

AGENDA

CITY COUNCIL SPECIAL MEETING

CITY OF LAKE OSWEGO

Tuesday, January 10, 2012
6:00 p.m.
Council Chambers, 380 A Avenue

380 A Avenue
PO Box 369
Lake Oswego, OR 97034

503-675-3984
www.ci.oswego.or.us

Contact: Cate Schneider, Acting City Recorder
Email: cschneider@ci.oswego.or.us
Phone: 503-675-3984

Also published on the internet at:
www.ci.oswego.or.us

The meeting location is accessible to persons with disabilities. To request accommodations, please contact the City Recorder's Office at 503-635-0236, 48 hours before the meeting.

Page #

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. SELECTION OF COUNCIL PRESIDENT

5. PRESENTATIONS

5.1 LO-Tigard Water Project Update

6. CITIZEN COMMENT (30 minutes)

The purpose of citizen comment is to allow citizens to present information or raise an issue regarding items not on the agenda or regarding agenda items that do not include a public hearing. A time limit of three minutes per citizen shall apply.

7. REPORTS

7.1 Professional Services Contract for an update of the Transportation System Plan

1

Action: Award a professional services contract to Kittelson and Associates to update the City's Transportation System Plan in an amount not to exceed \$276,700

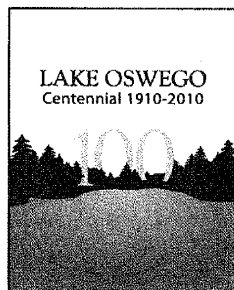
8.	ORDINANCES	
8.1	Ordinance 2575, an ordinance of the City Council of the City of Lake Oswego limiting square footage of retail uses in the Mixed Commerce Zone and Industrial Park Zone, and adopting findings (LU 11-0028/Ord. 2575)	27
	Motion: <i>Move to enact Ordinance 2575</i>	
	Discussion	
	Vote	
9.	STUDY SESSION	
9.1	Lake Grove Village Financing Strategy	37
9.2	Boones Ferry Road Refinement Plan Implementation	69
10.	INFORMATION FROM COUNCIL (15 minutes)	
	<i>This agenda item provides an opportunity for individual Councilors to provide information to the Council on matters not otherwise on the agenda. Each Councilor will be given five minutes.</i>	
10.1	Councilor Information	
10.2	Reports of Council Committees, Organizational Committees, and Intergovernmental Committees	
11.	REPORTS OF OFFICERS (15 minutes)	
11.1	City Manager	
11.1.1	Review of Council Schedule	
11.1.2	Review of Council Digest	
11.2	City Attorney	
12.	ADJOURNMENT	

CABLE VIEWERS: This meeting will be shown live on Channel 30, at 6:00 p.m. The meeting will be rebroadcast at the following times on Channel 28:

Wednesday	7:30 p.m.	Friday	2:30 a.m.
-----------	-----------	--------	-----------

Thursday	7:00 a.m.	Saturday	12:00 p.m.
----------	-----------	----------	------------

Watch Council meetings live wherever you are via live streaming video at <mms://www.ci.oswego.or.us/live>



380 A Avenue

PO Box 369

Lake Oswego, OR 97034

503-675-3984

www.ci.oswego.or.us

COUNCIL REPORT

TO: Jack Hoffman, Mayor
Members of the City Council
Alex D. McIntyre, City Manager

FROM: Erica Rooney, PE, Engineering Services Manager
Laura Weigel, Associate Planner

SUBJECT: Award a Professional Services Contract for an update of the Transportation System Plan
PP 11-0015

DATE: January 10, 2011

ACTION

Award a professional services contract to Kittelson and Associates (Kittelson) to update the City's Transportation System Plan (TSP), a component of the Periodic Review requirements for the Comprehensive Plan, in an amount not to exceed \$276,700 over the next 18 months.

INTRODUCTION & BACKGROUND

The Transportation Planning Rule, OAR 660 Division 12, requires jurisdictions throughout Oregon to prepare and adopt local transportation plans that serve as the transportation element for their comprehensive plans in compliance with Statewide Planning Goal 12. It has been 14 years since the City last updated its TSP and the State is now requiring the City to update its Plan as part of Periodic Review.

An updated TSP will:

- Update plans for all forms of transportation (automobiles, transit, pedestrian, and bicycle) starting by identifying what is existing today and what citizens will need in the future
- Identify gaps and deficiencies in the system
- Identify new projects
 - Include project cost estimates
 - Identify potential funding options
 - Prioritize the projects (to be included in the City's Capital Improvement Plan)
- Ensure that the City is in compliance with State and Metro regulations that have been enacted in the last 14 years

Additionally, the TSP update will include comprehensive plan, community development code and city street standards amendments.

On November 1, 2011, Council was presented with a proposal to award a contract to Kittelson to update the TSP for \$338,661 (Attachment 1). Council declined to award the contract and directed staff to develop an update in the amount of \$250,000, which represents a 26% reduction. Council requested that staff survey other jurisdictions who are updating their TSP's to compare project costs.

DISCUSSION

The original scope of work developed for the request for proposals was crafted with a goal of keeping the total project cost as close to \$250,000 (the original placeholder figure) as possible. The scope identified the minimum tasks that could ensure delivery of a product that would comply with periodic review requirements and state agency review.

This placeholder number and scope was also developed with the understanding that the Engineering Division would have a .5 FTE working on the project. Since that time the position was vacated and has not been filled.

The proposal originally submitted by Kittelson was \$276,700. That amount was subsequently revised to \$338,661 based on new information that there would not be a .5 staff member assigned to the project.

In response to Council's request to pare the contract back more closely to the budgeted placeholder amount, staff is recommending the contract in the amount (not to exceed) of the originally submitted proposal of \$276,700. This represents an 18% reduction from the \$338,661 contract amount presented in November. The result of this reduction is that staff will take on more of the work load and the availability of technical expertise in the public involvement phase will necessarily be reduced.

The public engagement element of this project is critical to the final support and adoption of the plan; staff considers the proposed number of meetings in the revised scope adequate. The budget allows for approximately 6 TAC/TAB combined meetings, 4 public meetings, 2 City Council, 2 Planning Commission, and 2 Comprehensive Plan Citizen Advisory Committee meetings.

There are two possible triggers for additional project components and costs in the future. If, as the project moves forward, the community involvement phase results in a demand for more opportunities to engage with technical experts, the project scope may need to be revisited with staff and Council.

Additionally, there is the possibility of a requirement for a Transportation Planning Rule Analysis of the Comprehensive Plan and Community Development Code and other code changes that might occur based on the update of the TSP. Whether that task will be required will depend on the results of the modeling which will not be completed until approximately half-way through the project timeline. That task was included as a contingency in the original project scope.

Project Scope Comparisons

Staff compared the technical aspects of the Kittelson scope of work with the TSP updates undertaken by several other jurisdictions, including Beaverton, Tualatin, and Oregon City, West Linn Tigard, and Milwaukie (see table below). Tualatin and Oregon City recently initiated their TSP projects, and the technical components are nearly the same in all three scopes. The large variations in costs are directly related to the

amount of public involvement. For instance, Tualatin is undergoing a very extensive change in their TSP, which has several subarea traffic impact studies. Tualatin is spending \$167,000 on public involvement alone, and another \$327,000 on the technical components (totaling nearly \$500,000).

City	Population	Notes of Interest	Consultant Contract Costs
Milwaukie	20,900	Last updated 2007 replaced 1997 version. Over 1000 hours of in-house staff time to assist and manage the consultant contracts.	\$160,000
West Linn	24,500	Last Updated 2008. Not planning an update for several years.	\$175,000
Oregon City	31,000	Currently updating; last TSP completed in 2001	\$250,000
Tigard	47,600	Last Updated 2010; Hired a permanent full-time Sr. Transportation Planner in 2009 to supplement and finish the work.	\$175,000
Beaverton	87,400	Last Updated 2009 replaced 1997 version. Full-time in-house traffic engineer and transportation planner on staff.	\$200,000
Tualatin	27,000	Currently updating; last TSP completed in 2001	\$495,000
Lake Oswego	34,500	Proposed update; last TSP completed in 1997	\$276,000

Oregon City does not have the same level of complex traffic issues as Tualatin, and will not need to make as many changes to its TSP. They also received grants from the State to help offset their costs. Oregon City is contracting for approximately \$250,000 in consulting services.

Lake Oswego's TSP is almost 15 years old. The State recommends that TSP's be updated every ten years. Because Lake Oswego is several years behind, the revisions to the TSP will be extensive.

Lake Oswego's scope of work for the TSP project follows the requirements outlined by the State Transportation Rule (TPR), the Metro 2035 Regional Transportation Plan (RTP), and the Regional Transportation Function Plan (RTFP). Once revised and completed, the new TSP will identify potential amendments to the RTP, better aligning requests for state and federal funds with the Council Goals and priorities for transportation enhancements. For instance, if the City hopes to receive federal or state funds to assist with the Boones Ferry Road Reconstruction Project, that project will need to have been identified as an integral part of our TSP and the RTP. Getting our TSP in alignment with state and regional requirements is critical to qualifying for alternative funding in the future.

Overall, the technical component of the proposed scope of work from Kittelson is 23% Public Involvement and 77% Technical Detail. Staff considers this ratio appropriate for the high level of public involvement that is anticipated for and demanded by this community.

ALTERNATIVES & FISCAL IMPACT

City Council approved the FY 10/11 budget with \$125,000 in Street Funds for the TSP, anticipating another \$125,000 in FY 11/12 as placeholders for the work, knowing that further research would be required to determine the true cost. A number of items contributed to delaying the project startup: Staffing cuts affected the Department's ability to assign the project; and changes in funding priorities in street paving

plus the contribution to the school district required adjustments to Street Fund Materials and Services line items. When the FY 11/12 budget was adopted, TSP costs were identified as a placeholder at \$200,000 for FY 11/12 and an additional \$50,000 anticipated for the remainder of the project. Having researched other jurisdictions, and solicited for qualified proposals that meet state requirements, it is apparent that \$250,000 is not an adequate budget for the amount of work necessary to develop a full TSP.

For fiscal year 2011-2012, the City has budgeted \$200,000 in the Street Fund to hire an engineering consulting firm to update the Transportation System Plan. The anticipated total contract amount is \$276,700 over an 18-month period. As the FY 12/13 budget is being developed, staff will adjust anticipated expenditures for the current year, and request appropriate funding for the FY 12/13 budget to accommodate the full expense for this contract.

Analysis of Alternatives

The alternatives are to:

1. Award the contract, or
2. Reject the contract and re-advertise the entire project.

Alternative 1 – Awarding the contract to Kittelson allows the City to effectively meet the requirements for Periodic Review as part of the Comprehensive Plan update. The scope is thorough and the fee is reasonable. Adequate funds have been made available in the current budget to accommodate this work for the current fiscal year. Consultant work for the next fiscal year would be dependent on budget availability; however, the proposed budget from staff will be to fully fund the remainder of the contract.

Alternative 2 – Not awarding the contract would incur additional costs to repeat the RFP processes and would result in at least a four month delay in the project. Furthermore, there is a strong indication the results would not be significantly different. Delaying would also further jeopardize the ability to meet the state's required completion deadline for the project, as well as delay the community summit that is scheduled as part of the comprehensive plan update that is slated for March 22, 2012.

