analyst, Planning & Development

Exhibit A
(Revised March 29, 2016)

IGA for Community Planning and Development Grants funded with CET
Clackamas County – CRC Area Performance Measures and MMA Project
Milestone and Deliverables Schedule for Release of Funds

Milestone	Deliverable	Date Due*	Grant Payment
1.	Execution of Grant IGA	March 2014	\$10,000
2.	Decision on consultant and public involvement plan. A) RFP and Consultant selection B) Public involvement process set up	June 2016	\$20,000
3.	MMA Stakeholder Working Group review of all deliverables and make recommendations to the County A) MMA Area Existing Conditions Report B) MMA Area Additional Needed Infrastructure Memo C) ODOT Coordination Process and Memorandum of Understanding D) MMA Boundary Recommendation E) MMA Criteria Analysis – Based on Existing Condition F) Recommendations will be review by Project Staff. A draft Comprehensive Plan Amendments and ZDO Amendments will be prepared and forwarded to the Planning Commission.	December 2016	\$60,000
4.	MMA Stakeholder Working Group review of all deliverables, including Alternative Performance	December 2016	\$60,000

	<p>Measures within the MMA, and make recommendations to the County</p> <p>A) State of the Practice Memo – Alternative Performance Measures</p> <p>B) Implementation Recommendations Memo - Alternative Performance Measures</p> <p>C) Transportation System Safety Performance Measures Memo</p> <p>D) Alternative Infrastructure Funding Approach with the MMA</p> <p>E) MMA Alternative Funding Methodology Memo</p> <p>F) Recommendations will be review by Project Staff. A draft Comprehensive Plan Amendments and ZDO Amendments will be prepared and forwarded to the Planning Commission as appropriate. .</p>		
5.	<p>Clackamas County Planning Commission conducts a hearing on proposed amendments and makes recommendations to the BCC</p> <p>A) Propose Comprehensive Plan/ZDO Amendments and Staff Report</p>	December 2016	\$10,000
6.	<p>Clackamas County Board of Commissioners hold a hearing on the proposed Amendments</p> <p>A) Adoption of Plan/Amendments</p> <p>B) County shares Multi Modal Area Performance Measures for Metro to share with other local governments</p>	December 2016	\$0
TOTAL REIMBURSABLE AMOUNT			\$160,000

*If the Grant contained any Funding Conditions, Grantee shall demonstrate satisfaction with those conditions at the applicable milestone or deliverable due dates.

*Due dates are intended by the parties to be hard estimates of expected milestone completion dates. If the City anticipates that a due date cannot be met due to circumstances beyond its control, it shall inform Metro in writing no later than ten (10) days prior to the due date set forth above and provide a revised

estimated due date; and Metro and the City shall mutually agree upon a revision to the milestone due dates set forth in this Agreement.

Note: Clackamas County match = \$20,000

**CONSTRUCTION EXCISE TAX GRANT
INTERGOVERNMENTAL AGREEMENT
Metro – Clackamas County
Clackamas Regional Area Performance Measures and Multi Modal Area Project**

This Construction Excise Tax Grant Intergovernmental Agreement (“CET Grant IGA”) is effective on the last date of signature below, and is entered into by and between Metro, a metropolitan service district organized under the laws of the state of Oregon and the Metro Charter, located at 600 Northeast Grand Avenue, Portland, OR, 97232-2736 (“Metro”), and Clackamas County (“County”), located at 150 Beaver Creek Road, Oregon City, OR, 97045, collectively referred to as “Parties.”

WHEREAS, Metro has established a Construction Excise Tax (“CET”), Metro Code Chapter 7.04, which imposes an excise tax throughout the Metro regional jurisdiction to fund regional and local planning that is required to make land ready for development after inclusion in the Urban Growth Boundary; and

WHEREAS, the CET is collected by local jurisdictions when issuing building permits, which the local jurisdictions then remit to Metro pursuant to Construction Excise Tax Intergovernmental Agreements to Collect and Remit Tax (“CET Collection IGAs”) entered into separately between Metro and the local collecting jurisdictions; and

WHEREAS, the County has submitted a CET Grant Request (“Grant Request”) for the Clackamas Regional Area Performance Measures and Multi Modal Area Project (“Project”); and

WHEREAS Metro has agreed to provide the County CET Grant funding for the Project in the amount of \$160,000 subject to the terms and conditions set forth herein, and the parties wish to set forth the funding amounts, timing, procedures and conditions for receiving grant funding from the CET fund for the Project.

NOW THEREFORE, the Parties hereto agree as follows:

1. Metro Grant Award. Metro shall provide CET grant funding to the County for the Project as described in the County’s CET Grant Request, attached hereto as Exhibit B and incorporated herein (“Grant Request”), in the amounts and at the milestone and deliverable dates as set forth in Exhibit A attached hereto and incorporated herein (“Deliverables Schedule”), subject to the terms and conditions in this Agreement.
2. County Responsibilities. The County shall perform the Project described in the Grant Request and as specified in this Agreement and in Exhibit A, subject to the terms and conditions specified in this Agreement and subject to the “funding conditions” identified by the Screening Committee as stated in Metro Council Resolution No. 13-4450, Exhibit A. The County shall obtain all applicable permits and licenses from local, state or federal agencies or governing bodies related to the Project, and the County shall use the CET funds it receives under this Agreement only for the purposes specified in the Grant Request and to achieve the deliverables and/or milestones set forth in Exhibit A.
3. Payment Procedures. Within 30 days after the completion of each deliverable/milestone as set forth in Exhibit A, the County shall submit to Metro an invoice describing in detail its expenditures as may be needed to satisfy fiscal requirements. Within 30 days of receiving the County’s invoice and supporting documents, and subject to the terms and conditions in this Agreement, Metro shall reimburse the County for its eligible expenditures for the applicable deliverable as set forth in Exhibit A. Metro shall send CET payments to:

Clackamas County
Attention: Danielle Couch
150 Beaver Creek Road
Oregon City, OR 97045

4. Funding Provisions.

(a) CET Funds. Metro's funding commitment set forth in this Agreement shall be fulfilled solely through the programming of CET funds; no other funds or revenues of Metro shall be used to satisfy or pay any CET Grant funding commitments. The parties recognize and agree that if the CET is ever held to be unenforceable or invalid, or if a court orders that CET funds may no longer be collected or disbursed, that this Agreement shall terminate as of the effective date of that court order, and that Metro shall not be liable in any way for funding any further CET grant amounts beyond those already disbursed to the County as of the effective date of the court order. In such case the County shall not be liable to Metro for completing any further Project deliverables as of the date of the court order.

(b) Waiver. The parties hereby waive and release one another for and from any and all claims, liabilities, or damages of any kind relating to this Agreement or the CET.

5. Project Records. The County shall maintain all records and documentation relating to the expenditure of CET Grant funds disbursed by Metro under this Agreement. The County shall provide Metro with such information and documentation as Metro requires for implementation of the CET grant process. The County shall establish and maintain books, records, documents, and other evidence in accordance with generally accepted accounting principles, in sufficient detail to permit Metro or its auditor to verify how the CET Grant funds were expended. Metro and its auditor shall have access to the books, documents, papers and records of the County that are directly related to this Agreement, the CET grant moneys provided hereunder, or the Project for the purpose of making audits and examinations.

6. Audits, Inspections and Retention of Records. Metro and its representatives shall have full access to and the right to examine, during normal business hours and as often as they deem necessary, all County records with respect to all matters covered by this Agreement and Exhibit A. Such representatives shall be permitted to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls and other matters covered by this Agreement. All documents, papers, time sheets, accounting records, and other materials pertaining to costs incurred in connection with the project shall be retained by the County and all of their contractors for three years from the date of completion of the project, or expiration of the Agreement, whichever is later, to facilitate any audits or inspection.

8. Term. This Agreement shall be effective on the date it is executed by both parties, and shall be in effect until all deliverables/milestones have been achieved, all required documentation has been delivered, and all payments have been made as set forth in Exhibit A, unless terminated earlier pursuant to this Agreement.

9. Amendment. This CET Grant IGA may be amended only by mutual written agreement of the Parties.

10. Other Agreements. This CET Grant IGA does not affect or alter any other agreements between Metro and the County.

11. Authority. County and Metro each warrant and represent that each has the full power and authority to enter into and perform this Agreement in accordance with its terms; that all requisite action has been taken by County and Metro to authorize the execution of this Agreement; and that the person signing this Agreement has full power and authority to sign for the County or Metro, respectively.

Metro

By: 
Martha Bennett

Title: Metro Chief Operating Officer

Date: 4/23/14

Approved as to Form: 
By: Alison R. Kean

Title: Metro Attorney

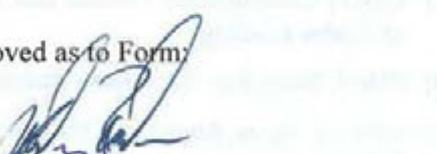
Date: 4/18/2014

Clackamas County

By: 
John Ludlow

Title: Chair

Date: 3-27-14 B.I.

Approved as to Form: 
By: Assistant County Counsel

Title: ASSISTANT COUNTY COUNSEL

Date: 3/18/14

Attachments:

- Exhibit A – Deliverables Schedule
- Exhibit B - County's Grant Request

Exhibit A
(Revised March 29, 2016)

IGA for Community Planning and Development Grants funded with CET
Clackamas County – CRC Area Performance Measures and MMA Project
Milestone and Deliverables Schedule for Release of Funds

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4.	MMA Stakeholder Working Group review of all deliverables, including Alternative Performance	December 2016	\$60,000

	<p>Measures within the MMA, and make recommendations to the County</p> <ul style="list-style-type: none"> A) State of the Practice Memo – Alternative Performance Measures B) Implementation Recommendations Memo - Alternative Performance Measures C) Transportation System Safety Performance Measures Memo D) Alternative Infrastructure Funding Approach with the MMA E) MMA Alternative Funding Methodology Memo F) Recommendations will be review by Project Staff. A draft Comprehensive Plan Amendments and ZDO Amendments will be prepared and forwarded to the Planning Commission as appropriate. . 		
5.	<p>Clackamas County Planning Commission conducts a hearing on proposed amendments and makes recommendations to the BCC</p> <ul style="list-style-type: none"> A) Propose Comprehensive Plan/ZDO Amendments and Staff Report 	December 2016	\$10,000
6.	<p>Clackamas County Board of Commissioners hold a hearing on the proposed Amendments</p> <ul style="list-style-type: none"> A) Adoption of Plan/Amendments B) County shares Multi Modal Area Performance Measures for Metro to share with other local governments 	December 2016	\$0
TOTAL REIMBURSABLE AMOUNT			\$160,000

*If the Grant contained any Funding Conditions, Grantee shall demonstrate satisfaction with those conditions at the applicable milestone or deliverable due dates.

*Due dates are intended by the parties to be hard estimates of expected milestone completion dates. If the City anticipates that a due date cannot be met due to circumstances beyond its control, it shall inform Metro in writing no later than ten (10) days prior to the due date set forth above and provide a revised

estimated due date; and Metro and the City shall mutually agree upon a revision to the milestone due dates set forth in this Agreement.

Note: Clackamas County match = \$20,000

Exhibit B

County's CET Grant Request

Exhibit B



BOARD OF COUNTY COMMISSIONERS

PUBLIC SERVICES BUILDING
2051 KAEN ROAD | OREGON CITY, OR 97045

April 18, 2013

Martha Bennett
Chief Operating Officer
Metro
600 NE Grand Ave.
Portland, OR 97232-2736

Re: Clackamas County Applications for Community Planning and Development Grants

Dear Ms. Bennett:

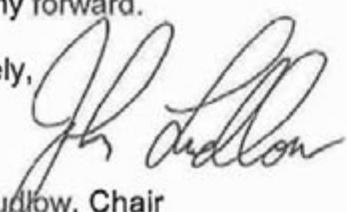
Clackamas County is pleased to submit the following applications for Metro's Community Planning and Development Grant Program:

- Clackamas County Strategically Significant Employment Lands Project.
- Multi-Use Development in Corridors
- Clackamas Regional Center Performance Measures and MMA Project.

The Clackamas County Board of County Commissioners considered all three applications at a public study session on April 9, 2013 and has directed staff to prepare the attached resolution, which is set for approval on the consent agenda at tonight's business meeting. The County would prioritize the applications in the order they appear above.