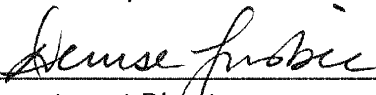
RECOMMENDATION

Staff recommends that the Council award a professional services contract to Kittelson and Associates in the amount of \$276,700 to update the City's Transportation System Plan.

ATTACHMENTS

1. Attachment 1 – Staff Report October 24, 2011
2. City of Lake Oswego Transportation System Plan Update: General Scope of Work

Reviewed by:



Department Director

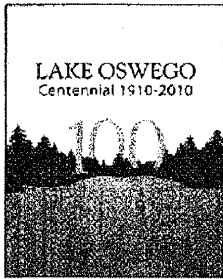
Finance Director

City Attorney



Alex D. McIntyre

City Manager



COUNCIL REPORT

TO: Jack Hoffman, Mayor
Members of the City Council
Alex D. McIntyre, City Manager

FROM: Erica Rooney, PE, Engineering Services Manager
Laura Weigel, Associate Planner

SUBJECT: Award a Professional Services Contract for an update of the Transportation System Plan
PP 11-0015

DATE: October 24, 2011

ACTION

The Council is requested to award a professional services contract to Kittelson and Associates (Kittelson) to update the City's Transportation System Plan (TSP), a component of the Periodic Review requirements for the Comprehensive Plan, in an amount not to exceed \$338,661 over the next 18 months.

INTRODUCTION & BACKGROUND

The Transportation Planning Rule, OAR 660 Division 12, requires jurisdictions throughout Oregon to prepare and adopt local transportation plans that serve as the transportation element for their comprehensive plans in compliance with Statewide Planning Goal 12. The Transportation System Plan update should respond to transportation, land use, environmental, population growth, economic and social changes that have occurred in the community since the TSP was prepared. The update should also attempt to anticipate emerging issues and upcoming policy initiatives.

It has been 14 years since the City last updated its TSP and the State is now requiring the City to update its Plan as part of Periodic Review. The update will be used for guiding elected officials and City staff and in the development and operation of the City's entire transportation system. A TSP is the principal document used for identifying the function, capacity, and location of future facilities, directing resources to transportation projects, and providing the community with the level of investment that will be needed for transportation facilities to support anticipated development impacting the community.

To accomplish the TSP update, the City sought the services of a multi-disciplinary consultant team to supplement the work of planning and engineering staff. Due to the specialization required to complete this work it is more cost effective for the City to hire a firm for this specific project than to complete the work in-house. Specifically, the consultant is expected to help with the following tasks and services:

- Review Existing State, Regional, Local Plans and Policies
- Update TSP Modal Plans (auto, transit, bicycle, pedestrian) and Maps in Existing TSP
- Transportation Data Collection & Evaluation Criteria

- Modeling and Analysis
- Project Financial Prioritization
- Transportation Planning Rule Analysis
- Community Development Code and other Code Changes
- Plan Revisions and Adoption
- Public Involvement

DISCUSSION

In August 2011, the City issued a request for proposals (RFP) for firms interested in assisting the City in updating the Transportation System Plan. The RFP was advertised in the Daily Journal of Commerce and on the City's website. The City received proposals from two consultant teams: Kittelson and Associates and DKS Associates. DKS's original bid was \$29,000 higher than Kittelson's.

The consultant selection was based on scoring the written proposals along with interviewing the consultant teams. The review panel consisted of:

- Transportation Advisory Board Member, Donald McHarness
- Assistant City Engineer, Erica Rooney
- Principal Traffic Engineer, Massoud Saberian
- Clackamas County Principal Transportation Planner, Larry Conrad
- Assistant Planning Director, Denny Egner
- Senior Planner, Sidaro Sin
- Associate Planner, Laura Weigel

The firms were scored on the following:

Criteria	Percentage	Kittelson Score	DKS Score
• Capabilities & Approach	40%	249	243
• Key Personnel & Qualified Staff	20%	122	123
• Costs	20%	115	117
• Project Schedule	10%	63	64
• References	10%	68	69
Totals		617	616

As can be seen from the total score of each firm the firms were very comparable. The main difference and the reason Kittelson is being recommended is based on the team capabilities and approach. The selection committee felt that Kittelson better understood how to integrate the update of the TSP into the update of the Comprehensive Plan, how to utilize Transportation Advisory Board and how to integrate sustainability into the process.

Staff entered into negotiations with Kittelson in October, using a pre-established draft scope of work, and blending it with ideas brought forth in Kittelson's proposal. The final scope of work and fee schedule was tentatively agreed upon in October. Based on a review of other local governments' contract costs for TSP updates, the hourly rate and times for this contract are well within the range of similar services. Kittelson has been working in a subcontractor capacity on the update of the Comprehensive Plan and additionally worked on the City's current Transportation System Plan in 1997.

ALTERNATIVES & FISCAL IMPACT

For fiscal year 2011-2012, the City has budgeted \$200,000 to hire an engineering consulting firm to update the Transportation System Plan. The anticipated total contract amount is \$338,661, over an 18-month period. As the FY 12/13 budget is being developed, staff will adjust anticipated expenditures for the current year, and request appropriate funding for the FY 12/13 budget to accommodate the full expense for this contract.

Analysis of Alternatives

The alternatives are to:

1. Award the contract, or
2. Reject the contract and re-advertise the entire project.

Alternative 1 – Awarding the contract to Kittelson allows the City to effectively meet the requirements for Periodic Review as part of the Comprehensive Plan update. The scope is thorough and the fee is reasonable. Adequate funds have been made available in the current budget to accommodate this work for the current fiscal year. Consultant work for the next fiscal year would be dependent on budget availability; however, the proposed budget from staff will be to fully fund the remainder of the contract.

Alternative 2 – Not awarding the contract would incur additional costs to repeat the RFP processes and would result in at least a four month delay in the project. Furthermore, there is very strong indication the results would not be significantly different, if at all.

RECOMMENDATION

Based upon the above analysis of alternatives, the staff recommends that the Council award a professional services contract to Kittelson and Associates in the amount of \$338,661 to update the City's Transportation System Plan.

ATTACHMENTS

Attachment 1 – Scope of Work

Reviewed by:

Department Director

Finance Director

City Attorney

Alex D. McIntyre
City Manager

City of Lake Oswego Transportation System Plan Update

General Scope of Work

Task 1: Project Management

Management Team

The City will establish a Project Management Team (PMT) to oversee this project. It will consist of the City Project Managers, the Consultant Project Manager and other City staff. Throughout the project, the City Project Managers, with the help of the other PMT members, will manage and coordinate the project. As needed, other City staff will be invited to participate in the PMT meetings.

The Consultant Project Manager (Phill Worth) will be assisted by a Deputy Project Manager (Erin Ferguson). The Consultant Project Manager will provide strategic guidance of the overall project, while the Deputy Project Manager will handle the scheduling, budget, and day-to-day production elements of the project. The Consultant Project Manager is the only consultant expected to attend meetings described in this scope of work. When circumstances arise and with approval of the City Project Managers, the Deputy Project Manager will attend meetings in place of the Consultant Project Manager.

The PMT will establish a Technical Advisory Committee (TAC) that represents a broad range of transportation stakeholders. The TAC should consist of representatives Metro, ODOT, Tri-Met, Clackamas County, the adjoining cities and any other identified interested parties. The TAC will be used to insure that a wide range of transportation issues are considered throughout the course of the TSP update.

The Consultant will develop a Work Program for approval by the City Project Managers. The approved Work Program will clearly identify roles and responsibilities of the City or Consultant staff working on this project.

City Responsibilities and Deliverables:

- Approve the Work Program.
- Review and respond to any proposals or requests for additional work.
- Review and approve Consultant's invoices and supporting data.
- Establish TSP Project Management Team (PMT).
- Lead PMT in establishing TAC roster.
- Prepare and present responses to the City Council, Planning Commission, Comprehensive Plan CAC, the Transportation Advisory Board (TAB,) other stakeholders, and the public.

Consultant Responsibilities and Deliverables:

- Develop and deliver Work Program.

- Assist City in establishing TAC roster.
- Prepare up to twelve (12) invoices.
- Prepare up to twelve (12) Progress Reports on monthly progress on the project.
- Monitor the overall project budget.
- Provide quality assurance and quality control of consultant deliverables.
- Conduct up to six (6) meetings with the TAC or PAC (of no more than two hours in length) to coordinate technical and citizen stakeholder responses to draft TSP materials. (PAC is the Project Advisory Committee, comprising the Transportation Advisory Board)
- Coordinate with PMT to draft responses to the City Council, Planning Commission, Comprehensive Plan CAC, the Transportation Advisory Board (TAB,) other stakeholders, and the public.
- Develop and manage a project management team website.

Team Members: City Project Managers, Consulting Team and other staff as needed.

Product: Approved final Work Program, monthly reports on tasks accomplished and budget spent, and up to six (6) TAC or TAB/PAC meetings.

Task 2. Public Involvement Program Approach Section

The City and Consultant will work closely to produce a public involvement program that conforms to the constraints of the budget and relies on other Comprehensive Plan Update outreach to support community involvement in the TSP update process.

The Transportation Advisory Board (TAB) will serve as the Project Advisory Committee (PAC) for this process. The TAB/PAC will review and comment on work products, guide public involvement efforts, act as liaisons to specific constituencies or interest groups, and encourage community members to participate in the process. This group will serve as citizen representatives to the overall TSP Update process.

Major tasks within Task 2 are:

1. Public Involvement Plan, Project Meetings and Project Coordination.
 - a. Consultant will develop a public involvement plan for the project.
 - b. Consultant Project Manager (or Deputy Project Manager) will facilitate project meetings and workshops. All other logistical and staff support for meetings and workshops will be provided by City staff.
 - c. Public Outreach Materials will be developed jointly by City and Consultant staff. The Public Involvement Plan will describe who will have the lead responsibility for creating each of these products and for production of these materials.
2. Identify Stakeholders/Maintain Stakeholder List and inform stakeholders.
 - a. City staff will develop and regularly update mailing and email lists of interested parties and key stakeholder groups and individuals
 - b. City staff will arrange, facilitate and summarize up to six (6) Ad Hoc Stakeholders meetings (as needed and approved by the City Project Managers)
3. Public Meetings

- a. City staff will plan and conduct public meetings to share information, and solicit suggestions, issues and concerns. Consultant staff will provide technical support for this effort.
- b. City staff will collect, compile and report public input.
- c. City staff and Consultant staff will develop timelines, agendas and meeting materials for up to four (4) public meetings to be hosted by the PAC with up to a total of twenty (20) hours of technical support from the Consultant.
- d. Consultant will develop maps and graphics for up to four (4) public meetings.
- e. City staff will print all maps, graphics, and handouts for all public meetings.
- f. Tentative public meeting agendas:
 - i. Meeting 1 – What do we need to do to update the TSP? This will include a review of complete project list, incorporation of Goal 9 & 10 work to date, address the Community Vision and the Preferred Scenario that supports the Community Vision.
 - ii. Meeting 2 – Analyze travel modal results and the outcomes of other project analysis.
 - iii. Meeting 3 –Financial prioritization of projects by an ad hoc committee as described in Task 8.
 - iv. Meeting 4 – Public review of draft TSP technical document.
4. Consultant staff will review the individual Modal Plan Drafts and the draft TSP Technical Document with the PAC at one of the meetings listed in Task 1.
5. TAB/PAC will also review the recommended evaluation criteria developed in Task 5 and provide adjudicated comments back to City staff.
6. Consultant will attend up to six (6) meetings of the City Council, Planning Commission, and Comprehensive Plan CAC to provide briefings on the TSP and/or support the adoption process, as determined by the City. Each meeting will last no more than two (2) hours and only the Consultant Project Manager will attend (unless otherwise approved by the City Project Manager).

City Responsibilities and Deliverables:

- Review and approve the Public Involvement Plan.
- Provide content for public outreach materials such as media releases, flyers or newsletters.
- Develop and update mailing and email lists of interested parties, stakeholder groups and individuals
- Identify the need for, schedule, facilitate, and summarize up to six (6) Ad-Hoc Stakeholder Meetings
- Print all maps and materials for all meetings (public and committee).
- Plan and conduct public meetings to share information, and solicit suggestions, issues and concerns, including the scheduling of facilities, logistical support, and staffing of all public meetings.
- City staff will collect, compile and report public input, including recording and publishing minutes of all meetings.
- Assist in developing timelines, agendas, and meeting materials for up to four (4) public meetings.

Consultant Team Responsibilities and Deliverables:

- Develop Public Involvement Plan
- Consultant will attend up to six (6) meetings of the City Council, Planning Commission, and Comprehensive Plan CAC to provide briefings on the TSP as determined by the City. Each meeting will last no more than two (2) hours and only the Consultant Project Manager will attend (unless otherwise approved by the City Project Managers).
- Review, revise content, and provide input on up to three public involvement outreach materials such as media release, fact sheet, and flyer; or review, revise content, and provide input on up to two newsletters. Includes one draft and one final review for each product.
- Provide technical support for up to four (4) public meetings to a maximum of twenty (20) hours.
- Assist in developing timelines, agendas, and meeting materials for up to four (4) public meetings.
- Consultant will develop maps and graphics for up to four (4) meetings identified above.
- Consultant will provide one person to attend each of up to four (4) public meetings.
- Consultant will review the individual Modal Plan Drafts and the draft TSP Technical Document.

Team Members: City Project Managers, Consulting Team, and other staff as needed.

Product: The implementation of the public involvement program.

Task 3: Review Existing State, Regional, and Local Plans and Policies

The City and Consultant will work together to review existing state, regional, and local plans and policies and jointly compile the Task 3 deliverables.

The Consultant will review the following state and regional plans and policies:

- Transportation Planning Rule
- Oregon Transportation Plan and all of its modal sub-plans (as appropriate)
- Regional Transportation Functional Plan (RTFP) and all of its modal sub-plans (as appropriate)
- Regional Trails
- Public Transportation System Plans
- Urban Growth Management Functional Plan
- High Capacity Corridor Plans
- Regional and State Climate Change Plans or Legislation
- Draft Metro Joint Policy Advisory Committee on Transportation(JPACT) Checklists for local compliance in TSP

The City will review the City Street Standards, City Community Development Code and other Lake Oswego codes to reflect the updated TSP. In addition, City staff will review the following City Plans, studies, analysis, and inventory which have been adopted/approved since the TSP was first adopted and compile a list of transportation related policies and projects for possible inclusion in the updated TSP:

- Neighborhood Plans

- District Plans (including Lake Grove Village Center Plan, West Lake Grove, etc.)
- Downtown Area Plans and Parking Analysis
- Foothills Studies
- Greenhouse Gas Emission Inventory (to be completed in October 2011)
- Trails and Pathways Master Plan

City Responsibilities and Deliverables:

- Review plans and studies identified above.
- Provide a list and, as needed, a description of transportation-related standards, codes, policies, and projects for possible inclusion in the updated TSP, identifying the needed/desired change that would require a Comprehensive Plan amendment.

Consultant Team Responsibilities and Deliverables:

- Review state and regional plans and policies identified above. Summarize review of plans and policies and combine City's review with Consultant's review to create Technical Memorandum 3.1.

Team Members: City Project Managers, Consultant's Team and other staff as needed

Product: Technical Memorandum 3.1 Summary Review of Plans and Policies (revised name from RFP)

Task 4: Update TSP Modal Plans and Maps in Existing TSP

The existing TSP contains the beginnings of the required modal transportation plan elements. The Consultant will update these modal plan elements and address the issues identified in Task 3. The results of this process will be draft TSP Modal plans, plan maps and Comprehensive Plan policy text that will be reviewed by staff, TAC, TAB/PAC, and the public. Following this review and any adjudicated revisions provided in writing by the City, the modal plans will be prepared for inclusion in the TSP technical document described in Task 10.

The division of the work in this task between the Consultant and City staff will be established in the final detailed Work Program developed in Task 1.

The TSP Modal Plans include the following:

- Road plan (OAR 660-012-0020(2)(b)).
- Public transportation plan (OAR 660-012-0020(2) (c)). This plan will include discussion of City circulator transit options for an enhanced local transit system and related policy recommendations.
- Bicycle and pedestrian plans based in part upon the Trails and Park Master Plan (July 2003)
- (OAR 660-012-0020(2) (d) and OAR 660-012-0045(3)(b)).
- Transportation system management and demand management plan, including a parking management plan as appropriate (OAR 660-012-0045(5)).
- Air, rail, water and pipeline plan as appropriate (OAR 660-012-0020(2) (e)).

- Parking Management Plan, as required by the Regional Transportation Functional Plan (RTFP).
- Access management section that provides direction on access management issues with the City and that identifies access issues on state facilities.
- New plan section may also be created to address any deficiencies identified by Task 3, such as the results of the Greenhouse Gas emission inventory and GHG regional policies that are currently being developed.
- A draft Complete List of Transportation Projects within the Lake Oswego USB will be developed representing the existing TSP, RTFP and all other transportation system projects identified in other city plans including the current transportation capital projects list.

Consultant will update existing TSP maps to reflect the conditions in 2010 and will create additional maps needed for the TSP. Data for these updated maps will be provided by the City, primarily from its GIS database. These maps will be reviewed by City Staff and added to the individual modal plans. The updated maps will be included in the TSP Technical Document described in Task 10.

City Responsibilities and Deliverables:

- Identify projects and elements from the modal plans above for inclusion in the updated TSP.
- Provide Consultant with a list of projects and necessary additional information to map the projects from plans above.
- Mapping information and GIS data to support the development of updated modal maps.

Consultant Team Responsibilities and Deliverables:

- Update the existing 2010 modal maps to reflect projects identified by the City.
- Create new modal TSP maps, if needed, from electronic data provided by City.
- Prepare updated text from the current TSP for the new Draft TSP Modal Plans - Draft Technical Memorandum 4.1

Team Members: City Project Managers, Consulting Team and other staff as needed.

Product: Draft Modal Plan report (Technical Memorandum 4.1), policies and maps.

Task 5: Transportation Data Collection and Evaluation Criteria

The purpose of this task is to identify the data needs for subsequent analysis to inform the TSP update and to establish evaluation criteria useful in evaluating potential TSP policies, studies, programs, and projects. The Consultant will identify the data needs necessary for TSP analysis and will work with the City to develop the evaluation criteria. The data needs will be documented in Technical Memorandum 5.1 and the evaluation criteria will be presented in Technical Memorandum 5.2. The City will provide the Consultant with the data documented in Technical Memorandum 5.1. Potential data sources are noted below. In the event, data is

unavailable, the City may choose to collect the data or the City and Consultant will identify analysis options for continuing without specific data elements.

Available transportation-related information can be gleaned from the following sources:

- The City's on-line traffic counts
- The City emailed traffic concerns from citizens (identities to remain anonymous)
- The City's neighborhood plans, parks and recreation plans, trail plans
- The City's CIP budget for the "out years"
- Transportation Impact Analyses from land use cases
- Online Maps (Planning and Transportation Related):
http://www.ci.oswego.or.us/engineer/online_maps.htm

New information could also be gathered from the following sources:

- Metro (new crash data base)
- Police and Fire interviews (Advice and insights regarding problem locations)
- Postal and Delivery Service interviews (UPS and Fed Ex drivers see the City's transportation and parking conditions every day)
- ODOT interviews (Region 1 and the Maintenance District)
- Freight-related interviews (Oregon Trucking Association)
- Cycling community interviews
- Development Services staff interviews (to identify imminent land development and their potential transportation impacts)
- Comprehensive Plan Update findings to date

An initial set of potential criteria will be developed, based on the Community Vision, and vetted with the TAC and TAB/PAC. Following this refinement, the draft criteria will be presented at one of the planned public workshops.

City Responsibilities and Deliverables

- City will provide data needs identified by Consultant.
- Assist Consultant in reviewing data for accuracy.
- Provide one adjudicated set of revisions to finalize the evaluation criteria.

Consultant Responsibilities and Deliverables

- Identify the information needed for transportation model analysis and other anticipated traffic analysis information such as ADT, traffic counts, functional class, road jurisdiction, and speed limits. Also, identify the required format of the information. Document this information in Technical Memorandum 5.1.
- Summarize information obtained from the City and review it for accuracy with assistance by the City, if needed.
- Work with the City to develop draft evaluation criteria and prepare Technical Memorandum 5.2, based on one set of adjudicated comments from the City

Team Members: City Project Managers, Consulting Team and other staff as needed

Products: TSP Data technical memorandum (Technical Memorandum 5.1), Evaluation Criteria Technical Memorandum (Technical Memorandum 5.2)

Task 6 Travel Model and Travel Model Forecast (2010 and 2035 Households and Employment)

Metro is currently working with the cities and counties in the region to update the Regional Travel Model Forecast of Households and Employment for 2010 and 2035. This coordinated forecast will be used as the basis of the TSP travel modeling. The Metro forecast uses 2010 as its base year. The TSP update will likewise use 2010 as its base year. The revised forecast is expected to be completed by the end of 2011.

The Consultant Team assumes travel model runs will be performed by Metro. The Consultant Team will provide guidance to Metro regarding the travel model analysis to conduct and will work with the Metro model output to conduct the future base conditions and future build conditions analysis.

Clackamas County, who has just started updating its TSP, in conjunction with Metro and the County's TSP consultant, intends to use a Dynamic Traffic Assignment (DTA) model in its TSP travel modeling process to enhance its travel modeling analysis.

In the event that the City chooses to include DTA analysis in the TSP modeling process, the City will establish an agreement with the County to allow the City to use the Clackamas County DTA model in the TSP update process. The Consultant will coordinate with the County, Metro and the county's consultants to insure that the County Travel Model has enough refinements to its network structure and traffic analysis zone structure to be successfully used in the TSP process.

City Responsibilities and Deliverables

- Review Metro's 2035 forecasts for households and employment. Identify adjustments to the assumptions, as necessary, and provided recommended adjustments to Metro.

Consultant Responsibilities and Deliverables

- Work with the City and Metro to adjust household and employment assumptions, if necessary.
- Provide guidance to Metro on travel model analysis runs to conduct.
- Provide guidance to the City on if and how to apply DTA within the Lake Oswego TSP.