We believe that each of the three applications will lead to on- the-ground results, as was intended by the Construction Excise Tax Program, and will help to move the region's economy forward.

Sincerely,


John Ludlow, Chair

On behalf of the Clackamas County Board of Commissioners

Exhibit B

A Resolution Authorizing County
Applications for Community Planning
And Development Grants

Resolution No.

Whereas, Clackamas County is applying for Community Planning and Development Grants from Metro for three County projects; and

Whereas, the Board of County Commissioners has approved the proposed applications, including the budget and proposed County match for each.

Now therefore, be it resolved:

1. The Board of Commissioners authorizes County staff to pursue the following grant applications, and approves the budget and County match set forth in the application materials for each:
 - a. Clackamas Regional Center Performance Measures and MMA Project.
 - b. Clackamas County Strategically Significant Employment Lands Project.
 - c. Multi-Use Development in Corridors

ADOPTED this 18th day of April, 2013

CLACKAMAS COUNTY BOARD OF COMMISSIONERS

Chair

Recording Secretary

Exhibit B



CAMPBELL M. GILMOUR
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

DEVELOPMENT SERVICES BUILDING
150 BEAVERCREEK ROAD | OREGON CITY, OR 97045

April 18, 2013

Martha Bennett
Chief Operating Officer
Metro
600 NE Grand Avenue
Portland, OR 97232

RE: Metro Community Planning and Development Grant - Clackamas Regional Center Area Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Thank you for the opportunity to submit our application for a Metro Community Planning and Development Grant for our project. The Clackamas Regional Center Area Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project (Project) will analyze the opportunities and challenges of adopting new transportation system performance measures and their impact on Transportation System Development Charges (TSDC) in the Clackamas Regional Center Area (CRCA). The goal of this project is to ensure that the Clackamas Regional Center continues to develop into the center of commerce that is envisioned in the 2040 Growth Concept and the "focus of transit and highway improvements" is met. One of the tools that is expected to be used as part of The Project is designation of all or part of the Clackamas Regional Center Area as a Multimodal Mixed-use Area as provided in the Transportation Planning Rule.

This project builds on the recent revision to the Transportation Planning Rule and local planning work that reviewed the transportation facilities in the Clackamas Regional Center Design Area (see attached map). The recent planning projects include the following:

Clackamas Regional Center Bike and Pedestrian Master Plan – This study identified the location of needed bike and pedestrian facilities within the Clackamas Regional Center Area that are necessary to support the enhancement of multimodal travel opportunities within the regional center.

Clackamas County Transportation System Plan Update – This study is reviewing the overall transportation system in the Clackamas Regional Center Area and has identified a number of transportation system capacity problems that cannot be solved within the financial capacity of the County. It has been known for some time that several intersections within the Regional Center area are capacity constrained and that future development in the area may not be possible under the provisions of **Zoning Development Ordinance (ZDO) Section - 1007.09 - Transportation Facilities Concurrency**. This section of the ZDO requires that – "Approval of a development shall be granted only if the capacity of transportation facilities is adequate or will be made adequate in a timely manner".

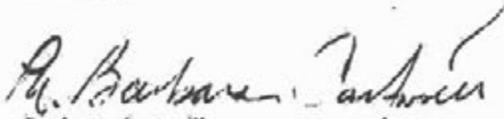
This proposed project is intended to be undertaken as a coordinated effort with the Clackamas County Planning and Zoning Department's Multi-use Development in Corridors Project. It is expected that undertaking these two projects in a coordinated manner will produce additional efficiencies in the areas of public involvement and the development and adoption of amendments to the Comprehensive Plan

Exhibit B

and ZDO. It is also anticipated that the land use analysis needed for both projects will be more efficient if the work is coordinated.

Thank you for the opportunity to submit our funding request to Metro. Should you have any questions or require clarification, please feel free to contact me at 503-742-4326 or Larry Conrad at 503-742-4539.

Sincerely,



Barbara Cartmill
Deputy Director, Department of Transportation and Development

cc: Gerry Uba

Paulette Copperstone

Exhibit B

Community Planning and Development Grant Cover Sheet

Check one:
 Letter of Intent
 Full Application

Project Name	CRC Area Performance Measures and MMA Project	Applicant Organization	Clackamas County
Contact Name	Lawrence Conrad	Address	150 Beavercreek Road Oregon City Oregon 97045
Phone	503 742 4539	Fax	
Email	larrycon@co.clackamas.or.us	Fed. Tax ID #	93-6002286

Fiscal Agent Organization (if different from applicant) Same as above

Contact Name	Address
Phone	Fax
Email	

Project Location Description (25 words or less)

The Project is located within the Clackamas Regional Center Design Area which contains the 2040 regional center designation.

Project Summary (50 words or less)

The Project will recommend alternative transportation system performance measures and the designation of a Multimodal Mixed-use Area (MMA) for the Clackamas Regional Center Area as allowed by the Transportation Planning Rule. The Project may also recommend an alternate approach to transportation infrastructure funding within the MMA.

Construction Excise Tax Grant funding request	\$	160,000	If submitting more than one proposal, please rank this proposal in order of priority	<input checked="" type="checkbox"/>	Metro Council District of Project	2
Total project cost	\$	180,000				

We, the undersigned, attest that to the best of our knowledge the information in this application is true and that all signatories have authorization to submit this grant application to Metro's Construction Excise Tax Planning Grants Program.

Applicant

Organization Name Clackamas County, Department of Transportation and Development

Printed Name Barbera Cartmill, Deputy Director of Transportation and Development

Signature *Barbera Cartmill* Date 4-18-13

Fiscal Agent

Organization Name _____

Printed Name _____

Signature _____ Date _____

To ensure complete letter of intent or full application, please see section 2 of the Grants Application Handbook for a complete list of necessary documents for submittal.

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Project Narrative

The Clackamas Regional Center Area Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project (Project) will analyze the opportunities and challenges of adopting new transportation system performance measures in the Clackamas Regional Center Design Area (CRCA). In addition, the Project will consider the designation of all or part of the CRCA as a Multimodal Mixed-use Area (MMA) as provided in the Transportation Planning Rule.

The Clackamas Regional Center is a major hub for commercial development, business and jobs in Clackamas County. As a part of the update to the Clackamas County Transportation System Plan (TSP), which is currently nearing completion, a policy recommendation has emerged that directs the County to modify the current zoning and performance standards so that an alternative approach can be taken to fund a range of transportation infrastructure projects and support on-going economic development in the regional center area.

A Project Description

The Clackamas County TSP Update process has identified a number of transportation system capacity problems that cannot be solved within the projected financial resources of Clackamas County and the Oregon Department of Transportation (ODOT). Several intersections within the regional center area are expected to exceed their operational capacity, as defined by the regional volume to capacity ratio (v/c) performance standards, in the near future. This means that future development proposals that impact the intersections in this area may not be approved under the provisions of **Zoning Development Ordinance (ZDO) Section - 1007.09 - Transportation Facilities Concurrency**. This section of the ZDO requires that – “Approval of a development shall be granted only if the capacity of transportation facilities is adequate or will be made adequate in a timely manner”.

The Project will identify alternate transportation performance measures supporting economic development and allow for a greater range of choices when funding transportation improvements. It will also implement sections of the Transportation Planning Rule that allows for the creation of a Multimodal Mixed-use Area (MMA) designation. These proposed changes to the County Comprehensive Plan and ZDO are expected to better address the concerns of economic development alongside those of the transportation system.

The successful completion of the Project should accomplish the following:

- Identify the extents of a Multimodal Mixed-use Area (MMA) within the Clackamas Regional Center Design Area boundary;
 - Adopt a MMA designation to allow for economic development considerations to be integrated into the decision making process during Comprehensive Plan changes;
- Implement alternate performance measures that can be applied at each stage of project development, from early planning to project design;
 - Identify and recommend the implementation of a set of multimodal performance measures that are accepted by the technical community and the development industry and understood by the policy makers and elected officials;
 - Develop materials that clearly communicate the choices and impacts of changing the transportation system performance measures;
 - Engage business owners, developers and local area residents to discuss the possible impacts of the proposed changes to performance measures;

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

- Recommend changes to the Transportation System Development Charges (TSDC) program for the CRC area, including possibly replacing the TSDC with a more broadly based infrastructure fee.

Multimodal Mixed-use Area

One of the early tasks in the **Project** will be to identify a potential boundary for the Multimodal Mixed-use Area (MMA) within the Clackamas Regional Center Design Area boundary. The MMA boundary will be used throughout the remainder of the process and will be adopted as an amendment to the County Comprehensive Plan at the conclusion of the **Project**. The MMA will comply with the provisions of the Transportation Planning Rule.

Alternate Transportation Performance Measures

The identification of preferred alternate transportation performance measures is a major portion of the work to be undertaken by the **Project**. While there are other possible alternative transportation performance measures or evaluation software that may be identified during the course of this project, the following measures will be considered.

Multimodal Level of Service (MMLOS): MMLOS is described in more detail in the Highway Capacity Manual (2010). This methodology evaluates the quality of transportation facilities as experienced by vehicles, pedestrians, transit riders and bicyclists. The methodology considers factors such as presence and width of sidewalks and bicycle lanes, volume of vehicles along the street, presence and width of a buffer, speed of adjacent vehicles, presence and frequency of driveways, frequency of crossing opportunities for pedestrians, width of street, presence of refuge islands for pedestrians, and time given to pedestrians at traffic signals. The methodology rates transportation facilities on a scale from A to F for each travel mode, with A the best possible rating. The MMLOS performance standard will be developed for the analysis of existing facilities within the MMA Area to measure the impacts of new development upon the transportation system. While this set of measurements expands the type of travel that is evaluated, it does not necessarily provide better alternative performance measures for vehicle travel than what currently exists in the V/C standards. Another approach to measure alternative performance for vehicles may need to be considered.

Dynamic Traffic Assignment (DTA): During the project evaluation phase of the Clackamas County TSP Update, the County worked with Metro and Kittleson & Associates Inc. to create a DTA Model for the Clackamas Regional Center Area (see DTA Study Area Map). More information on this work is available on the County TSP website

http://clackamascountytsp.com/system/images/602/original/11732_DTA_Findings_Memo.pdf.

This advanced travel model provides a number of possible alternative performance measures for vehicle traffic within the MMA Area. DTA is an analysis tool that models individual travel behavior at a system level and takes a mesoscopic simulation approach to travel modeling. This means that DTA is able to provide a higher level of detail than a travel demand model (macro-simulation) by using smaller units of time. It is also able to model a larger network area and more complex route selection, than intersection-based models (micro-simulation).

DTA Measures of Effectiveness (MOE) DTA provides a variety of MOEs that can be used as alternative vehicle performance standards within the MMA. These include corridor travel time, average vehicle speed, and travel time reliability. Alternate vehicle performance measures could replace traditional outputs like Level of Service (LOS) and volume/capacity ratio (v/c) while still measuring the impact of new development or changes in allowed uses under revised zoning or comprehensive plan

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

designations. While there are several possible measures of effectiveness, it is expected that only one will be chosen for use within the MMA as an alternative measure of vehicle performance.

Possible Measures of Effectiveness could include:

- **Travel Time** - travel time provides a measure of how long it takes to travel from one end of a specified travel corridor to the other.
- **Travel Speed** - travel speed provides a measure of the speed along a specified travel corridor.
- **Travel Time Reliability** - travel time reliability considers the range of travel times experienced during a given period of time (weekdays from 3:00 to 6:00 PM for this analysis). The smaller the range of variation in travel times, the more reliable the roadway and the better its performance.
- **Congestion** – typically the higher the level of congestion, the lower the speeds on the roadway.
- **Outflow volume (intersection-level)** - outflow volume reflects how many vehicles an intersection is able to process during a given period of time. The higher the outflow volume, the more vehicles that can pass through the intersection and thus the better its performance.
- **Queuing** - queue lengths (distances occupied by stopped vehicles) provide an easily understandable measure of how well an intersection is performing. Monitoring queue spillback is helpful for assessing potential impacts between intersections as well as impacts on driveways.

MMA Transportation Project Improvement Fee - (TPIF)

The process of developing a MMA Transportation Project Improvement Fee begins with the determination of what transportation projects are needed to insure that forecast development is able meet the alternate transportation performance standards set for the MMA. The Project will develop a list of transportation improvement projects that are needed to meet the preferred alternate transportation performance standards for all travel modes within the MMA Area. The MMA Transportation Project List will be based in part upon the projects included in the recent TSP Update and may include additional transportation projects not previously identified. These projects will be described in more detail than the projects listed in the TSP. Project cost estimate will be developed using county infrastructure costing methodologies.