- If the City pursues DTA application, provide guidance to Metro on the DTA analysis to conduct and review DTA output produced by Metro.

Team Members: City Project Managers, Consulting Team and other staff as needed

Product: TSP Update Revised Travel Model (prepared and run by Metro)

Task 7 TSP Update Travel Modeling

The analysis of the City transportation system will be conducted in four (4) major tasks/sub-tasks, as summarized in the table below.

Task	Travel Model Network	Travel Model Forecast, Metro Households and Employment
7.1 – Existing Conditions	2010	2010
7.2 – Future Base Conditions	2010 Plus Projects that are reasonably likely to occur	2035
7.3 – Future Conditions with Existing TSP Projects	2035 modified by the complete list of projects (Task 4)	2035
9 – Future Model Analysis	2035 modified by most likely projects (Task 8)	2035

Task 7.1 Transportation System – Existing Conditions and Deficiencies Analysis

The Existing Conditions analysis will use the data provided by the City and the evaluation criteria established in Task 5. This travel model run will be conducted by Metro for the existing condition in 2010. This travel model run and traffic count data at specific study intersections will be used to evaluate the existing conditions of the transportation system and to identify existing deficiencies. The Consultant will conduct planning-level evaluate of up to 30 study intersections. The City will work with the Consultant to identify the appropriate study intersections. The results of this analysis, which will describe the existing (2010) condition of the transportation system, will be reported in a technical memorandum (Technical Memorandum 7.1).

The Consultant will use the model output from Metro as well as the intersection traffic counts provided by the City to conduct the existing conditions traffic operations analysis. The Consultant will review the results of the analysis with the City staff. The results of this analysis will be reported in the technical memoranda on Existing Conditions and Deficiencies of Transportation System – 2010 (Technical Memorandum 7.1).

Team Members: City Project Managers, Consulting Team and other staff as needed

City Responsibilities and Deliverables

- Provide data to support analysis of existing transportation conditions at up to 30 study intersections (e.g. lane configurations, traffic control, signal timing and phasing, peak period ped/bike/auto/transit demand counts)
- Work with Consultant to identify study intersections

Consultant Responsibilities and Deliverables

- Work with City to identify study intersections
- Obtain travel demand model output from Metro
- Conduct existing conditions planning-level traffic operations analysis for up to 30 study intersections using traffic count data provided by the City and travel demand model output from Metro
- Document existing conditions results in Technical Memorandum 7.1

Products:

- Existing Conditions Traffic Operations Analysis
- Technical memoranda on Existing Conditions and Deficiencies of Transportation System
 - 2010 (Technical Memorandum 7.1)

Task 7.2 Future Base Conditions and Deficiencies Analysis – 2035

The Future Base Conditions Analysis will use the data collected and the evaluation criteria established in Task 5 and the 2035 travel model forecast of households and employment to evaluate the future base conditions.

The definition of future transportation needs will be consistent with the Transportation Planning Rule. The Future Base Conditions loads future traffic volumes on the existing transportation network (2010), plus any new network projects for which funding has been identified or is reasonably likely to occur.

The Consultant will conduct the Future Base Conditions traffic operations analysis using the travel demand model output from Metro for 2035, and will analyze the performance of the transportation network under future no-build conditions. The results of this analysis will be reported in the Future Conditions Technical Memorandum (Technical Memorandum 7.2).

City Responsibilities and Deliverables

- Work with Consultant to identify appropriate projects to include in the future base conditions

Consultant Responsibilities and Deliverables

- Work with City to identify appropriate projects to include in the future base conditions
- Obtain travel demand model output from Metro
- Conduct future base conditions planning-level traffic operations analysis for up to the same existing conditions 30 study intersections using travel demand model output from Metro
- Document future base conditions results in Technical Memorandum 7.2

Team Members: Consulting Team and other staff as needed

Product: Technical memoranda on future base conditions and deficiencies, 2035 base travel model output

Task 7.3 Future Conditions with Complete Project List

This Future Conditions with the Complete Project List will use the data collected and the evaluation criteria established in Task 5. The Travel Model network will be modified by adding the Complete Project List, as defined in Task 4, to create a future network (2035) inside the city USB. This model will use the RTFP financially constrained network outside the city.

This scenario will also be evaluated using the criteria developed in Task 5, the RTFP criteria and the TPR requirements. The result of this analysis will be a first future build scenario. This analysis will show how well the Complete Project List and the related projects would be able to address the future travel demand in the City.

The Consultant will conduct the future conditions traffic operations analysis using the travel demand model output from Metro, and will analyze the performance of the transportation network under future build conditions using the Complete Projects List. Analysis will be completed on those segments of the model network forecast to exceed established performance thresholds. [This text was modified from RFP text to clarify the process.] The results of this analysis will be reported in the Technical Memoranda - Future Build with Complete Project List (Technical Memorandum 7.3).

City Responsibilities and Deliverables

- Work with Consultant to identify appropriate projects to include in the complete project list

Consultant Responsibilities and Deliverables

- Work with City to identify appropriate projects to include in the complete project list
- Obtain travel demand model output from Metro
- Conduct future conditions planning-level traffic operations analysis for up to the same existing conditions 30 study intersections using travel demand model output from Metro
- Document future base conditions results in Technical Memorandum 7.3

Team Members: Consulting Team and other staff as needed.

Product: Technical memoranda –with future build and complete project list, and 2035 base travel model output.

Task 8: Project Financial Prioritization

Through this task, Consultant and City staff will initially develop a Financial Prioritization Process which will be later used to categorize the list of projects identified in Task 7.

The Consultant will then develop an updated TSP Project List which contains those projects that can reasonably be expected to be completed within the 20-year planning horizon and the city's estimated financial resources. The updated list of TSP Projects will also include the recently-developed Capital Improvement project (CIP) list, as well as non-City projects from the financially-constrained RTFP, and the County TSP within the City Urban Service Boundary. As part of this process, alternative funding options may be proposed and additional projects identified for inclusion in the "most likely to occur" project category if new revenue sources become available.

The City will conduct the Financial Prioritization Process in a public workshop and with an Ad Hoc Committee. The Consultant will assist the City staff. The Ad Hoc Committee will be developed by the City and will consist of members representing the following Boards, Commission and Stakeholders Groups:

- City Council
- Planning Commission
- Comprehensive Plan CAC
- Transportation Advisory Board
- Other stakeholders identified by the City

The City staff and Consultant staff will update the existing cost estimates for all projects on the complete project list and identify possible funding options for transportation system improvements. The results of this analysis will be reported in the Technical Memoranda - Draft TSP Cost Estimates and Funding Options.

Major tasks are:

- Draft review of the Complete Project List from Task 7.3.
- Develop the Financial Prioritization Process
- Facilitate the Financial Prioritization public workshop and Ad Hoc
- Conceptual Cost Estimates shall be prepared using reconnaissance-level cost estimates, rounded to the nearest \$10,000 and reported as a range, incorporating the design assumptions from previous tasks. Costs shall be based on the City and State typical sections. Cost estimates must take into account right-of-way acquisition and such factors as bridge crossings and wetlands mitigation to the extent that it is possible to do so. This cost estimate is intended for planning-level analysis only.
- Potential Additional Funding Options will be identified for use in the financial prioritization process. The funding options list will include specific financing tools and methods to implement the recommendations of the TSP. It is the intent of this task to provide options for use in the financial prioritization process to determine what

additional TSP projects would be added to the project list if additional funding were to become available.

City Responsibilities and Deliverables

- Provide Consultant with financial and funding forecast information for 20-year horizon
- Work with Consultant to develop a financial prioritization process and identify projects most likely to be completed within 20-year planning horizon
- Identify specific membership for the Ad Hoc Committee
- Arrange and facilitate a Financial Prioritization public workshop and Ad Hoc Committee meeting
- Assist Consultant in identifying alternative funding sources and developing cost estimates

Consultant Responsibilities and Deliverables

- Assist City in preparing a Financial Prioritization public workshop and Ad Hoc Committee
- Assist City in identifying existing and potential funding sources
- Develop cost estimates for up to 20 projects
- Document results of cost estimates and prioritization in Technical Memorandum 8.1

Team Members: City Project Managers, Consulting Team and other staff as needed

Products: Technical memorandum 8.1

Task 9 Future Model Analysis

This analysis will use the results of Task 8 to conduct the analysis of a second future build scenario which will show future conditions that are expected to occur as a result of the most likely transportation system scenario.

The Travel Model network inside the USB will be modified to match the Updated TSP Project List that can be reasonably be expected to be completed within the City's estimated financial resources and the 20 year planning horizon.

This task will be an iterative process and will result in recommendations that must include:

- An evaluation of the performance and deficiencies of this most likely transportation network
- A most likely bicycle/pedestrian network
- A set of recommendations regarding additional transit service
- A comparison with the results of this analysis with the analysis of the Complete Project List (Task 7.3)
- The Consultant will document the results of this evaluation process and the selection of the TSP Project List that support transportation needs (roadway, bicycle, pedestrian, transit, and rail) within the City and that meet the evaluation criteria.
- Staff and the public will review the results of this analysis before they are included in the Draft TSP Technical Document.

City Responsibilities and Deliverables

- Work with the Consultant to identify and develop a most likely transportation network, bicycle/pedestrian network, recommendations for additional transit service
- Review the results before inclusion in the Draft TSP Technical Document and provide comments to Consultant

Consultant Responsibilities and Deliverables

- Work with the City to identify and develop a most likely transportation network, bicycle/pedestrian network, recommendations for additional transit service
- Work with Metro to model project list from Task 8
- Review and post process output from Metro to conduct future model analysis of the most likely transportation network
- Document the results of evaluation process and selection of the TSP project list that supports transportation needs within the City (Technical Memorandum 9.1)

Team Members: City Project Managers, Consulting Team and other staff as needed

Product: Technical Memoranda – Updated TSP Project List, 2035 Future Travel Model output

Task 10: Draft TSP Technical Document

The results of the analysis in Tasks 3, 4, 7, 8 and 9 will be used to prepare a Draft TSP Technical Document. Information contained in this document needs to be adequate to allow preparation of draft amendments to the TSP element of the Comprehensive Plan, the Community Development Code and any other City code that needs to be amended as set out in Task 12. The Draft TSP Technical Document will be prepared in accordance with best standards and practices will be consistent with the TPR and Metro's RTFP and will be suitable for adoption by reference into the City

Comprehensive Plan as described in Tasks 12 and 13. This will include draft language for amendments of Goal 12 of the Comprehensive Plan and any needed amendments to the Public Facilities Plan or other city codes. The Consultant will assemble all of the technical reports and analysis documents produced in Tasks 1 through 9 and will provide the city with a draft TSP Technical Document outline. The Consultant will assemble a first draft of this document from these materials.

The Consultant and City staff will jointly review and edit the first draft.

The Draft TSP Technical Document is likely to include the following:

1. Introduction that addresses the following: purpose of TSP, TSP goals and objectives, process for developing the TSP, summary of public involvement efforts that demonstrates consistency with Statewide Planning Goal 1, and the Clackamas County TSP.
2. Draft amendment language for Goal 12 of the Comprehensive Plan and any needed amendments to the Public Facilities Plan, the Community Development Code, or other city codes.
3. Elements listed in Task 4.

4. Transportation financing program (OAR 660-012-0040).
5. Suggestions for local code provisions to implement the updated TSP (OAR 660-012-0045) (provisions related to coordination with County and ordinance requirements to consider that new development provides for convenient bike and pedestrian circulation and, where appropriate, convenient access to transit).
6. A prioritized 20-year project list identifying the projects that are most likely to occur given the
7. City estimated financial resource and the Complete Project List per Tasks 8 and 9.
8. Amendments to respond to the RTPFP or any of its modal plans.

City Responsibilities and Deliverables

- Review outline and draft TSP technical document with Consultant

Consultant Responsibilities and Deliverables

- Develop outline for draft TSP technical document
- Assemble Technical Memorandums for Tasks 1 through 9 to produce draft TSP technical document with additional elements identified above

Team Members: City Project Managers, Consulting Team and other staff as needed

Product: Draft TSP Technical Document

Task 11: TPR Analysis of Comprehensive Plan/Community Development Code and other Code Changes (CONTINGENCY TASK NOT COVERED WITH EXISTING BUDGET)

The Comprehensive Plan update will be creating a number of modifications to the existing Comprehensive Plan, Community Development Code, and other City codes. As such an analysis of these impacts needs to be undertaken per the provisions of OAR 660-12-00060. City Staff will provide the Consultant with a list of these changes in order for the Consultant to undertake this analysis. During or before this task the City needs to be able to answer the following questions:

1. What will be adopted?
2. What amendments to Comp Plan are needed, and how does that fit with the larger Comp Plan process?
3. What amendments to the zoning code are needed and how does that fit with the Code Update that is (currently) underway

The Consultant will undertake the modifications identified by the City and summarize the results in a technical memorandum (Technical Memorandum 11.1).

City Responsibilities and Deliverables

- Provide Consultant with a list of changes to make to Lake Oswego's existing Comprehensive Plan, Community Development Code and other City codes

Consultant Responsibilities and Deliverables

- Recommend revisions to existing Comprehensive Plan, Community Development Code and other City codes as identified by the City – document these revisions in Technical Memorandum 11.1 (CONSULTANT IS NOT AUTHORIZED TO CONDUCT THIS WORK, AS A PART OF THE ORIGINAL SCOPE AND BUDGET – THIS IS A CONTINGENCY TASK THAT MAY BE ADDED AT THE MUTUAL AGREEMENT OF THE CITY AND THE CONSULTANT)

Team Members: City Project Managers, Consulting Team and other staff as needed

Product: Technical Memorandum on Plan Amendments Consistency with OAR 660-12-00060

Task 12 Plan, Policy and Ordinance Language

Consultant will lead this task with assistance from City staff. It will be based on the results of all the proceeding tasks, draft revisions to the TSP Technical Document, the Comprehensive Plan and any appropriate sections of the Community Development Code, City Street Standards, Public Facilities Plan, and other City codes.

In addition, staff reports will be developed for consideration by the Planning Commission and City Council which include the necessary analysis and findings that show that the amendment of the Updated TSP, Comprehensive Plan, Community Development Code, and other city code amendments conform to the state goals, Metro Functional Plans and the RTFP, TPR, and the requirement of the Comprehensive Plan. These amendments to the Comprehensive Plan will also include adoption by reference of the TSP Technical Document.

Major tasks are:

- Draft documents will be prepared to amend the following:
 - TSP Technical Document
 - City Comprehensive Plan
 - Community Development Code (as appropriate)
 - City Street Standards (as appropriate)
 - Any other City codes that need to be amended (as appropriate)

City Responsibilities and Deliverables

- Provide assistance to Consultant in updating the plan, policy and ordinance language
- Develop staff reports for consideration by the Planning Commission and City Council

Consultant Responsibilities and Deliverables

- Provide technical information for up to two staff reports
- Provide updated plan, policy, and ordinance language, based on direction from City

Team Members: City Project Managers, Consulting Team and other staff as needed

Product: TSP amendments ready for public review and adoption, and related staff report

Task 13 TSP Adoption Process

City staff will provide all appropriate public notice and the opportunity for public comment on the draft revisions of the Comprehensive Plan, the Transportation System Plan Technical

Document and any appropriate sections of the Community Development Code, other city codes, and any other regulations or standards that need to be amended.

City staff will present the draft amendments to the Planning Commission and City Council at scheduled public hearings. The Consultant will attend one (1) Commission hearing and one (1) Council hearing.

City Responsibilities and Deliverables

- Provide all appropriate public notice and opportunity for public comment on the draft revisions of the Comprehensive Plan, the Transportation System Plan Technical Document and any appropriate sections of the Community Development Code, other city codes, and any other regulations or standards that need to be amended.
- Present the draft amendments to the Planning Commission and City Council at scheduled public hearings

Consultant Responsibilities and Deliverables

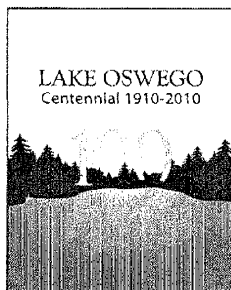
- Prepare for and attend one (1) public hearing before the Planning Commission and one (1) public hearing before the City Council

Team Members: City Project Managers, Consulting Team and other staff as needed

Products:

Public Hearings on:

- TSP amendments and adoption by reference into the Comprehensive Plan Amendments to the Comprehensive Plan, Community Development Code, other city codes and plans
- The adoption of all other TSP related amendments



380 A Avenue
PO Box 369
Lake Oswego, OR 97034

503-675-3984
www.ci.oswego.or.us

COUNCIL REPORT

TO: Jack Hoffman, Mayor
Members of the City Council
Alex D. McIntyre, City Manager

FROM: David Powell, City Attorney *DP*

SUBJECT: Ordinance 2575 – limiting square footage of retail uses in the Mixed Commerce Zone and Industrial Park Zone, and adopting findings

DATE: January 4, 2012

ACTION

Enact Ordinance 2575, limiting the square footage of retail uses in the Mixed Commerce (MC) Zone and Industrial Park (IP) Zone, and adopting findings.

INTRODUCTION/BACKGROUND

On December 13, 2011, following a public hearing, the City Council made a tentative decision to accept the Planning Commission's recommendation to limit the allowed area of retail uses in the MC and IP zones. Attached Ordinance 2575 finalizes this tentative decision and adopts findings.

DISCUSSION

Metro Title 4 requires that land designated as Employment Areas be zoned to limit retail uses to 60,000 square feet. The city's Employment Areas include portions of the HC, GC, CR&D, MC and IP zones. The HC and GC zones are exempted from these Title 4 requirements, and the CR&D zone was brought into compliance through Code amendments enacted in 2009.

Following the public hearing, the City Council tentatively decided to accept the Planning Commission's recommendation to bring the Mixed Commerce (MC) and Industrial Park (IP) Zones into compliance by limiting certain retail uses in those zones to 20,000 square feet of area. Although this is lower than Metro's 60,000 square feet limitation, it is consistent with retail size limitations in the CR&D Zone and in the recently adopted IP Overlay District (which applies to only a portion of the IP Zone). Attached Ordinance 2575 finalizes this tentative decision.

RECOMMENDATION

It is recommended that the City Council enact Ordinance 2575 limiting the square footage of retail uses in the Mixed Commerce and Industrial Park zones, and adopting findings.

ATTACHMENTS

- Ordinance 2575
- Exhibit 1 to Ordinance 2575 (Findings and Conclusions)

ORDINANCE NO. 2575

AN ORDINANCE OF THE LAKE OSWEGO CITY COUNCIL AMENDING LOC CHAPTER 50 (COMMUNITY DEVELOPMENT CODE) ARTICLE 50.11 TO LIMIT THE SQUARE FOOTAGE OF RETAIL USES IN THE MIXED COMMERCE (MC) ZONE, AMENDING ARTICLE 50.13 TO LIMIT THE SQUARE FOOTAGE OF RETAIL USES IN THE INDUSTRIAL PARK (IP) ZONE, AND ADOPTING FINDINGS (LU 11-0028).

Whereas, the City of Lake Oswego is required by the Metro Code to demonstrate compliance with Metro Title 4 (Industrial and Other Employment Areas) of the Urban Growth Management Functional Plan; and

Whereas, Metro Title 4 (Metro Code 3.07.410 - .450) requires the City to impose limits on the square footage of retail uses in designated areas; and

Whereas, the Community Development Code does not currently limit the square footage of certain retail uses in areas regulated by Metro Title 4;

The City of Lake Oswego ordains as follows:

Section 1. Section 50.11.010 of the Lake Oswego Code is hereby amended by adding the text shown in **bold, underlined type**, as follows:

2. Retail Sales - Food:

....

C. Delicatessen, no table service.

Uses:	P	Special District Limitations for Permitted Use
	NC, GC, HC, OC, EC, CR&D and MC	(Not to exceed 20,000 sq. ft. floor area in CR&D <u>and MC zones</u>)

D. Specialized food stores.

Uses:	P	X	<u>Special District Limitations for Permitted Use</u>
	NC, GC, HC, EC, MC	OC, CR&D	(<u>Not to exceed 20,000 sq. ft. floor area in MC zone</u>)

E. Bakery - where baked foods manufactured elsewhere are sold on the premises.

Uses:	P	Special District Limitations for Permitted Use
	NC, GC, HC, OC, EC, CR&D and MC	(Not to exceed 20,000 sq. ft. floor area in CR&D <u>and MC zones</u>)

....

4. Retail Sales - Restaurants, Drinking Places:

A. Restaurants, with or without associated lounge.

Uses:	P	Special District Limitations for Permitted Use
	NC, GC, HC, OC, EC, CR&D and MC	(Not to exceed 20,000 sq. ft. floor area in CR&D <u>and MC zones</u>)

....

C. Bar or cocktail lounge not associated with restaurant; use with retail malt beverage license.

Uses:	P	X	Special District Limitations for Permitted Use
	GC, HC, EC, MC	NC, OC and CR&D	(<u>Not to exceed 20,000 sq. ft. floor area in MC zone</u>)

....

Section 2. Section 50.13.025 of the Lake Oswego Code is hereby amended by adding the text shown in **bold, underlined type**, as follows:

....

2. Retail establishments which directly and primarily provide goods and services to employees and businesses in the industrial park, **not to exceed 20,000 square feet of floor area.**

....

7. Retail sales of tires, batteries and motor vehicle accessories, **not to exceed 20,000 square feet of floor area.**

Ordinance No. 2575

Page 2 of 3

....

Section 3. The City Council hereby adopts the Findings and Conclusions (LU-11-0028) attached as Exhibit 1.

Enacted at the meeting of the Lake Oswego City Council of the City of Lake Oswego held on the 10th day of January, 2011.