The MMA Transportation Project List total project cost will be the basis for developing the MMA Transportation Project Improvement Fee (TPIF), if such a fee is identified as a viable approach to the implementation of alternate development standards for capital improvements in the MMA area.

MMA Transportation Project Improvement Fee (TPIF) could be a replacement for the Transportation System Development Charge within the MMA Area. Such a fee would be developed with the intent of funding the development of the projects necessary to meet the alternate transportation performance standards within the MMA Area.

By implementing this project, the County would be able to address several issues at the same time:

- Provide more certainty to local business leaders, developer and community representatives when considering future development opportunities.
- Address recent changes to State law that allow for the identification and adoption of a multi-modal mixed-use areas (MMA) to balance transportation and economic development during comprehensive plan changes.

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

- Enhance and implement a portion of the 20 Year Capital Improvement Project List developed as part of the Clackamas County Transportation System Plan Update. These projects could be linked to the alternate performance standards used in the Clackamas Regional Center MMA.
- Allow a more flexible approach to addressing the impacts of new development of different sizes.

B Project Background

The existing County concurrency requirements set out in the Zoning and Development Ordinance (see below) establish level-of-service and volume to capacity ratio standards for intersections in the Regional Center that new development must maintain at day of opening. Due to the congestion projected in this area, new development would be required to make substantial, expensive and potentially unattainable (where public right-of-way is not available) improvements to resolve transportation impacts. Thus, new development under current regulations would become increasingly economically infeasible without the County investing in the immediate near-term to implement transportation improvements in the area.

ZDO Section - 1007.09 TRANSPORTATION FACILITIES CONCURRENCY (Partial Text)

A. The purpose of Subsection 1007.09 is to ensure that transportation infrastructure is provided concurrent with the new development it is required to serve or, within a reasonable period of time following the approval of new development.

B. Subsection 1007.09 shall apply to the following development applications: design review, subdivisions, partitions, and conditional uses.

C. Approval of a development shall be granted only if the capacity of transportation facilities is adequate or will be made adequate in a timely manner.

The **Project** would provide the opportunity for the County to have a full discussion with the community about potential limitations on future development in the regional center based on the limited transportation system capacity available to support this development under current state, regional and local transportation system performance standards. The **Project** intends to identify transportation system performance measures that best encourage economic development in the Clackamas Regional Center and meet the overall goals and objectives of the County's Transportation System Plan.

Local Research by other jurisdictions

The identification of alternate transportation performance standards will begin with a review of the recent work undertaken by the City of Portland and Washington County on this subject. The results of this work will be used as a starting point for the review of Alternate Performance Measures conducted as part of this **Project**.

C Project Site Description

The **Project** site is contained within the Clackamas Regional Center Area Design Plan (see attached Comprehensive Plan Map X-CRC-2) which includes the Clackamas Regional Center, the Fuller Road Light Rail Station Area, and two Corridors located along 82nd Avenue (OR 213 N) and Sunnyside Road. The final boundary of the Multimodal Mixed Use Area will be developed during this process and is expected to be within the Design Area boundary.

Within the boundaries of the Clackamas Regional Center Area Design Plan Area, there are several opportunity areas ready for targeted investment. These include the Harmony campus, the Fuller Road Light Rail Station Area, as well as the potential for the Eagle Landing development which is a proposed 2 million square foot development incorporating office, retail and housing. These opportunities are further leveraged by existing activity in the area including active participation of business owners in the

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

planning and development of the area, the creation of the Harmony Campus Plan, the completed Pedestrian and Bicycle Plan for the regional center, significant investment in transit in the area as well as affordable housing investment near the light rail stations. This project will help to identify further opportunities for leveraging development ready properties in the CRC area.

D Evaluation Criteria

Expected Development Outcomes

The **Project** will identify alternative performance measures that would enable development in the regional center to continue while supporting the continued creation of the multi-modal transportation system in the regional center area.

As we work with the development community on this **Project** to identify performance measures that ultimately incentivize development, the anticipated result is an increase in the level of commercial development and investment in the CRC. Within the first two years of this project, we would anticipate a greater number of developers initiating the development process that result in a significant increase in the number of submitted permits within five years of the project.

Over the past 20 years investments have been made to the region to support the growth in infrastructure and development of this regional center; however, the achievement of the fully mixed-use, multimodal vision for the area is yet to be realized. Encouraging development to occur at its full potential in this area is crucial to the success of the 2040 plan.

This project presents a unique opportunity for Clackamas County to work with stakeholders in the Clackamas Regional Center area to identify the long-term benefits, challenges, and impacts of changing how the transportation system performance is measured and how those changes can benefit both development and the transportation system as a whole. The adoption of alternate performance measures provides more certainty to developers and potentially eliminates the developer's costs related to traffic impact studies and support a wider variety of transportation project improvements.

Location – (see attached maps)

The **Project Study Area** contains the following 2040 Design Types:

- Clackamas Regional Center,
- Fuller Road LRT Station Area
- 82nd Avenue (OR 213 N) Corridor
- Sunnyside Road Corridor

Regionally Significant

The 2040 Growth Concept Plan focuses on the development of regional centers as a design type that is identified for making a vital and livable region. The Clackamas Regional Center is a center for commerce as well as a regional hub for transit, with connections to businesses, residential areas and the largest employer in the County, Kaiser Permanente. The Clackamas Town Center area has been identified as a regional center in the 2040 growth concept and this project will work within this region as well as development ready sites in close proximity that can be leveraged by the high density development occurring in this region.

As the urban renewal area funds sunset, the identification of a new resource for the needed transportation investments is a high priority. It will be essential to ensure that the public-private investment occurs to meet the multi-modal transportation goals of the regional center. This project will identify alternative mechanisms for funding multi-modal improvements catalyzing public-private

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

partnerships and investment in the region. This benefits both current and future residents, businesses and developers in the regional center.

Best Practices Model

There is no clearly defined best practices model for developing alternate performance standards but there has been some local research on this issue in the metropolitan region.

Washington County and the City of Portland have recently undertaken projects looking at alternate transportation performance measures. These projects looked at the following regional, state and national plans and research reports as they relate to multi-modal performance measures and targets, including:

- Oregon Highway Plan Mobility Policy 1F
- Transportation Planning Rule
- Recent ODOT Region 1 and ODOT research reports
- ODOT Least Cost Planning/Mosaic
- Sustainable Transportation and Access Rating System
- LEED ND
- Highway Capacity Manual Multi-Modal Level of Service
- Bicycle Level of Traffic Stress
- Final Report to Florida Department of Transportation Systems Planning Office on Project Expanded Transportation Performance Measures to supplement Level Of Service (LOS) for Growth Management and Transportation Impact Analysis
- Highway Safety Manual (2010).

These two projects represent a starting point for the work of the **Project** which includes developing alternate performance measures that support the continued growth of the regional center.

Leverage

The **Project** will build off the recent work done on the following County Projects:

- Clackamas Regional Center Bike and Pedestrian Master Plan – This study identified the location of needed bike and pedestrian facilities within the Clackamas Regional Center Area that are necessary to support the enhancement of multimodal travel opportunities within the regional center.
- Clackamas County Transportation System Plan Update – This study reviewed the overall transportation system in the Clackamas Regional Center Area and identified a number of transportation system capacity problems that cannot be solved within the financial capacity of the County.
- In addition, The Project can be efficiently coordinated with the Clackamas County Planning and Zoning Department's Multi-use Development in Corridors Project.

Matching Funds

Matching funds will be provided in kind in the form of County staff hours.

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Equity

This area has been identified through our Transportation System Plan update as having one of the highest densities in unincorporated Clackamas County and also as being among the most transportation disadvantaged areas.

The Equity maps developed by Metro staff for use in the Regional Flexible Funds Applications FY 2016 - 18 process provide additional information on this issue. These maps show the following information in the Clackamas Regional Center Design Area:

- There is a significantly above average concentration of Environmental Justice Populations and Underserved by Transportation Service Populations
- There is a significantly above average concentration of essential service in this area.
- There is a significantly above average to average proximity to active transportation facilities in this area.
- There is a significantly above average to average LIFT Paratransit events in this area.

This is an indication of the equity issues within the Clackamas Regional Center Design Area.

Public Involvement

The County will lead the public involvement effort on this project and will establish a Stakeholder Working Group to represent all of the interests in the Project study area. The Stakeholder Working Group is expected to meet at least 4 times during the course of the project.

The County will use its existing Public Information channels to provide newsletters, press releases, social media updates and website information. The County will also set up a website to distribute information concerning the project

Collaborations

Ultimately, the success of this project to encourage private investment in the CRC relies heavily in our partnerships and work with community stakeholders. The continued engagement with business owners and developers in the Clackamas Regional Center will help ensure that new performance measures as proposed through the project are practical, readily understandable by decision makers and can be supported by reasonably low cost data. In order to create an effective outcome, we will enable members of the community ample opportunities to provide input into the process via a working group, the County website, and focus group discussions.

The County will actively work with local stakeholders as part of its public involvement effort on this project. We will actively engage the CRC advisory committee, Clackamas County's Development Review Advisory Committee, the North Clackamas Chamber of Commerce, and local Community Planning Organizations as vital partners.

Project Milestones and Deliverables

- | | |
|---|--------------|
| • Execution of CET Grant IGA | October 2013 |
| • Project Start Up | January 2014 |
| • Recommendation on Performance Standards and MMA | June 2014 |
| • Staff Report Completed | July 2014 |
| • Adoption of plan / amendments | October 2014 |

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Project Management --

The key project staff working with Metro on this project will be Larry Conrad, Principal Transportation Planner. In addition, he will be working with key representatives from the Engineering, Planning and Zoning and Transportation Planning divisions.

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Budget Documents

The following budget table provides an estimate for the anticipated expenses by activity for Clackamas Regional Center Area Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project (Project). The following project description will be modified and finalized before a notice to proceed is issued.

It is anticipated that a consultant team will be hired to work with the County to undertake this project. To develop the cost estimate, a County rate of \$74.92 per hour for staff time and \$150 per hour of consultant time were used. These estimates are based on previous contracted work as well as our internal cost allocation system for staff time (but do not include overhead costs for County time). While assumptions regarding the split of County time to Consultant time were used to develop the draft budget, the actual breakdown of task will evolve as the project is refined.

The primary tasks descriptions for the Project are included for each task in the following:

- 1) **Project Management**
 - a) The project will be managed by County Transportation Planning Staff.
- 2) **Public Outreach and Involvement**
 - a) The County will lead the Public Outreach and Involvement efforts for the project.
 - b) The County will convene a Stakeholders Group to review project progress, work products and recommendations. The Stakeholders Group will be comprised of representative of the following:
 - i) Development Community with knowledge of the Study Area
 - ii) Business Community within the Study Area
 - iii) Study Area Residents
 - iv) Other Interests identified by the County Clackamas County Transportation Planning
 - v) Clackamas County Traffic Engineering
 - vi) Clackamas County Planning and Zoning
 - vii) Clackamas County Development Agency
 - viii) Clackamas County Business and Economic Development
 - ix) Clackamas County Transportation Maintenance
 - x) Oregon Department of Transportation
 - xi) Metro
 - xii) City of Milwaukie
 - xiii) City of Happy Valley
 - c) The Stakeholder Group is expected to meet at least 4 times and there will be 2 Open House meetings.
 - d) County will use its existing Public Information channels to provide newsletters, press releases, social media updates and website information.
 - e) The County will set up a website to distribute information concerning the project.
- 3) **Best Practices Review and Existing Conditions Memo**
 - a) The County and the Consultants will conduct a Best Practices Review of alternate performance standards and produce a technical memo describing this topic. At a minimum this memo shall include a review of the following:
 - i) Multimodal Level of Service (MMLOS) – HCM 2010
 - ii) Dynamic Traffic Analysis Model Measures of Effectiveness developed as part of the SW Connector DTA Analysis in the TSP Update

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

- iii) Alternate performance measure including those recently analyzed by Washington County and the City of Portland and those adopted by other state, regional and local jurisdictions in the 4 county urban-area.
 - b) Review Traffic Forecasts and Intersection Operation Analysis for the Study Area developed as part of the TSP Update or any other traffic study in the area that were undertaken in the last 2 years. Identify existing traffic capacity issue that will need to be addressed by the Alternate Transportation Performance Standards.
 - c) Review the state of the practice for the adoption of Multimodal Mixed Use Areas (MMA), conduct a land use analysis to identify the minimum threshold for establishing a MMA within the Clackamas Regional Center Design Area and recommend proposed MMA boundaries. Create a Technical Memo documenting this process.
 - d) Compile a Potential Transportation Project list for the Study Area based on the Urban Renewal Plans, the Update Transportation System Plan, the Clackamas Regional Center Bike and Pedestrian Master Plan, Chapter 10 of the County Comprehensive Plan, and the Regional Transportation Plan. Update and refine project costs estimates. This list will be the basis for future alternative analysis and the start of a possible projects list for a MMA Transportation Infrastructure Fee.
- 4) Define and Evaluate Performance Measures**
- a) Develop MMLOS for arterials and collectors in Study Area. Determine if the MMLOS is a sufficient Alternate Transportation Performance Measure to address all or part future development issues within the Clackamas Regional Center MMA Area and document in a technical memo.
 - b) Identify preferred DTA Method of Effectiveness (MOE) measure for all major corridors that are within the Clackamas Regional Center MMA Area and document in a technical memo.
 - c) Identify other preferred performance alternate transportation performance measure from best practices research and document how these measures could be implemented in a technical memo.
- 5) Recommend Preferred Performance Measures**
- a) Recommend preferred performance measures for use in Clackamas Regional Center Area MMA.
 - b) Develop person trip base trip generation tables.
 - c) Draft technical methodology for estimating development base trip generation for use in calculating CRC Transportation Infrastructure Fee.
 - d) Develop an agreement with ODOT on proposed transportation performance measure changes and memorialized in a Letter of Understanding.
- 6) Draft Comprehensive Plan Amendments and other Ordinance Adoption**
- a) Draft Comprehensive Plan policies and maps, MMA boundary delineate and multi-modal transportation project list identification and other changes to Chapters 5 and 10.
 - b) Draft Zoning and Development Ordinance language and maps.
 - c) Draft Changes to County Road Standards – if any.
 - d) Draft CRC Transportation Infrastructure Fee Ordinance using project list and person trip based trip generation approach.
 - e) Draft changes to Transportation System Development Charge Ordinance to remove MMA from TSDC.
- 7) Adoption Process**
- a) Public Open House to present draft Comprehensive Plan Amendments and other draft Ordinance changes.
 - b) Prepare final staff report and other needed documents
 - c) Planning Commission work session and hearings on recommended amendments

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

- d) Board of County Commissioners work session and hearings on recommended amendments
- e) Forward adopted

The total estimated costs are \$180,000, and the estimated cost per task is below:

Project Budget Form

Personnel Costs	In-kind Match	CET Request	Total
Agency Staff <i>(\$74.92 per hour)</i>	\$20,000	\$50,000	\$70,000
Consultants <i>(\$150 per hour)</i>		\$110,000	\$110,000
Total for Planning Services	\$20,000	\$160,000	\$180,000

Other Costs	In-kind Match	CET Request	Total
Overhead / Indirect Costs		To be determined based on discussion with Metro staff on allowed overhead / indirect costs recovery	
Total for Planning Services	\$0	\$0	0
Total Project Costs	\$20,000	\$160,000	\$180,000

Match Form

Match Source			Amount
County Budget	In Kind Staff Hours	Application for Grant approved by Board of County Commissioners, including use of staff hours as match	\$20,000

Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Draft Line Item Budget

Task	County Staff Hours	County Cost	Consultant Hours	Consultant Cost	Total Cost
Project Management	50	\$3,750	50	\$7,500	\$11,250
Public Outreach and Involvement <i>Does not include staff time from County Public and Governmental Affairs Department which are outside of this budget.</i>	100	\$7,500	50	\$7,500	\$15,000
Best Practices Review and Existing Conditions Memo	250	\$18,750	250	\$37,500	\$56,250
Define and Evaluate Performance Measures	300	\$22,500	300	\$45,000	\$67,500
Recommend Preferred Performance Measures	50	\$3,750	40	\$6,000	\$9,750
Draft Comprehensive Plan Amendments and other Ordinance Adoption	100	\$7,500	40	\$6,000	\$13,500
Adoption Process	50	\$3,750	0	\$0	\$3,750
Direct Expenses		\$2,500		\$500	\$3,000
Total	900	\$70,000	730	\$110,000	\$180,000

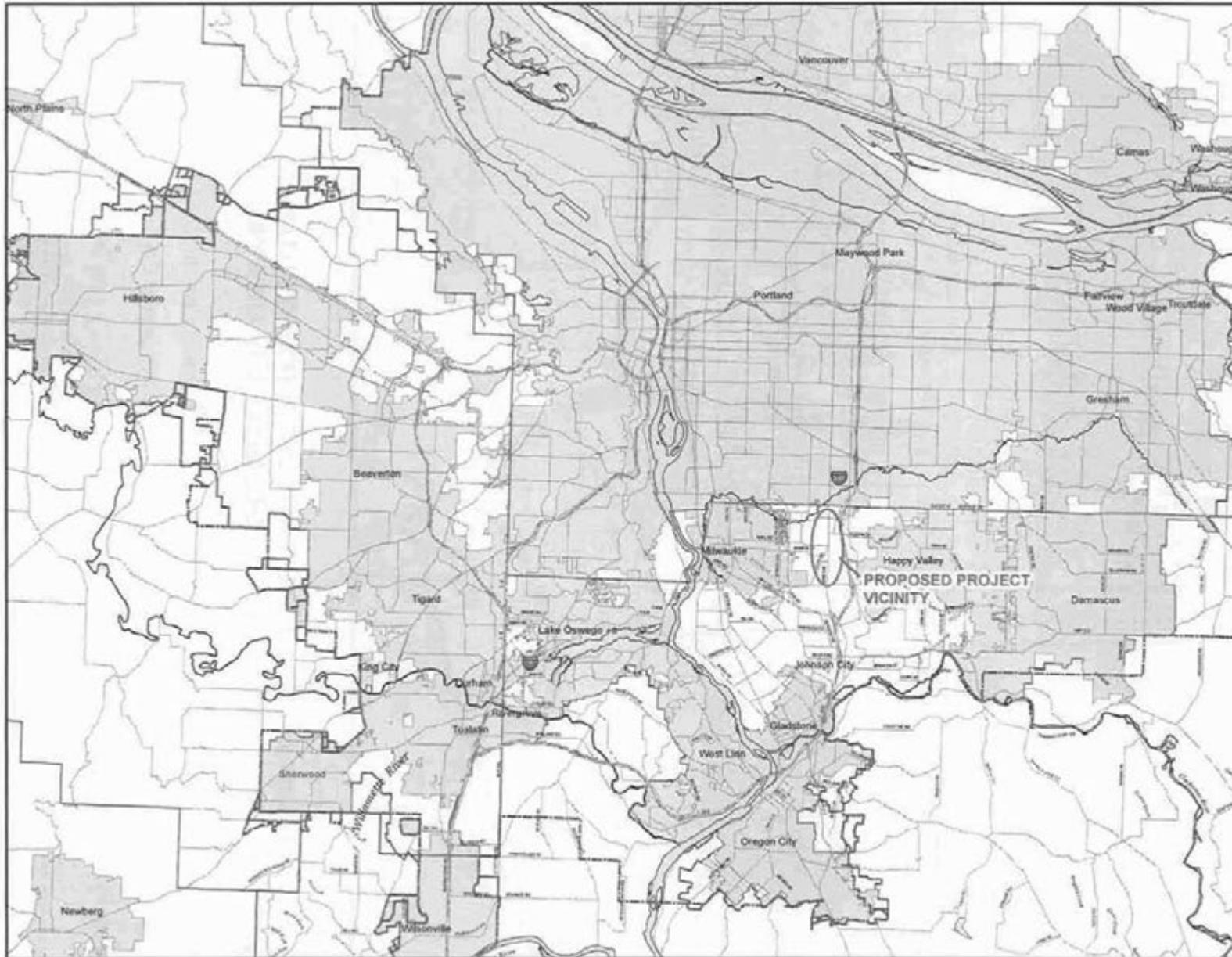
Exhibit B

Alternate Transportation Performance Measures and Multimodal Mixed-use Area Project

Supplement Attachments

- 1 Vicinity Map
- 2 Site Maps
- 3 Comprehensive Plan Map X-CRC-2
- 4 DTA Study Area Map
- 5 Letters of Support

Exhibit B



Proposed Project
Vicinity Map

**CLACKAMAS REGIONAL
CENTER AREA
ALTERNATE
TRANSPORTATION
PERFORMANCE
MEASURES &
MULTIMODAL MIXED-USE
AREA PROJECT**

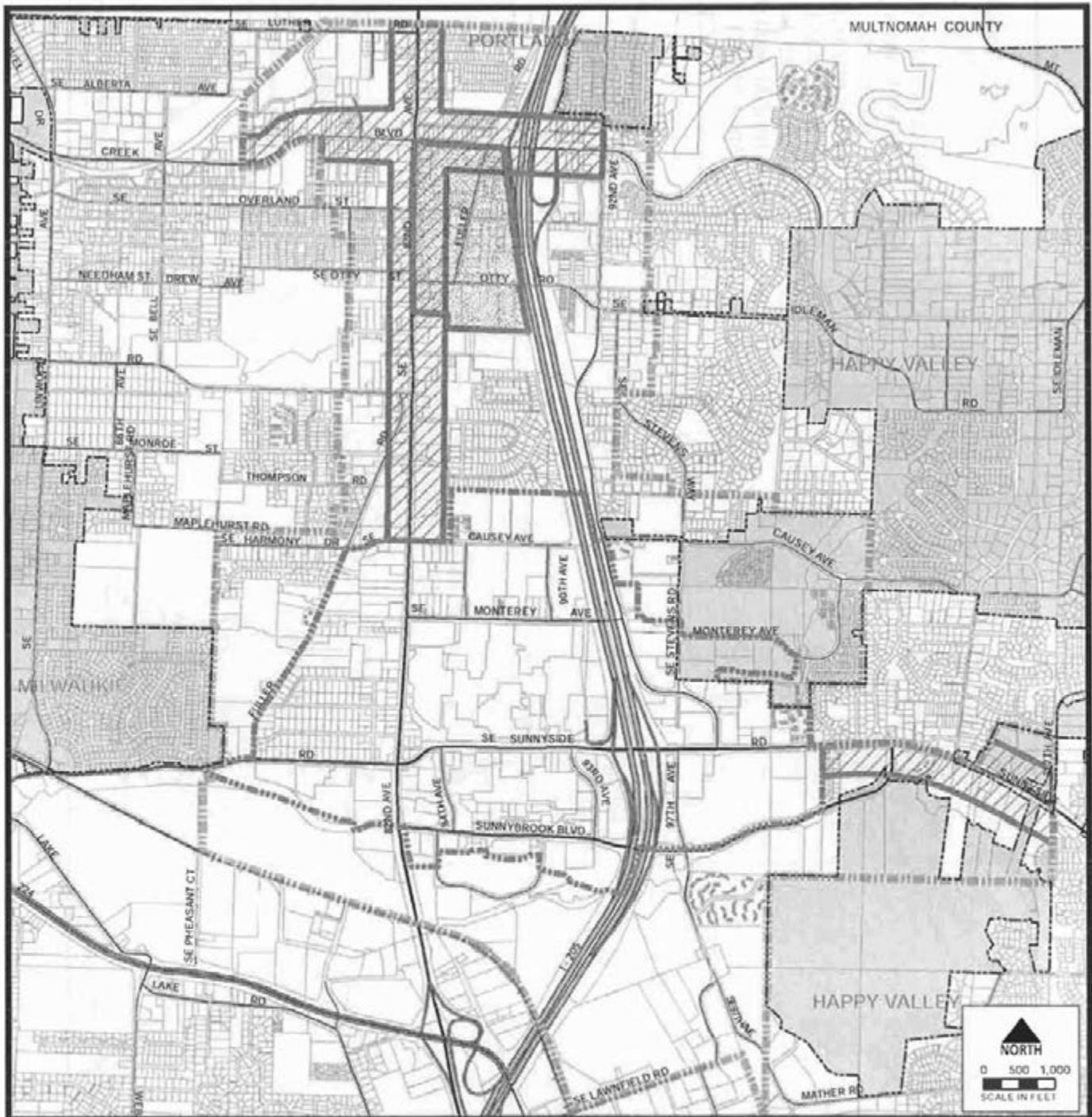
-  Metro boundary
-  Metro UGB
-  City
-  County