AYES:

NOES:

ABSENT:

ABSTAIN:

EXCUSED:

Jack D. Hoffman, Mayor

Dated: _____

ATTEST:

Catherine Schneider, Interim City Recorder

APPROVED AS TO FORM:



David D. Powell
City Attorney

BEFORE THE CITY COUNCIL

OF THE CITY OF LAKE OSWEGO

A REQUEST FOR AMENDMENTS TO THE)
 COMMUNITY DEVELOPMENT CODE LIMITING) LU 11-0028-1768
 SPECIFIED RETAIL USES IN THE MIXED) (CITY OF LAKE OSWEGO)
 COMMERCE AND INDUSTRIAL PARK ZONES)
) FINDINGS & CONCLUSIONS
 [ORDINANCE No. 2575])

NATURE OF PROCEEDING

This matter came before the City Council pursuant to a recommendation by the Lake Oswego Planning Commission to amend the text of the Lake Oswego Community Development Code to limit the sizes of specified retail uses in the Mixed Commerce (MC) and Industrial Park (IP) zones. Proposed amendments to the CDC will bring the City into compliance with Title 4 of Metro's Urban Grown Management Functional Plan. The MC and IP zones are located within an Employment District on Metro's Title 4 map.

HEARINGS

The Planning Commission held a public hearing and considered this application at its meeting of October 10, 2011. The City Council held a public hearing to consider the Planning Commission's recommendation on December 13, 2011.

CRITERIA AND STANDARDS**A. City of Lake Oswego Comprehensive Plan:**

Goal 2: Land Use Planning
 Section 1 Land Use Policies and Regulations, Policy 23

Goal 9: Economic Development
 Policies 20 and 21

B. Metro Urban Growth Management Functional Plan:

Title 4: Industrial and Other Employment Areas, Metro Code Sections
3.07.410-3.07.450

C. City of Lake Oswego Community Development Code:

LOC 50.75.005 Legislative Decisions Defined
LOC 50.75.015 Required Notice to DLCD
LOC 50.75.020 Planning Commission Recommendation Required
LOC 50.75.025 City Council Review and Decision

FINDINGS AND REASONS

As support for its decision, the City Council incorporates the staff Council Report dated December 2, 2011, for LU 11-0028 (with all exhibits), the October 10, 2011, Staff Report (with all exhibits), and the Findings and Conclusions of the Planning Commission in this matter.

Following are the supplemental findings of the City Council:

The proposed legislative changes will bring the city into compliance with Metro's Title 4, which requires that Employment Areas¹ be zoned to limit retail uses to 60,000 square feet in area.² The city's Employment Areas include portions of several zoning districts, among which the HC, GC, CR&D, MC and IP zones permit retail use. The HC and GC zones are exempted from the Employment Land designations of Title 4.³ The CR&D zone was brought into compliance in 2009 through amendments that limited specified retail uses to 20,000 square feet (LU 09-0034). Thus only the MC and IP zones currently require amendments.

¹ As depicted on the Employment and Industrial Areas Map. Metro Code (MC) 3.07.450(A).

² MC 3.07.440(B)

³ MC 3.07.440(C) and Table 3.07-4.

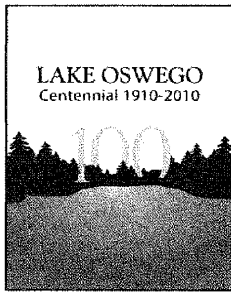
Although retail stores in the MC Zone are currently limited to 60,000 square feet, delicatessens, specialized food stores, bakeries, restaurants and bars have no size limitations. Similarly the IP zone currently allows retail establishments that directly and primarily provide goods and services to employees and businesses in the industrial park, and retail sales of tires, batteries and motor vehicle accessories without size limitations.⁴ The proposed text amendment will limit these retail uses to 20,000 square feet. Although this is less than the 60,000 square feet maximum allowed by Title 4, it is consistent with retail size limitations currently in place in the CR&D zone and in the recently adopted IP Overlay District (LU 10-0042).

The City Council agrees with the Planning Commission that there is no need to establish a 20,000 square feet size limitation for "incidental retail uses" in the IP zone as originally proposed, because such uses are already limited to 3,000 square feet (LOC 50.13.040(5)). The Council also agrees with the Planning Commission that the proposed area limitations in LOC 50.13.025(2) and (7) should be clarified by including the words "of floor area."

CONCLUSION

The City Council concludes that LU 11-0028, as recommended by the Planning Commission, complies with all applicable criteria and that the proposed Code amendments should be enacted.

⁴ The recent IP Overlay amendment (LU 10-0042) included retail uses with limitations consistent with Title 4. However that overlay applies only to the IP-zoned properties north of Willow Lane. The current proposed changes apply to the entire IP zone.



COUNCIL REPORT

TO: Jack D. Hoffman, Mayor
Members of the City Council
Alex D. McIntyre, City Manager

FROM: Denny Egner, AICP, Assistant Planning Director

SUBJECT: Study Session – Lake Grove Financing Strategy (PP 09-0019)

DATE: January 10, 2012

ACTION

Hold a study session on the Lake Grove Village Center Financing Strategy project. No formal action is requested at this time. However, the consultant team and staff are seeking general direction on the mix of financing strategies that could be supported by the Council. Following the January 10 study session, the consultant team will conduct further analysis and develop a set of final recommendations.

BACKGROUND

In May of 2011, the City Council authorized receipt of a \$50,000 Metro grant to assist in development of a financing strategy to help implement projects outlined in the Lake Grove Village Center Plan. The City hired a consultant team led by ECONorthwest to prepare the strategy. Over the past four months, the team has prepared project cost estimates, held stakeholder interviews and meetings, and developed four funding scenarios for testing. In early December, the team conducted work sessions with a group of stakeholders and with the Planning Commission. In late December and early January, the consultants and staff met with Council members in small groups to review the options.

The purpose of the January 10 study session is twofold:

- 1) Present background information about Lake Grove financing prior to the Council's goal setting session on January 20 (see Attachments A-D); and
- 2) The consultant team would like feedback from the Council on the financing scenarios and different tools prior to completion of the strategy report.

DISCUSSION

At the December work sessions with stakeholders and the Planning Commission, the consultant team presented four financing scenarios that could pay for the full list of projects included in the Lake Grove Village Center Plan. The scenarios and a summary of project costs are included as Attachment D. The projects total almost \$45 million with \$28 million estimated for Boones Ferry Road improvements. The grand total also includes \$5 million for redevelopment assistance projects – a fund that would allow the City to make targeted investments to encourage redevelopment in the proposed district.

The four financing scenarios that were tested include:

- 100% - General obligation bond funding
- 100% - Urban renewal
- A mix of tools including urban renewal, a local improvement district, a business/economic improvement district, general funds, systems development charges, and revenue bonds.
- A combination of general obligation bond funding and urban renewal.

None of the scenarios provide a perfect solution for funding of the projects but they do help to define the parameters for what could work. After the meetings, it was clear that if the City relies solely on urban renewal, the projects could not be funded within a time frame expected by the stakeholders. Under this scenario, Boones Ferry Road improvements (the highest priority of community stakeholders) would not be completed until 2032. While renewal may not be the right tool for funding all of the projects, as currently envisioned, in the Village Center, a smaller urban renewal program would provide a solid source of funds for many of the planned projects.

Planning Commission members stated that improvements to Boones Ferry Road should be a City responsibility and that area businesses and residents should not be expected to carry the entire burden for road improvements. This implies that the Commission believes some level of funding should come from Citywide sources. The discussion of the scenarios included the idea of creating a County local improvement district so that County residents (primarily in the in the Lake Forest neighborhood) would also contribute a fair share to the projects. The overall conclusion by the Commission and the stakeholders was that it would take a mix of funding tools to pay for the projects.

In preparation for the January 10 study session, the consultant team is continuing to look at alternatives that include a mix of tools. One issue being investigated is the effect of possibly having three different urban renewal districts operating within the City at the same time. A new scenario is being developed that looks at the financial capacity of a smaller urban renewal district along with a general fund loan to the district. This scenario addresses the question *“What can we reasonably pay for?”* rather than *“How do we generate enough money to pay for all of the projects?”* In addition, the team is exploring the feasibility of annexing the unincorporated portions of the Lake Grove and Lake Forest neighborhoods and dedicating funds from those areas to the improvement of Boones Ferry Road.

ALTERNATIVES & FISCAL IMPACT

The preliminary scenarios in Attachment D have a range of financial impacts depending on how they are ultimately structured. At this point, it is premature to assess the overall fiscal impact of the choices. A more thorough assessment will be developed with the consultant's final set of recommendations. The Council may want to consider the following general observations about the impacts of various financing tools:

- General obligation bonds and general funds – These tools spread the cost to those who pay property taxes in the City. Business owners and residents outside the City do not contribute.
- Urban renewal – Impacts vary based on the size and scale of the district. A large district will allow project funding to be generated more rapidly but it will require concurrence from other taxing districts such as the school district and Clackamas County. A smaller district can fund projects provided the maximum indebtedness remains below the \$75 million threshold set in state law.
- Local improvement districts – Property owners are assessed by the district to fund specific projects. The amount varies depending on the projects and the methodology used for the assessment.
- Business and Economic Improvement districts – Businesses and commercial property owners pay into the district to support projects or programs. Assessment methodologies vary.
- Systems development charges – These fees are collected with building permits and can be assigned to specific system improvements (road, sewer, water, and park improvements). Only new development projects contribute.
- Revenue bonds – A revenue bond can be issued based on the monthly transportation and surface water utility charges collected by the City. The utility charge is assessed to every property in the City.
- Annexation – Annexation would result in general fund and franchise fee contributions from the owners of properties that are currently unincorporated and benefit from a location close to the Lake Grove Village Center.

RECOMMENDATION

Staff recommends that the Council consider the financing options for the Lake Grove Village Center during goal setting on January 19 and 20.

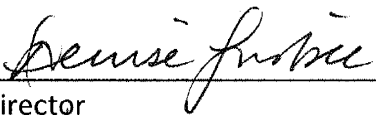
The key questions for consideration:

1. Does the Council support a new urban renewal district in the Lake Grove area to implement the LGVP? What are the major concerns and issues that need to be addressed?
2. In order to be sure the City captures the incremental growth in the tax base that results from recent Lake Grove development, should the City immediately start work on an urban renewal district, even before we have a fully fleshed out funding strategy?
3. What other kinds of additional City financial support should be expected? Would the Council support: a) A general obligation bond? b) A general fund loan to a newly formed urban renewal district to allow for earlier implementation? Is there General Fund capacity to do anything? c) Formation of a local improvement district?
4. Would the Council be open to scenarios that reduce the cost of Boones Ferry Road, knowing that it will require redesign?