April 2013



Department of Transportation & Development
100 Beaver Creek Rd. Oregon City, OR 97045

Exhibit B



Map of Proposed Project Area

CLACKAMAS REGIONAL CENTER AREA ALTERNATE TRANSPORTATION PERFORMANCE MEASURES & MULTIMODAL MIXED-USE AREA PROJECT

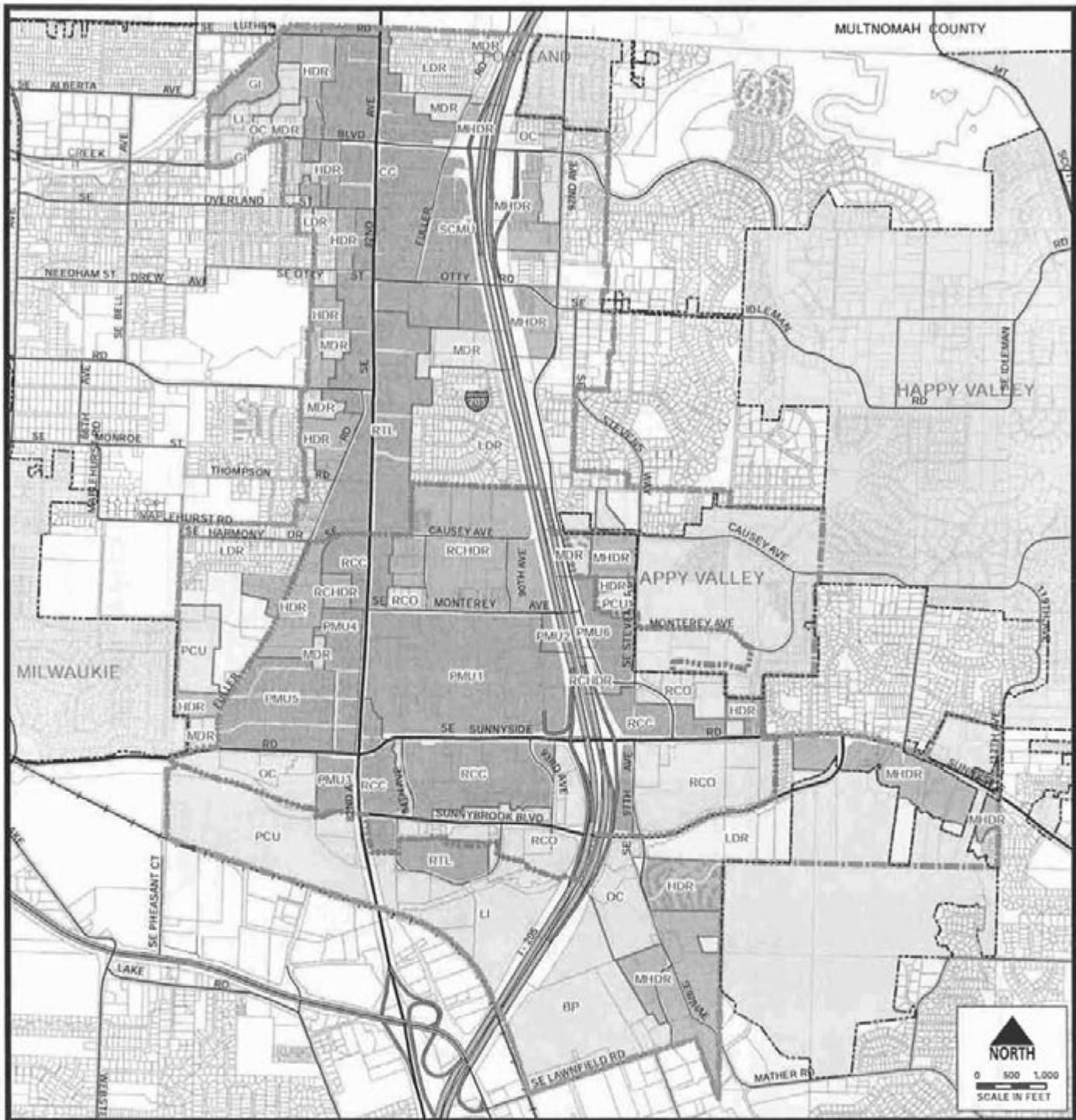
April 2013

- | | | | |
|---|--|---|-------------------|
|  | Clackamas Regional Center Design Area (CRCA) |  | Station Community |
|  | Clackamas Regional Center (CRC) |  | Incorporated City |
|  | SE 82nd Ave Corridor | | |



Department of Transportation & Development
150 Beavercreek Rd. Oregon City, OR 97145

Exhibit B



Clackamas Regional Center Area Design Plan
Land Use Plan

Clackamas County Comprehensive Plan
MAP X-CRC-2
 Last Amended February 11, 2013

- | | | | |
|--|--|--|---|
| | Low Density Residential (LDR) | | Office Commercial (OC) |
| | Medium Density Residential (MDR) | | Regional Center Office (RCO) |
| | High Density Residential (HDR) | | Planned Mixed Use (PMU) |
| | Medium High Density Residential (MHDR) | | Station Community Mixed Use (SCMU) |
| | Regional Center High Density Residential (RCHDR) | | General Industrial (GI) |
| | Corridor Commercial (CC) | | Business Park (BP) |
| | Retail Commercial (RTL) | | Light Industrial (LI) |
| | | | Public & Community Use Open Space (PCU) |

- Clackamas Regional Center Area
- Regional Center
- Incorporated City

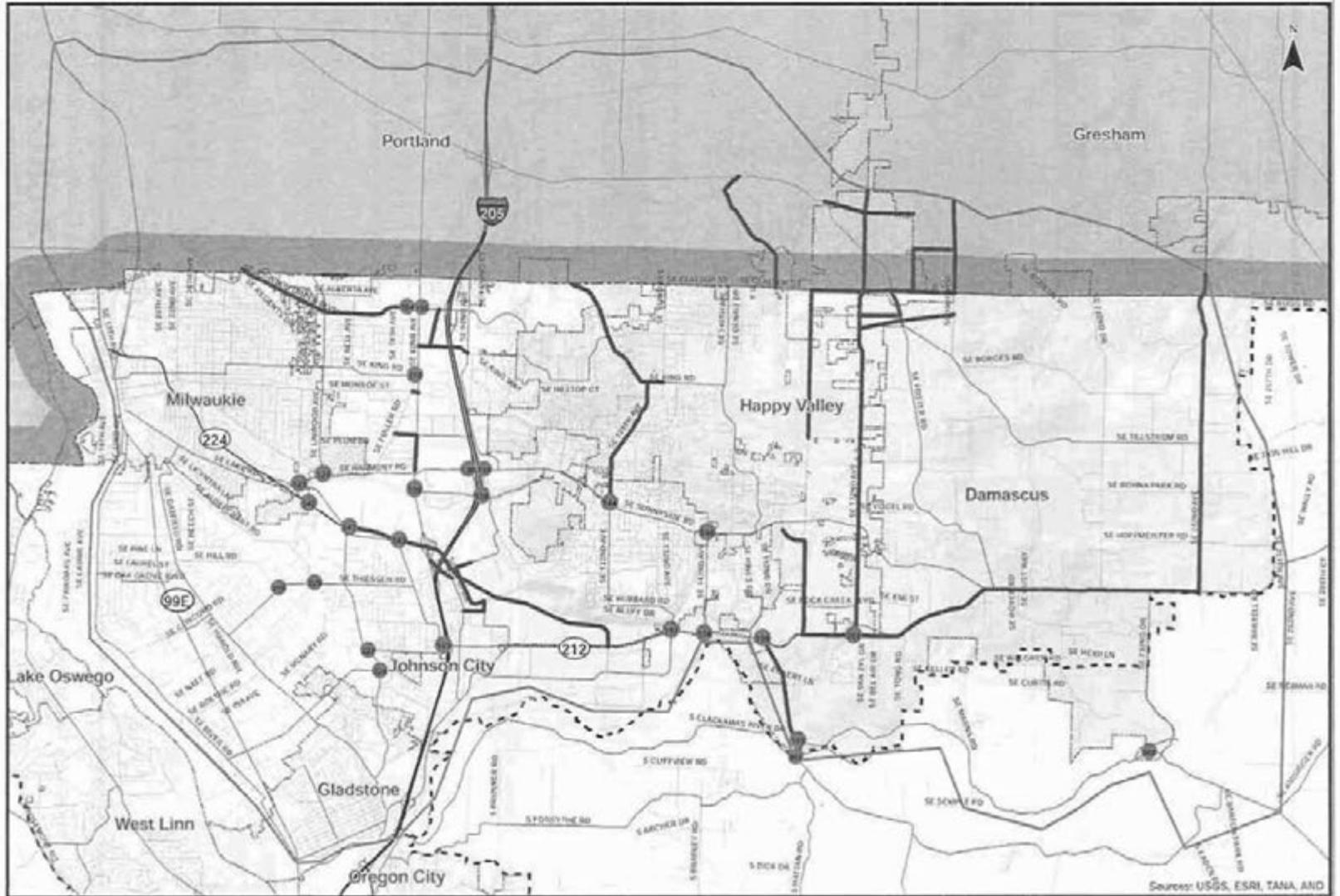


Department of Transportation & Development
 150 Beaver Creek Rd, Oregon City, OR 97045



Study Intersection

- Falls under Low Build Scenario
- Project Complete in DTA Analysis
- ▭ DTA Boundary
- ▭ Incorporated Areas
- ▭ County Boundary
- - - UGB



Source: USGS, ESRI, TANA, AND



Coordinate System
 NAD 1983 FIPS 9801 SubPlane Oregon North FIPS 9801 Feet NAD
 Date Source:
 Clackamas County, Metro Data Research Center

DTA Study Area

Figure 1



Exhibit B

Serving the North Clackamas Region Since 1955

A Member-Driven Organization Committed to a Vibrant Business Environment

April 17, 2013

Mr. Gerry Uba
Metro Regional Government
600 NE Grand Ave
Portland, OR 97232

Re: Clackamas County Applications for CET Grant

Dear Mr. Uba,

On behalf of the North Clackamas County Chamber of Commerce, I am writing in support of the application submitted by the Clackamas County Department of Transportation and Development (DTD) seeking funding for the Clackamas Regional Center (CRC) Performance Measures and MMA Project.

The DTD has selected a project that will help increase the development potential of a key regional economic center in Clackamas County. The review of alternative performance measures in the CRC and adoption of the Multimodal Mixed-Use Area (MMA) will identify opportunities for the optimal funding of much needed improvements to the transportation system in this vital area for commerce.

This project achieves both the policy goals of the community planning and development grants program, as well as objectives for the county's development of an economic hub in Clackamas County.

Please pass this letter along to the selection committee. We appreciate the opportunity to convey the North Clackamas Chamber's support of this application.

Sincerely,

Handwritten signature of David A. Kelly in black ink.

David A. Kelly
President & CEO

Handwritten signature of David M. Russell in black ink.

David M. Russell
Board Chair

North Clackamas County Chamber of Commerce

7740 SE Harmony Road Milwaukie, OR 97222 • TEL 503.654.7777 • FAX 503.653.9515
info@yourchamber.com • www.yourchamber.com

Exhibit B



DAN JOHNSON
MANAGER

DEVELOPMENT AGENCY

DEVELOPMENT SERVICES BUILDING
150 BEAVERCREEK ROAD | OREGON CITY, OR 97045

April 16, 2013

Gerry Uba
Metro Regional Government
600 NE Grand Ave
Portland, OR 97232
Re: Clackamas County Applications for CET Grant

Dear Mr. Uba,

On behalf of the Development Agency, I am writing in support of the application submitted by the Clackamas County Department of Transportation and Development (DTD) for the Clackamas Regional Center (CRC) Performance Measures and MMA Project.

DTD has reviewed the criteria outlined in the guidelines for the community planning grants and believes this project will achieve on-the ground development outcomes that benefits a large regional economic center in Clackamas County. The review of alternative performance measures in the CRC and adoption of the Multimodal Mixed-Use Area (MMA) will identify opportunities to benefit both development and the improvement of the transportation system.

This project achieves both the policy goals of the community planning and development grants program as well as objectives for the Development Agency to improve economic vitality through the development of the Clackamas Town Center area.