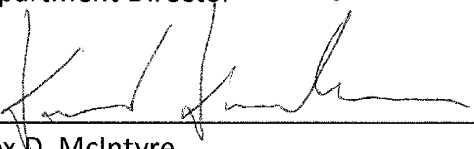
ATTACHMENTS

- A. Project Prioritization - ECONorthwest Memo (12/02/11), includes information from stakeholder interviews and cost estimates
- B. A Question and Answer Fact Sheet about the Lake Grove Village Center Project (12/07/11)
- C. Matrix of Funding Options
- D. Projects-Scenario Sheets - Elaine Howard/ECONorthwestPlan

Reviewed by:



Denise Foster
Department Director



Alex D. McIntyre
City Manager

December 02, 2011

Project #: 20737

TO: Denny Egner
FROM: The ECO Team
SUBJECT: DRAFT TASK 1 DELIVERABLE: PROJECT PRIORITIZATION

ECONorthwest, together with Elaine Howard Consulting and OTAK, are under contract to the City of Lake Oswego to evaluate options for funding infrastructure and other projects that are identified in the Lake Grove Village Center Plan. The first task of that evaluation is to prioritize infrastructure projects for implementation, with specific attention paid to the redevelopment potential associated with the infrastructure investments, and to the public and stakeholder input received as part of the process. This memorandum provides that prioritization in the following sections:

- Study area
- Project prioritization methods: developing an implementation timeline
- Nexus between projects and redevelopment
- Next steps

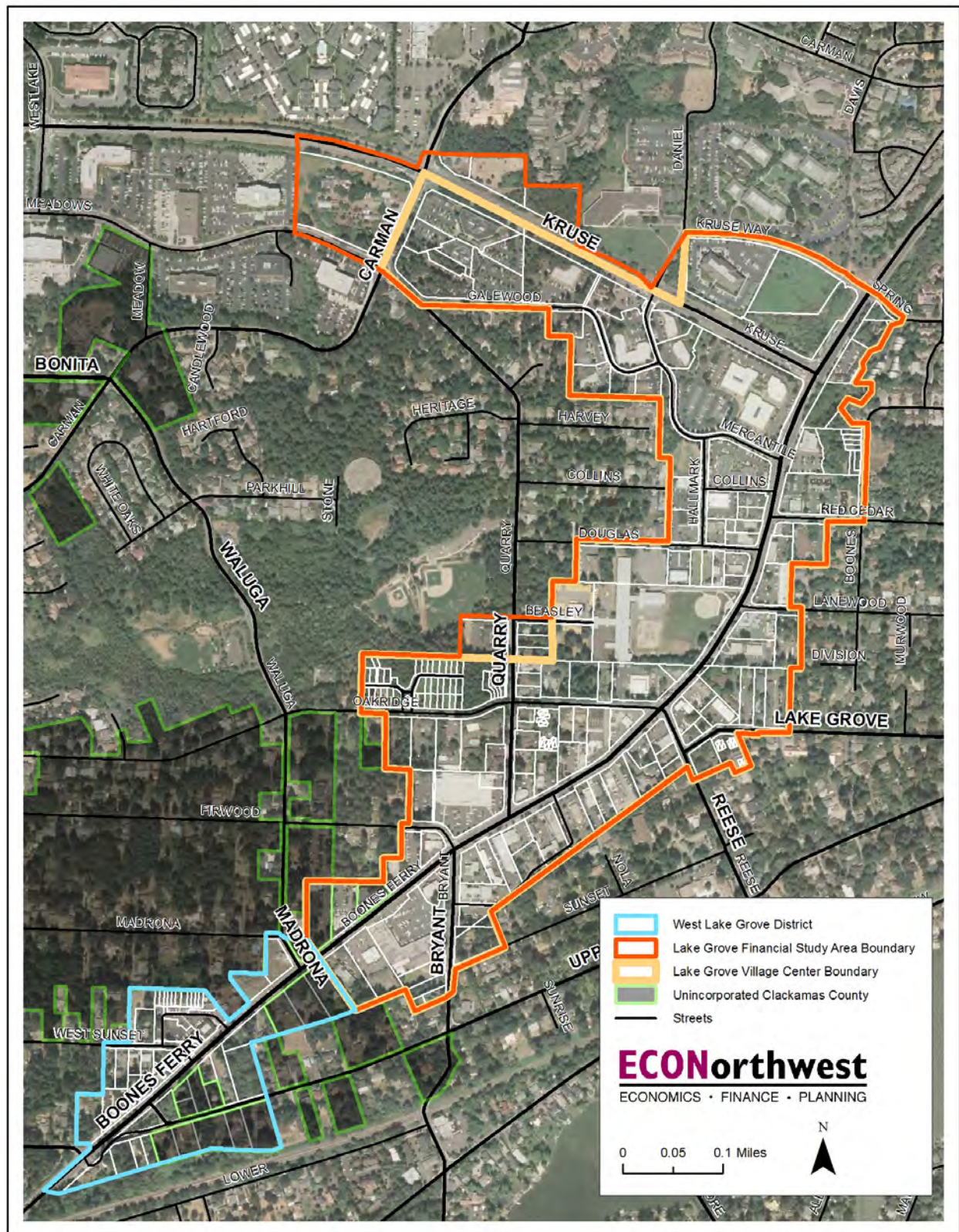
Supporting appendices provide: (1) a more detailed summary of stakeholder feedback from interviews as well as from a public meeting, and (2) more detailed description of cost estimates for projects, provided by OTAK.

1 STUDY AREA

The geographic boundary of this study (shown in Figure 1 below) is largely contiguous with the Lake Grove Village Center Plan boundary, but was expanded to include a few redevelopable parcels that could influence the financial capacity of the area. The boundary was also influenced by the outcome of a public meeting (summarized in the appendix to this memorandum) that recommended that certain residential and public properties be left out of the boundary.

The study area boundary is not intended to be a recommended boundary for a potential new urban renewal area, nor for any other financial tool. Instead, it represents the geographic area that is most likely to include the various infrastructure projects and associated redevelopment parcels. Future analysis may result in boundary recommendations that are different from the one shown in Figure 1.

Figure 1: Study Area for Evaluation of Financial Feasibility; Lake Grove Neighborhood; Lake Oswego, Oregon



Source: ECONorthwest, based on data from the City of Lake Oswego GIS, 2011.

2 PROJECT PRIORITIZATION METHODS: DEVELOPING AN IMPLEMENTATION TIMELINE

The Lake Grove Village Center Plan identifies and prioritizes projects based on the results of broad-based community process undertaken during the Plan's development. The projects include the following, shown with preliminary cost estimates.

Potential projects for implementation within the Lake Grove Financial Study Area	Preliminary cost estimates (2011 dollars)
Boones Ferry Road improvements between Kruse Way and Madrona Street, including adding bike lanes and adding and improving signals on Boones Ferry Road.	\$28.0 million
A Festival street at Hallmark	\$1.0 million
Improved pedestrian connections to the surrounding community	\$3.0 million
Gateway projects that improve bike and auto access	\$2.6 million
Bike Facilities along Bryant and Quarry Roads	\$1.1 million
Public parking lots / facilities and access	\$3.0 million (\$30,000 per space)
A Village Commons space and "String of Pearls:" plazas that are distinct public spaces and create community-gathering spaces and establish a common identity for the area	\$1.1 million
Technical assistance on development issues	\$300,000
Storefront improvement grants/loans	\$200,000
Redevelopment grants/loans	\$3.5 million
Land acquisition/consolidation	\$1 million
TOTAL	\$44.8 million

Source: Project prioritization from the adopted (Ord 2454 Exhibit B) Lake Grove Village Center Plan. Preliminary cost estimates provided by OTAK. Boones Ferry Road estimates from the 2011 Boones Ferry Road Refinement Plan. Redevelopment assistance project estimates by ECONorthwest.

As with many community redevelopment efforts, resources will be insufficient to simultaneously fund all of the projects included in the Plan—or even all of those identified as “high priority.” This is especially true given the high cost associated with improvements to Boones Ferry Road.

The outcome of this financial feasibility project will be an implementation plan that will tie projects to a timeline for implementation. It is important to prioritize projects that will catalyze redevelopment in the area. Because some of the tools under consideration generate more revenue to pay for projects when the assessed value of property in the area increases, the potential for investments in infrastructure to catalyze more development is an important consideration.

For these reasons, the implementation plan must prioritize potential projects based on the timing for implementation, which is a slightly different lens than was used in the

initial Lake Grove Village Center Plan. The project will develop this timeline this using the following steps:

1. Preliminarily assess the connection between project implementation and redevelopment potential;
2. Gather stakeholder and staff comments regarding preferences for timing of various projects;
3. Develop financing scenarios that attempt to accommodate the timing preferences, and test these scenarios with stakeholders for feasibility;
4. Adjust findings and recommend a financing strategy.

This memorandum provides findings for the first two steps of this process. As this feasibility analysis progresses, the later analytical steps and the estimated capacity of the selected financing tools will strongly influence the recommendation for the timing of project implementation and the final development schedule. This memorandum describes the goals for developing a timeline for accruing costs. The financing scenarios that will follow in the coming weeks will attempt to tie these costs to a specific set of revenues.

3 NEXUS BETWEEN PROJECTS AND REDEVELOPMENT: TIMELINE GOALS

In the Lake Grove Village Center Plan, many of the projects that are described and prioritized for implementation are *infrastructure* projects. They are improvements to the publicly-owned built environment that help to create safe access to businesses, improved connectivity for multi-modal transportation, and improved visibility of the area as a business district. In total, these infrastructure projects seek to create a better urban form to support future redevelopment opportunities on private property.

Improvements to public infrastructure are a very important step toward achieving the vision for the future of the Lake Grove Village Center.

Of those infrastructure projects, interviewees and attendees of public meetings widely felt that the Boones Ferry Road project should be the first step to encourage development. The Lake Grove Village Center Plan calls for the reconfiguration of Boones Ferry Road to improve access to businesses, create a better and safer pedestrian environment, and improve stormwater run-off. However, some interviewees indicated that there were other projects that could potentially spur activity in

Excerpt from Lake Grove Village Center Plan Vision Statement:

The Lake Grove Village Center is a welcoming, comfortable community nucleus for the daily activities of the residents of Lake Oswego's west end... This character has been shaped by a respect for and preservation of the natural resources of the area... There is a sense of place where harmony exists between these natural elements and those elements of development that provide opportunities for commerce, service, civic, social, cultural and related activities for the people who live and work in and near the Village Center.

The Village Center includes a lively community of local businesses, surrounded by neighbors and employees who use these businesses. Decision makers have considered the economic impact of their decisions on local business, leading to an economically viable business core where locally owned, independent businesses are encouraged to flourish. Property owners, business owners and residents have worked together to maintain and enhance the village character of Lake Grove, preserving and highlighting historical features, activities and businesses... A village commons within the Mercantile Village area and a series of smaller community gathering places comprise a "string of pearls" which provide important focal points in the Village Center. Community members have worked with the City of Lake Oswego and other government agencies to ensure that public uses serve the community and heighten Lake Grove's sense of identity.

the area. Given the large price-tag for the Boones Ferry Road project, alternative investments could be more feasible and more directly and immediately connected to a return in private investment. The alternative investments included the provision of parking in key locations and the “string of pearls” and gateway projects that would create a distinct identity for the Lake Grove area.

At the same time, the vision statement in the Lake Grove Village Center Plan describes the need for property owners and developers to play a part in redevelopment on private property, such that the privately-controlled built infrastructure (businesses and residential) aligns with and supports a high quality visual aesthetic and a vibrant mix of businesses.