Please share this information with the selection committee and let them know that this project has the full support of the Clackamas County Development Agency.

Sincerely,

A handwritten signature in black ink, appearing to read 'Dan Johnson', written over a horizontal line.

Dan Johnson, Manager

Clackamas County Development Agency

Exhibit B



CAMPBELL M. GILMOUR
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

DEVELOPMENT SERVICES BUILDING
150 BEAVERCREEK ROAD | OREGON CITY, OR 97045

April 17, 2013

Gerry Uba
Metro Regional Government
600 NE Grand Ave
Portland, OR 97232

Re: Clackamas County Applications for CET Grant

Dear Mr. Uba,

On behalf of the Clackamas County Development Liaison Committee (DLC), I am writing in support of the application submitted by the Clackamas County Department of Transportation and Development (DTD) for the Clackamas Regional Center (CRC) Performance Measures and MMA Project.

The purpose of the DLC is to make recommendations regarding streamlining application processing and reviewing systems related to development.

The DTD has reviewed the criteria outlined in the guidelines for the community planning grants and has selected a project that achieves on-the ground development outcomes that benefits a large regional economic center in Clackamas County. The review of alternative performance measures in the CRC and adoption of the Multimodal Mixed-Use Area (MMA) will identify opportunities to benefit both development and the improvement of the transportation system.

This project achieves both the policy goals of the community planning and development grants program as well as objectives for the county's development of the economic hub in Clackamas County.

Please share this information with the selection committee and let them know that this project has the full support of the Development Liaison Committee.

Sincerely,

A handwritten signature in cursive script that reads "Deana Mulder".

Deana Mulder
Development Liaison Committee Coordinator
deanam@co.clackamas.or.us
503-742-4710

5th Draft Scope of Work for Review

Clackamas Regional Center Design Plan Area Multimodal Mixed-Use Area Designation and Transportation System Development Charge Update

Project Purpose

This project is intended to address two distinct but related issues.

- Ensure that the Clackamas Regional Center continues to develop into the center of commerce that is envisioned in the 2040 Growth Concept and ensure that the regional center continues to be the *"focus of transit and highway improvements"*.
- Update the County Transportation System Development Charge Methodology and TSDC Rates for both, the Joint Happy Valley / Clackamas County SDC District and the County wide SDC District.

Clackamas Regional Center Area

The Clackamas Regional Center Design Plan Area (CRCDPA) is a major hub for commercial development, business and jobs in Clackamas County and the region. It contains the following 2040 Growth Concept Design Types: the Clackamas Regional Center (CRC), the Fuller Road Station Community (FRSC), and the 82nd Avenue, Johnson Creek Boulevard and the Sunnyside Road Corridors. (See Figure 1) This area is an excellent candidate for implementation of the Multimodal Mixed Use Area Comprehensive Plan designation, created in 2011 as part of the Transportation Planning Rule update, as a means to support the on-going economic development and multimodal mixed use character of the Clackamas Regional Center Area. Once an MMA designation is in place, the County does not need to consider mobility standards in the approval of Comprehensive Plan or zoning amendments within the MMA area.

The Clackamas County Transportation System Plan (TSP) 2013 update includes a policy recommendation that directs the County to consider modifying the current Comprehensive Plan land use designations and transportation performance standards in all or part of the CRCDPA (See 5.DD.2.B) so that an alternative approach may be taken to fund a range of transportation infrastructure projects and support ongoing economic development within this planning area.

5.DD.2.B Develop alternative performance standards for intersections and alternative mobility standards within the Clackamas Regional Center design plan area. Determine if this area should be designated as a multimodal, mixed-use area (MMA) as provided in the Transportation Planning Rule (OAR 660-012-0060). (project #2820)

Figure 1



Clackamas Regional Center Area Design Plan
Regional Center, Corridors, and Station Community

Clackamas County Comprehensive Plan
MAP X-CRC-1
Last Amended February 11, 2013

2040 DESIGN TYPES

 Regional Center

 Clackamas Regional Center Area

 Station Community

 Corridor

 Incorporated City



Department of Transportation & Development
159 Beaverton Rd. Oregon City, OR 97051

The TSP Update also states an interest in considering performance measures that integrate transportation system safety into the development review process. Finally, the TSP recommends the review and update of the Transportation System Development Charge (TSDC) methodology by considering alternative approaches to the estimation and collection of these infrastructure fees within the CRCDDPA.

These proposed changes to the County Comprehensive Plan and Zoning and Development Ordinance (ZDO) are expected to better address the concerns of development and the safety of all system users when transportation system performance is reviewed.

Transportation System Development Charge Update

The County has had an existing Transportation System Development Charge (TSDC) process since 1993. The County needs to update this process to reflect the recent modifications to the transportation project lists adopted as part of the 2013 TSP Update. A key component of this task will be the consideration of alternate approaches to the estimation of these infrastructure fees and potential modification of the process to simplify the administration of the TSDC process.

Project Response to TSP Policy Updates

This **project** will follow through on the recently adopted TSP policy updates by:

- Implementing the updated section of the Transportation Planning Rule (TPR), OAR 660-012-0060 (10), which allows for the creation of a Multimodal Mixed-Use Area (MMA) designation in the Clackamas County Comprehensive Plan, including review of the opportunities and challenges of applying this designation in the CRCDDPA area and the development of findings of consistency with the applicable provisions of the TPR.
- Identifying alternative transportation performance measures that support development and allow for a greater range of choices when funding transportation improvements.
- Updating the County Transportation System Development Charge (TSDC) methodology and fees.

Desired Outcomes

There are three expected outcomes for this project:

1. Multimodal Mixed-Use Area Designation
 - Determine if a Multimodal Mixed-use Area (MMA), as defined by the Transportation Planning Rule (OAR 660-012-0060 (8) and (10), Plan and Land Use Regulation Amendments) is needed and appropriate within the Clackamas Regional Center Design Plan Area (CRCDDPA),

- Identify the extent of a proposed Multimodal Mixed-Use Area (MMA), within the Clackamas Regional Center Design Plan Area (CRCDPA) and develop a recommendation on the adoption of the MMA boundary.
 - Develop findings of consistency with applicable provisions of the TPR, OAR 660-0012-0060 (8) and (10).
 - Conduct an analysis of safety for all modes of transportation at interchanges in or near the proposed MMA boundaries, develop a draft agreement to address any operational or safety effects of the MMA designation, and request ODOT concurrence to the MMA designation consistent with OAR 660-0012-0060(10)(E).
 - Adopt an MMA boundary and implementing language into the Comprehensive Plan and ZDO if the designation would result in favorable conditions for future development and build out of the CRC area.
2. Alternative Transportation Performance Measures Review and Selection.
- Review the existing state of the practice for alternative transportation performance standards and identify preferred alternative transportation performance measures that can be applied in a system planning environment and in the plan amendment and development review process within the MMA. This review and recommendations will include consideration of
 - Alternative mobility standards for County facilities as well as state highways within and near the proposed MMA.
 - Multimodal Level of Service (MMLOS) and other potential measures for assessing the adequacy of the transit, bicycle and pedestrian systems,
 - Performance measures and targets for safety, vehicle miles traveled freight reliability, congestion, and pedestrian, bicycle and transit mode shares adopted in the TSP consistent with the Metro RTP and Regional Transportation Functional Plan (RTFP), section 3.08.230.
 - Dynamic Traffic Assignment (DTA) and DTA Measures of Effectiveness,
 - Practical safety performance measures, and
 - Other alternative measures identified in the course of this review.
 - Develop a methodology and provide specific examples of how the preferred alternative performance measures would be applied during the development review and system review process.
 - Develop and disseminate information about the final proposed alternative performance measures, including proposed updates to the Comprehensive Plan and ZDO, and material to be used during the development review process.
 - If needed for the implementation of the alternative performance measures, develop a list of priority projects to implement.

- Consider the application of an MMA Transportation Project Impact Fee as an alternative approach to transportation infrastructure funding within the MMA.
3. System Development Charge Methodology Review and Update
- Review the overall TSDC methodology and consider alternate approaches
 - Select a preferred TSDC methodology and implement modifications to the project list, rate schedule and associated ordinances

MMA Project Site Description

The MMA study area consists of the CRCDDPA (see Figure 1 Comprehensive Plan Map X-CRC-2), which includes the Clackamas Regional Center, the Fuller Road Light Rail Station Area, and the 82nd Avenue, Johnson Creek Boulevard and the Sunnyside Road Corridors. The final boundary of the MMA, which will be developed during this process, is expected to be within the CRCDDPA boundary.

There are several opportunity areas ready for targeted investment within the CRCDDPA boundaries, including the Harmony Campus of Clackamas Community College, the Clackamas Town Center, the 82nd Avenue Planned Mixed Use Areas (3, 4 and 5), the Fuller Road Light Rail Station Community and the Eagle Landing development (a proposed two million square-foot development incorporating office, retail and housing). These areas are depicted on Comprehensive Plan Land Use Map X-CRC-2.

These opportunities are further leveraged by existing activity in the area including:

- active participation of business owners in planning and development,
- creation of the Harmony Campus Plan,
- the completed Clackamas Regional Center Pedestrian and Bicycle Plan,
- significant investment in transit and
- affordable housing investment near the light rail stations.

Changes since CET Application

The original application for the CRC MMA project was made prior to the release of the updated Regional Travel Demand Model (Gamma Version). The Gamma model contains a number of changes, listed below, from the previous version of this model:

- A. Changes in land use assumptions, which result in changes to forecast vehicle trips
 - a. Distribution and number of households
 - b. Distribution and amount of employment
 - c. Economic composition of households
- B. More detailed analysis of travel based on increased Travel Analysis Zones (TAZs)
- C. Changes in travel model trip assignments as a result of the new (2011) original destination tables derived from the Metro Household Travel Survey

D. Changes in the travel mode splits derived from the Metro Household Travel Survey, as shown below

Mode Share by Area of Residence, 1994 vs. 2011
(source: Metro Household Travel Survey)

	1994	2011	1994	2011
	Region	Region	Clackamas	Clackamas
Single-Occupancy Vehicle (SOV)	43.4%	42.5%	46.2%	45.1%
High-Occupancy Vehicle (HOV)	43.9%	41.2%	47.0%	42.5%
Total Auto	87.3%	83.8%	93.2%	87.6%
Transit	2.9%	4.2%	1.1%	2.9%
Walk	8.7%	9.2%	5.2%	8.2%
Bike	1.1%	2.8%	0.4%	1.3%

The combined effect of these factors is estimated to reduce the number of automobile trips by at least 18% from the previous Beta model estimates, which were used for the CET application process. This in turn has reduced the number of intersections forecast to fail to meet operational performance standards in 2035.

The County has decided to merge the CRC MMA planning process with a more general update of Transportation System Development Charge (TSDC) methodology in order to make these two planning processes more integrated and efficient and to better understand the impact on future development in this area.

Tasks

Clackamas County intends to undertake work in six related major tasks as part of this overall scope of work.

These major tasks are as follows:

1. Project management
2. Public involvement
3. CRC Multimodal Mixed-Use Area (CRC MMA) identification and Comprehensive Plan amendments
4. Alternate transportation performance system measures assessment and recommendations for use in the MMA
5. Update Transportation System Development Charge (TSDC) methodology for all TSDC areas

6. Update TSDC rates for all areas of the County

1 Project Management

The project and its major tasks will be managed by the County Project Manager. The Consultant will designate a Consultant Project Manager and, if appropriate, Major Task Managers who will work with the County Project Manager to ensure the successful completion of all phases of this project.

Expected Outcome: The successful completion of all project tasks

2 Public Involvement

The County will lead the public involvement effort on this project with the support of the consulting team.

- The County will use its existing public information resources to provide newsletters, press releases, social media updates, website information and other appropriate community outreach activities.
- The County will set up a project website to distribute information concerning the project.
- The County's Community Relations Specialist assigned to the Department of Transportation and Development will oversee public involvement efforts and tasks for this project, working in conjunction with the County Project Manager.

The Consulting Team will be responsible for the production of the materials identified in subsequent tasks. These materials will be reviewed by the Community Relations Specialist and Technical Working Group(s) prior to being presented to the Stakeholder and/or Working Group(s).

It is envisioned that this project will have the following working groups and stakeholder groups, which may be combined as needed to address issues common to both groups. Technical Working Group(s) members will be ex-officio members of the Stakeholder Working Group(s).

Expected Outcome: The successful creation of a public involvement program and materials for this project.

2.1 MMA / Alternate transportation performance system measures task groups

MMA Technical Working Group members

- Clackamas County Transportation Planning
- Clackamas County Traffic Engineering
- Clackamas County Planning and Zoning

- Clackamas County Development Agency
- Clackamas County Engineering Development Review
- Clackamas County Business and Economic Development
- Clackamas County Transportation Maintenance
- Oregon Department of Transportation (Planning, Traffic Analysis, Preliminary Design)
- Metro
- Trimet
- City of Milwaukie
- City of Happy Valley
- Department of Land Conservation and Development

MMA Stakeholder Working Group members

- Technical Working Group members (ex-officio)
- Members of the development community with knowledge of the study area
- Members of the business community within the study area
- Study area residents
- Study area workers and/or other regular users
- Other interested parties identified by Clackamas County Transportation Planning Division

As part of its public involvement effort, the County will actively work with local stakeholders including such vital partners as the CRC Advisory Committee, Clackamas County's Development Review Board, the Development Liaison Committee, Clackamas County Bicycle – Pedestrian Committee, the North Clackamas County Chamber of Commerce and local Community Planning Organizations.

The Stakeholder Working Group (SWG) is expected to meet at least four times and assist with hosting at least two open houses. Additional meetings may be added if needed for the group to adequately address the issues at hand. Tentative topics for the MMA Stakeholder Working Group meetings and open houses are as follows

Stakeholder Meeting 1	Introduction to MMA and existing conditions
Stakeholder Meeting 2	MMA additional needs and performance standards
Open House 1	Review and comment on Clackamas Regional Center MMA: Background and Process
Stakeholder Meeting 3	MMA Boundary, Alternate Performance Standards, ODOT Coordination Issues, Funding Options
Stakeholder Meeting 4	Draft amendments and recommendations
Open House 2	Review draft MMA amendments to the Comp Plan and ZDO

Expected Outcome: Review of the project information, proposed Comprehensive Plan amendments, Zoning and Development Ordinance amendments, alternate performance standards and make recommendation to the Planning Commission and the Board of County Commissioner concerning the proposed amendments

2.2 Transportation System Development Charge (TSDC) task groups

TSDC Technical Working Group members

- Clackamas County DTD Administration
- Clackamas County Traffic Engineering
- Clackamas County Transportation Planning
- Clackamas County Engineering Development Review
- Clackamas County Planning and Zoning
- Clackamas County Development Agency
- Clackamas County Business and Economic Development
- Clackamas County Transportation Maintenance
- City of Happy Valley

The TSDC Stakeholder Working Group is expected to meet at least five times and may help host one open house. Additional meetings may be added if necessary for the group to adequately address the issues at hand. Tentative meeting topics for the TSDC Stakeholder Working Group meetings are as follows

Stakeholder Meeting 1	TSDC existing methodology and rates, TSDC districts, state requirements, background and existing procedure issues
Stakeholder Meeting 2	TSDC methodology modification recommendation(s)
Stakeholder Meeting 3	Draft TSDC project list modifications
Stakeholder Meeting 4	Draft TSDC rate modifications
Stakeholder Meeting 5	Draft TSDC Ordinance amendments
Open House - optional	Draft TSDC methodology update and revised project list and fee schedule

TSDC Stakeholder Working Group members

- Technical Working Group members (ex-officio)
- Home Builders Association representative
- Development Liaison Committee
- Other business community representatives
- Citizen representatives
- Other interested parties identified by Clackamas County Transportation Planning Division

Expected Outcome: Review of alternative TSDC fee methodologies, TSDC project lists and TSDC rates for all TSDC district in the County. Recommendations to the Board of County

Commissioner concerning the various portions of the proposed amendments to the TSDC Ordinance.

3 Clackamas Regional Center Multimodal Mixed-Use Area (MMA)

3.1 MMA Area Existing Conditions Report

The County will create an Existing Conditions Report for the CRCDDPA. It shall address the MMA approval process criteria, the characteristics of the study area, and provides background information for the alternative performance measure review.

The Existing Conditions Report will contain the following information:

- Study Boundary – CRCDDPA (*Including areas currently within cities*)
- Explanation of MMA legal implications and requirements per the TPR OAR 660-0012-0060 (8) and (10)
- Existing Comprehensive Plan / Zoning Analysis
 - Regulatory requirements
 - Analysis of study area by land uses allowed in the Comprehensive Plan and ZDO
- Existing and Planned Transportation Infrastructure Analysis as identified in the 2013 TSP Update, the Clackamas Regional Center Pedestrian and Bicycle Plan, the existing Urban Renewal Plans and any other appropriate transportation studies or plans.
 - Existing transportation infrastructure (by mode)
 - Planned transportation infrastructure (by mode)
 - Identified transportation infrastructure gaps and deficiencies
- Transit System Analysis
 - Routes and service frequencies
- Transportation System Operational Analysis Results from TSP Update (v/c)
 - Existing system
 - Planned system
- Transportation Safety Action Plan and Intelligent Transportation Systems (ITS) plan issues within MMA analysis area
- Other safety related data such as state and county crash rates, accident data, top 10% SPIS locations, existing and potential traffic queues on interchange exit ramps and DDACTS data for the planning area.
- Parking facilities analysis
- Interchange area safety analysis – methodology to be determined in collaboration with the Oregon Department of Transportation (ODOT)
- Existing household and employment forecast (2010 and 2035 or 2040, if available)
- Transportation system information from the TSP Update.
- Other information pertinent to the designation of the MMA within the CRCDDPA

Expected Outcome: The creation of an MMA Existing Conditions Memo that address the issues related to the designation of the MMA within the CRCDDPA.

3.2 MMA Area Additional Needed Infrastructure

The County and the Consulting Team will produce a memo outlining the needed transportation infrastructure on arterial and collector facilities regardless of jurisdictional ownership within CRCDDPA using the following sources:

- Identified transportation infrastructure gaps and deficiencies from the existing conditions report.
- Additional infrastructure needs identified based on available safety data and analysis.
- Additional infrastructure needs identified by ODOT or other jurisdictions.
- The County will consider assessing the needed transportation infrastructure by comparing the infrastructure needed to meet an acceptable Multimodal Level of Service (HCM MMLOS for vehicles, bikes, pedestrians and transit) with the existing transportation infrastructure to determine what additional infrastructure is needed.
- The inventory of existing and planned transportation infrastructure will be compared with the previously identified infrastructure needs, and a list of additional infrastructure needs in excess of the TSP projects will be developed.
- Where additional transportation infrastructure located on local roads or private property is needed to complete the transportation system for a particular mode, these facilities should be included in this inventory.
- The additional needed infrastructure will be summarized in a technical memo.

Expected Outcome: The creation of a Technical Memo that outlines the needed infrastructure and its estimated cost within the CRCDDPA.

3.3 ODOT Coordination Process and Memorandum of Understanding

The County will lead the discussion with ODOT concerning issues related to the ODOT facilities with the potential MMA.

- The County will meet with ODOT and review the Existing Conditions Report and the Additional Needed Infrastructure Memo to identify and address ODOT issues for obtaining ODOT concurrence with the proposed MMA designation.
- An assessment of transportation safety and operations issues within the CRCDDPA will be prepared as part of this task for consideration by the County and ODOT.
- A Memorandum of Understanding (MOU) between the County and ODOT will be drafted that addresses the ODOT issues identified during this process and the mutually agreed upon solution to these issues.
- The County will provide the opportunity for the cities of Milwaukie and Happy Valley to be parties to the MOU.

Expected Outcome: The successful signing of a Memorandum of Understanding (MOU) between the County and ODOT.

3.4 MMA Boundary Recommendation

The County will lead the creation of a MMA Boundary Recommendation memo for the CRCDDPA.

Review all of the information developed in the preceding subtasks and determine if an MMA should be designated within the CRCDDPA. If so, recommend a final boundary for the MMA within this area for stakeholder review. Document the reasons for this decision in a memorandum to the stakeholders and work with the stakeholder to make a recommendation to the Planning Commission regarding the MMA boundary.

Expected Outcome: The creation of a Technical Memo that recommends a preferred MMA boundary within the CRCDDPA.

3.5 MMA Criteria Analysis – Based on Existing and Planned Conditions

The County will lead the creation of a MMA Criteria memo for the CRCDDPA. It shall be drafted, with appropriate input from the consulting team.

Produce an analysis of the MMA land use and transportation criteria and recommended MMA boundaries within the CRCDDPA. The intent of this process is to produce a memo that identifies how the MMA meets the criteria set out in the TPR.

Expected Outcome: The creation of a Technical Memo that shows how the recommended MMA meets the criteria set out in the TPR.

3.6 Comprehensive Plan / ZDO Amendments

The County will lead the development of draft Comprehensive Plan and ZDO amendments, as needed, to implement recommendations related to the designation of a MMA, including.

- Amendments to Chapter 10 of the Comprehensive Plan – Clackamas Regional Center Design Plan
- Amendments to Chapter 5 of the Comprehensive Plan – Transportation System Plan
- Amendments to the Zoning and Development Code (ZDO)

These draft amendments and a staff report will be forwarded to the County Planning Commission and the Board of County Commissioners for public review and hearings and adoption.

Expected Outcome: A draft a staff report and a set of amendments to the Comprehensive Plan and ZDO that will be presented to the Planning Commission for public hearings.

The cities of Happy Valley and Milwaukie will have the opportunity to adopt concurring amendments to their comprehensive plans and zoning ordinances based on the County amendments.

4 Alternative Transportation Performance System Measures in MMA

4.1 Alternative Transportation Performance Standards

There has been a substantial amount of work in the area of alternative transportation performance standards over the last several years in Oregon and at the national level. These studies have noted that alternative transportation performance standards have a variety of strengths and weaknesses when it comes to implementation. Some work well for system planning or corridor planning; others work better for land development analysis, and still others appear to be reasonable and desirable but are very difficult to implement.

As part of this major task, the County plans to build on, not recreate, the work done by other jurisdictions except for what is necessary to conduct an effective dialogue on which alternative performance standards, if any, should be used in the CRC MMA. However, we plan to identify specific examples using developments in the CRC area.

4.1.1 State of the Practice Memo – Alternative Performance Measures

- A State of the Practice memo will be created to address alternative transportation performance measures and the work recently completed as part of other projects, including:
 - ODOT Accessibility Performance Measures Report
 - Washington County Multi-Modal Performance Measures and Standards
 - City of Portland Alternative Transportation Standards Study
 - Oregon Highway Plan Policy 1F Highway Mobility Policy and Action 1F3, Alternative Mobility Targets, and associated ODOT Operational Notice PB-2.
 - Performance measures and targets for safety, vehicle miles traveled freight reliability, congestion, and pedestrian, bicycle and transit mode shares adopted in the TSP consistent with the Metro RTP and Regional Transportation Functional Plan (RTFP), section 3.08.230.
 - Any SHRP2 reports recommended by the Consultant that are pertinent to this memo, with the approval of the County
- Other reports or sources of information shall include:
 - Sustainable Transportation and Access Rating System
 - LEED ND
 - Highway Capacity Manual - Multi-Modal Level of Service
 - Highway Safety Manual – Predictive Method
- Excerpts from or links to the reports used to develop these memos and studies may be attached to the State of the Practice memo as appendices when desirable and possible to do so.

Expected Outcome: The creation of a Technical Memo that identifies the current understanding of the strengths and weakness of the numerous Alternative Performance Measures that are being considered for implementation.

4.1.2 Implementation Recommendations Memo

The second product in this major task will be the creation of an Implementation Recommendations memo with recommendations on the following topics:

- Ability to regularly undertake the analysis associated with the recommended alternative transportation performance measures as part of the planning and development process (i.e., transportation system plans, corridor plans, Comprehensive Plan amendments and zone changes), including descriptions of the data needs and software requirements to undertake this work.
- Ability to implement the alternative transportation performance measures to support future land development process (i.e., land development applications), including descriptions of the data needs and software requirements to undertake this work.
- Draft language that can be used with the public and decision-makers to explain what the alternative transportation performance measures are and how they work.
- This memo should also include a brief assessment on how the alternative performance measures could work outside of the CRC MMA in the remaining urban area or the rural areas. The County has substantial rural areas with a large investment in rural transportation infrastructure. The County recognizes that alternative transportation standards are generally not appropriate for the rural areas, but that there may be cases where the implementation of such measures could be beneficial to the evaluation of the transportation system.

Expected Outcome: The creation of a Technical Memo that makes recommendation on the implementation of alternative performance measures. This memo will be used by the stakeholders to recommend preferred alternative performance measures for possible implementation by the County.

4.2 Transportation System Safety Performance Measures Memo

The County has a strong interest in moving the analysis of development impacts toward a practical, data-driven, safety-based analysis utilizing the Highway Safety Manual (HSM) predictive methods. This interest is expressed in the following new policies in the Transportation System Plan Update (2013).

- *Revised TSP Policy 5.B.8 - Integrate Highway Safety Manual (HSM) principles into the planning, engineering, design, operation and maintenance of the transportation system.*
- *Revised TSP Policy 5.B.5 - Support programs that utilize data-driven approaches to improve safety of the transportation system.*

Given that Oregon has done some calibration work related to the Highway Safety Manual (HSM), sufficient data should be available. The County's goal is to maintain or improve roadway safety with each new development. The consult will develop guidelines and procedures for applying the HSM Predictive Methods for developments in the County. A proposed framework, guidelines, procedures and data needs will be developed. The need for changes to the

regulatory documents including Clackamas County Roadway Standards, Clackamas County Zoning and Development Ordinance or other standards and/or policies.

A technical memo will be developed that covers the following issues:

- Framework for using the HSM Predictive Method for safety analysis of developments going through various land use approvals.
- Guidelines, procedures and data needs to implement the framework.
- Recommended changes to Clackamas County Roadway Standards, Zoning and Development Ordinance or other standards and policies.
- The identification of any other issues related to the utilization of this methodology on a day-to-day basis to evaluate land development proposals

Expected Outcome: The creation of a Technical Memo that makes recommendation on the implementation of transportation system safety performance measures. This memo will be used by the stakeholders to recommend preferred transportation system safety performance measures for possible implementation by the County.

4.3 Alternative Infrastructure Funding Approach within the MMA

The designation of an MMA and the identification of needed transportation infrastructure present the County with the opportunity to consider alternate approaches to funding transportation capital improvements to support development within the MMA. The County will consider the possible adoption of an MMA Transportation Project Improvement Fee (TPIF) or some other fee in place of the Transportation System Development Charges as an approach to funding needed infrastructure within the CRCDDPA. Such a fee would be developed with the intent of funding the development of projects necessary to meet the alternative transportation performance standards within the MMA.

By implementing this project, the County will be able to address several issues at the same time:

- Provide more certainty to local business leaders, developers and community representatives when considering future development opportunities
- Address recent changes to State law that allow for the identification and adoption of multimodal mixed-use areas (MMA) to balance transportation and economic development during comprehensive plan changes
- Enhance and implement a portion of the 20-Year Capital Improvement Project List developed as part of the County's Transportation System Plan Update (These projects could be linked to the alternative performance standards used in the CRC MMA.)
- Allow a more flexible approach to addressing the impacts of new development of different sizes
- Allow funding of pedestrian, bicycle, and transit projects to ensure consistency with the desired multimodal characteristics of the MMA

4.3.1 MMA Alternative Funding Methodology Memo

The consultant will develop a memo that accomplishes the following:

- Outlines at least two approaches to an MMA alternate funding methodology for consideration by stakeholders and the County.
- Uses the inventory of existing, planned and needed transportation infrastructure from Tasks 3.1 and 3.2 to provide a planning level estimate of the total project cost as the basis for developing the MMA TPIF or other fee. (Project cost estimates will be developed using County infrastructure costing methodologies established in the 2013 TSP update.)
- Includes a draft method for spreading these infrastructure costs over forecast development in the MMA

Expected Outcome: The creation of a Technical Memo that describes one or more alternate funding approaches that could be used in the MMA and recommends a preferred funding approach. This memo will be used by the stakeholders to recommend alternate funding approaches for possible implementation by the County.

5 Transportation System Development Charge (TSDC) Methodology Update

The County has an existing TSDC methodology, but would like to consider replacing it with a new and as-yet-undefined TSDC methodology. This new methodology would be used to identify TSDC charges for the Joint County-Happy Valley TSDC District and the County-wide district that covers the remainder of the unincorporated County. If implemented, the TSDC district boundaries will not overlap with a boundary of any established CRCDDPA MMA alternative funding mechanism.

The County recently amended its TSDC methodology to make allowances for reduced vehicle trip levels associated with mixed-use land development and station area development, and wants to continue to support this form of development through TSDC fee reductions related to the internal trip capture and lower trip rates to these forms of land use.

The County would also like to streamline the administration of the TSDC process. One possible approach could be a simplification of the land use fee categories. The County would entertain recommendations on this alternative and on other administrative streamlining options.

The recently approved TSP update contains the following policies that address issues to consider when evaluating this change.

- *Revised TSP Policy 5.AA.4 -- Consider a Transportation System Development Charges methodology that calculates person trips to allow pedestrian, transit and bicycle projects, as well as vehicle projects, to be funded using TSDC funds.*
- *Revised TSP Policy 5.AA.6 - Urban - Evaluate creating a transportation facility funding program that establishes a "fee in lieu of" process that may be used by developers to pay for all on-site and off-site transportation facilities required as part of the land development process.*

5.1 TSDC Methodology Best Practices Memo

The consultant will develop a TSDC Methodology Best Practices memo that reviews the County's current TSDC methodology and a set of alternate fee calculation methodologies for review by the TSDC Technical and Stakeholder Working Groups.

This memo will include, at a minimum, the following information:

- Identification of alternative TSDC fee methodologies,
- Identification of data needed to implement each methodology,
- Suitability of each methodology for use in development review,
- Other administrative issues associated with each methodology,
- Fee-in-lieu-of improvement process options and recommendations and
- Pros and cons of existing and proposed approaches that are appropriately drafted to facilitate public discussion.

Expected Outcome: The creation of the TSDC Methodology Best Practices memo which will be used to recommend a preferred TSDC methodology.

5.2 TSDC Methodology Selection Process – Stakeholders

The TSDC Methodology Best Practices memo will be reviewed by the TSDC Technical Working Group, and all issues raised by this group will be addressed to the extent practical prior to the memo being forwarded to the TSDC Stakeholder Working Group for review. The TSDC Methodology Best Practices memo will be reviewed by TSDC Stakeholder Working Group with the intent of developing a consensus-based recommendation on a preferred methodology.

Expected Outcome: A stakeholder recommendation of a preferred TSDC methodology to the County and the City of Happy Valley.

5.3 TSDC Stakeholders Methodology Recommendations to Clackamas County Board of Commissioners (BCC) and Happy Valley City Council

When a recommendation on the preferred methodology is completed, it will be presented to the appropriate decision-makers for concurrence prior to continuing with this process. This task is intended to provide a preliminary direction on the TSDC methodology prior to undertaking the task of creating the TSDC project list and associated fee schedule.

Expected Outcome: Selection of a preferred TSDC methodology by the decision makers.

5.4 TSDC Methodology Change Directions from BCC and Happy Valley

When the Board of County Commissioners and the Happy Valley City Council reach agreement on the preferred methodology, including any recommended changes, the TSDC methodology will be finalized and the process will move to Task 6.

Expected Outcome: Directions from the County and the City of Happy Valley to proceed with Task 6.

6 Transportation System Development Charge Rate Update -- All Districts

Based on results of Task 5, the consultant will finalize the TSDC methodology and calculate TSDC rates for all districts.

6.1 Draft Project List

The consultant will work with the TSDC Technical Group to produce a project list in compliance with the TSDC methodology approved by the Board of County Commissioners and the Happy Valley City Council. These documents will be reviewed by the TSDC Technical Working Group and all issues raised by this group will be addressed to the extent practical prior to this memo being forward to the Stakeholder Working Group for review. This project list will set the baseline for the draft TSDC rates based on the new methodology.

Expected Outcome: The creation of a draft project list and estimated project costs for use in the calculation of the TSDC. Stakeholder concurrence that the project list and the project costs and a recommendation to the County and the City of Happy Valley

6.2 Review of Draft Project List by Decision-makers

When a recommendation on the project list is completed, it will be forwarded to the appropriate decision-makers for concurrence prior to continuing with this process. This task is intended to provide a preliminary direction on the TSDC methodology prior to undertaking the task of creating the TSDC fee schedule.

Expected Outcome: County and the City of Happy Valley concurrence on the project lists and the project costs. Direction from the decision makers for the project team to develop draft TSDC rate based on the select methodology and project list. .

6.3 Draft TSDC Rates Memo

The consultant will produce a set of draft TSDC rates based on the new methodology and revised project list, and a comparison of the new rates with the old rates. Recommendations will be provided that demonstrate areas for minimizing costs without compromising necessary investments to the transportation infrastructure needed to serve future development. These documents will be reviewed by the TSDC Technical Working Group and all issues raised by this group will be addressed to the extent practical prior to this memo being forwarded to the Stakeholder Working Group for review. The TSDC Rate Memo will be reviewed by the TSDC Stakeholder Working Group with the intent of developing a consensus-based recommendation on a new rate schedule.

Expected Outcome: A stakeholder recommendation of preferred TSDC rates to the County and the City of Happy Valley.

6.4 Review of Draft Rates by Decision-makers

When a recommendation on the TSDC rates is completed, it will be forwarded to the appropriate decision-makers for concurrence prior to continuing with this process. This task is intended to provide a preliminary direction on the TSDC methodology prior to undertaking the task of modifying the TSDC ordinance.

Expected Outcome: Concurrence by the County Board of Commissioners and the City of Happy Valley on the proposed TSDC rates and direction to draft an ordinance to revise the TSDC Ordinance

6.5 First Draft of TSDC Ordinance

A first draft of the revised TSDC ordinances will be developed and sent to the Board of County Commissioners and the Happy Valley City Council along with the draft TSDC project list and fee schedule.

Expected Outcome: Concurrence by the County Board of Commissioners and the City of Happy Valley on the final version of the TSDC Ordinance.

6.6 Stakeholders Rate Recommendation to BCC and Happy Valley

When a recommendation on the TSDC project list and rate schedule is completed, it will be forwarded to the appropriate decision-makers for concurrence prior to continuing with this process. This task is intended to provide a final direction on the proposed amendments to the TSDC ordinances.

Expected Outcome: Direction from the decision makers to forward the TSDC Ordinance to public hearing.

6.7 Final TSDC Ordinance Change Directions from BCC and Happy Valley

When the Board of County Commissioners and the Happy Valley City Council reach agreement on the preferred change to the TSDC ordinance, it will be finalized and the process will move to the public hearing and adoption process.

Expected Outcome: Public Hearings on the TSDC Ordinance and identification of revision base on public input.

6.8 Draft Final TSDC Ordinance Change and Public Review

The final version of the TSDC ordinance will be scheduled for public hearing and adoption per the normal procedures of Clackamas County and the City of Happy Valley.

Expected Outcome: Adoption of an update TSDC Ordinance.

Draft Project Budget – CET Funds

Task	CET Grant	County Match	Task Total
1 Project Management	\$10,000	\$2,000	\$12,000
2 Public Involvement	\$10,000	\$8,000	\$18,000
3 Clackamas Regional Center Multimodal Mixed-Use Area (MMA)	\$60,000	\$5,000	\$65,000
4 Alternative Transportation Performance System Measures in MMA	\$80,000	\$5,000	\$85,000
5 Transportation System Development Charge (TSDC) Methodology Update	\$0 Funded by County TSDC	\$0 Funded by County TSDC	\$0 Funded by County TSDC
6 Transportation System Development Charge Rate Update -- All Districts	\$0 Funded by County TSDC	\$0 Funded by County TSDC	\$0 Funded by County TSDC
Funding Source Total	\$160,000	\$20,000	\$180,000

Draft Budget

Task	CET Grant	County Match	TSDC Funds	Task Total
1 Project Management	\$10,000	\$5,000	\$10,000	\$25,000
2 Public Involvement	\$20,000	\$5,000	\$40,000	\$60,000
3 Clackamas Regional Center Multimodal Mixed-Use Area (MMA)	\$50,000	\$5,000	\$0	\$55,000
4 Alternative Transportation Performance System Measures in MMA	\$80,000	\$5,000	\$0	\$85,000
5 Transportation System Development Charge (TSDC) Methodology Update	\$0	\$0	\$75,000	\$75,000
6 Transportation System Development Charge Rate Update -- All Districts	\$0	\$0	\$75,000	\$75,000
Funding Source Total	\$160,000	\$20,000	\$200,000	\$380,000