For that reason, we recommend the addition of another set of projects to assist with the redevelopment process by providing tools that the community and the City can use to engage property owners and developers in the conversation about redevelopment in the Lake Grove area. These *redevelopment projects* include:

- **Technical assistance on development issues.** Provide direct support to property owners and developers as they seek to understand the highest and best use of their properties and create plans to redevelop the site (\$2,000 to \$6,000 per project).
- **Storefront improvement grants and loans.** Provide support to property and business owners as they seek to improve the marketability and visual appeal of their storefronts (\$2,000 to \$10,000 per project).
- **Redevelopment grant and loans.** Allows for partnerships with developers and property owners as they seek to overcome redevelopment barriers and improve their properties in ways that align with the Plan’s vision (up to \$1 million each).
- **Assistance with property acquisition and consolidation.** In some cases, it may be beneficial for the City to acquire key redevelopment parcels to more directly participate in assuring that redevelopment aligns with plan goals, and to catalyze redevelopment on adjacent sites (up to \$1 million).

The combination of infrastructure projects with redevelopment projects can create a more complete approach to improving the Lake Grove Village Center area by removing barriers to redevelopment that currently exist in public infrastructure configurations and, at the same time, incenting and catalyzing redevelopment.

As part of the process of developing a timeline for implementation, one of the key questions relates to the catalytic potential of each of the projects. Some of the funding tools that the ECO team is evaluating (such as urban renewal and GO bonds) have greater capacity as property values increase. Figure 1 provides an overview of how the projects might catalyze redevelopment, and on what timeline.

Lake Grove Village Center Plan infrastructure projects	Potential impact on redevelopment opportunities
Boones Ferry Road between Kruse Way and Madrona Street, including adding bike lanes and intersection improvements	Short term: could reduce redevelopment potential during construction Long term: Improves the redevelopment potential for the entire Lake Grove Area Notes: Not directly tied to redevelopment potential on a specific site
Gateway projects that improve bike and auto access	Reduces barriers to redevelopment; benefits entire area by creating distinct identity for the area
Improved pathways to the surrounding community	Improves access for nearby residents
Public parking lots / facilities and access	Often directly catalyzes adjacent property redevelopment by reducing the cost of redevelopment (because property owners don't have to pay to provide parking) and by freeing up redevelopable land (if the parking is structured).

In short: what the ECO team has learned is that many stakeholders feel strongly that improvements to Boones Ferry Road, while costly, are very important to finance as soon as possible. At the same time, other, lower cost projects also provide direct opportunities for achieving the vision in the Lake Grove Village Center Plan, and for catalyzing redevelopment and increasing the capacity of potential funding tools to cover the cost of infrastructure improvements. In an ideal world, all projects could be implemented right away, but that might not be feasible given the realities of the capacity of financing tools.

Given this outcome, the goals for creating the financing strategy to implement the Lake Grove Village Center Plan should be as follows:

- Seek to fund the implementation of the Boones Ferry Road improvements as early in the timeline as possible
- Seek to prioritize the projects that most directly catalyze redevelopment
- Use a mix of tools that will have the greatest capacity to fund projects and distribute the burden of payment among the beneficiaries of implementation

4 NEXT STEPS

- Determine capacity of a variety of tools: GO bonds, revenue bonds, TIF / urban renewal, economic improvement districts, business improvement districts, local improvement districts, and SDCs
- Create “straw proposal” packages of tools that illustrate the impacts of various funding choices on the timing of project implementation
- Gather feedback from stakeholders and decision-makers
- Recommend financing package

Stakeholder Comments

This appendix provides a summary of initial stakeholder feedback around the Lake Grove Development Feasibility Study. Stakeholder outreach included meetings with nine area developers, planners, civic leaders, and property owners. In addition, the team held a public meeting in October 2011. This appendix has the following sections:

- **Key findings summary** provides an overview of findings from all interviews and the public meeting.
- **The stakeholder interviews** section provides more detailed findings from interviews.
- **Public meeting** provides meeting notes.

KEY FINDINGS SUMMARY

- Tax increment financing was the most widely supported financing tool, with several participants preferring it. A smaller LID was also considered to be feasible, especially when considering funding the String of Pearls or Gateways. There was interest in exploring other options for funding certain projects, such as a sole source SDC funds.
- The Boones Ferry Road project was widely seen as the first step to encourage development. However, some interviewees indicated that there were other projects that could potentially spur activity in the area, and, especially given the large price-tag for the Boones Ferry Road project, investment could be more feasible and more directly and immediately connected to a return in private investment.
- In terms of a vision for the area, most participants saw the area as a commercial and services hub that is easily accessible to local residents and workers. However, some also wanted to see the area with an anchor store that would have a wider draw and capture through-traffic. The overall vision for the Area was to implement the vision described in the Lake Grove Village Center Plan.
- The existing Lake Grove Village Center Plan is the backbone for future development, as it had wide community support.
- Technical Assistance to property owners was seen as a necessary component to help facilitate development.
- There were mixed feelings on whether the City should proactively designate parking in the Area.

STAKEHOLDER INTERVIEWS

The purpose of these interviews was to assess the potential for catalytic development within the Lake Grove Plan Area. Conversations with City staff, local developers, and property owners provided local knowledge of which properties are ripe for development, the challenges and barriers to redevelopment on these sites, and what projects are necessary to help these sites overcome redevelopment barriers. Interviewees were:

- **Chuck O’Leary:** LO Chamber President, Bankers Investment Services
- **Mike Buck:** Gubancs Pub and Restaurant
- **Ken Sandblast:** Planning Resources Incorporated
- **Dr. Bill Korach/Stuart Ketzler:** Lake Oswego School District
- **Deanna Bitar,** Banette Properties/**Eric Shoemaker,** Beam Development
- **Marty Stivens,** Planner contracting with Providence
- **Carolyn Krebs,** CAC member of Lake Grove Plan, Co-chair of neighborhood association.

1.2 DETAILED RESPONSES

1. What are the specific “major” redevelopment opportunities in the Lake Grove Area?

There are a few parcels which are large and ripe for development. In addition to those, interviewees noted that there are many smaller parcels that have redevelopment opportunities but would need to be assembled to achieve that potential. Specific major development opportunities include:

- Large parcel directly north of Kruse Way, across from Providence
- 1-acre Providence-owned parcel at corner of Hallmark/Mercantile. This site was that was considered for senior housing, but the deal did not materialize. The site has wetlands issues which can be mitigated.
- Pacific Lumber
- Providence, Mercantile Village
- Parsons’ farm property, southwest corner of Kruse Way and Carmen Drive
- Parcel at NW corner of Boones Ferry and Kruse Way (Nick Bunick parcel)
- Bus barn behind Lake Grove Elementary School on Beasley Way
- Post Office site on Boones Ferry Road.
- Round Table Pizza and bank to south
- West End Building parcel at NE corner of Kruse Way and Carmen Drive
- Current La Provence parcel will be redeveloped by Mike Buck.

One interviewee noted that the Boones Ferry Road project is the catalyst for redevelopment because it will increase business potential. The project will be like a hip replacement surgery – “awful to go thru, but a renewed lease on the future.” This participant noted that there should be specificity on the timeline for development of Boones Ferry Road and that should be a specific outcome for the ECO analysis.

2. What are the barriers to any of these redevelopment opportunities?

Interviewees mentioned a range of barriers to redevelopment opportunities, including those relating to local politics, the current conditions in the area, and concerns about the area’s ability to achieve the ambitions of the plan. Some barriers to redevelopment within the study area include the fragility of small businesses in the area during Boones Ferry Road construction, trust issues within the City and community, uncertainty about the location of center line on Boones Ferry Road, the perceived lack of City attention given to Lake Grove.

- Several interviewees noted barriers about the current conditions on Boones Ferry Road including fast traffic, poor connectivity, a poor pedestrian/bicycle atmosphere, and limited and difficult left turns. They also mentioned a lack of public gathering spots.
- There is a perception that the City is too focused on downtown and not focused enough on Lake Grove. Interviewees spoke of a need to have a concrete focus on implementation from elected officials. There was some concern about ability of the area to reach the required densities, meet parking requirements, and overcome any opposition to increased density from neighbors. In addition, there was uncertainty about the impact of the LGVC zone on development.
- In addition, interviewees had concerns about the upcoming Boones Ferry Road project, as it will look “very different” aesthetically. Some concerns regarding this project include uncertainty about alignment, center line, and when construction will occur. Within the area, there is a perception of losing access to businesses due to limiting left turns off of Boones Ferry Road once it is improved.

3. What are the positive conditions to support these opportunities?

The area has a variety of assets. The study area is in a strategic location close to large populations of workers and residents and also to I-5/Kruse Way. Existing businesses within the area are stable, with a stable business organization. The interviewees pointed to a latent demand for new, high quality businesses within the area. They thought that demographics within the area would support new businesses. In addition, the City has shown initiative by having a detailed land use plan in place with consensus and support from stakeholders. The City could build new gathering spaces on vacant or underused parcels.

Finally, since the speculative era is over, more solid real estate deals will emerge to support redevelopment within the area.

4. What is your vision for the Boones Ferry/Lake Grove Area? (Including the parcels identified on Kruse Way)

This area would be a commercial center that would serve residents and employees in the area. It would have good connectivity for multiple transportation modes, including pedestrians, bikes, transit, and automobiles. Boones Ferry would need to be more attractive and safer without as many driveways. Two participants said the area should try to attract an anchor department store not available in downtown LO, such as a Target or a small Walmart (going into former Nature's on Pilkington.)

Interviewees would like to see the City implement the Lake Grove Village Center Plan, transforming the area into a thriving Town Center, which is prescribed by Metro. One participant summed this up as: "If we don't redevelop it, we'll never achieve the vision. Doing nothing is not an option."

5. What is your input on the prioritization of the projects? What projects do you think will help catalyze development in the Area? (infrastructure, String of Pearls, redevelopment assistance, etc.)

Several interviewees indicated that the City can rely on the backbone of what is in the Lake Grove Village Center Plan in order to determine project prioritization. Some of these projects could include a Hallmark Street to activate the area, public spaces to bring people to the area (acting as a "String of Pearls"). However, interviewees also noted the need to reduce barriers to redevelopment in the area by completing the Boones Ferry Road project. Related steps include doing the engineering to establish the road centerline, addressing left turn issues, and conducting further studies to identify where to place parking to help catalyze development. Interviewees noted that new development will not occur until road issues are resolved.

Participants noted the need for technical assistance to help facilitate economic development, specifically technical assistance case studies to look at development issues related to zoning and overlay requirements.

Interviewees felt that the Zupan's Market in the Lake Grove Shopping Center on Bryant Road and Boones Ferry Road will stimulate nearby redevelopment. The Kruse Way/Boones Ferry Road intersection parcel across from Providence is seen as a significant and could benefit from public-private partnerships.

6. What is the political feasibility of the following financing tools for this Area?

- a. Urban renewal financing

There was general consensus that this is the most viable tool and least harmful for the area. There was strong support for use of the tool among most of the interviewees. One interviewee mentioned that this tool is not good for residents as the timing makes it undesirable. This person mentioned that the study team should be looking at an LID or "Economic Improvement District."

b. General obligation bond financing

There was not much support for the possibility of using general obligation bonds. One participant thought that improvements to the Area should be funded through the General Fund and Capital Improvements. However, these projects would need long-term commitment from the City.

c. Local improvement district financing

There was interest in how an LID would work and how much would be required. May be useful tool as a supplement and could be used for String of Pearls, Festival Street: need to look at what the cost to the property owners would be. Some property owners would not support this tool unless they would directly benefit. Boundary for LID could be much larger than the study area boundary.

d. SDCs

Creating a sole source SDC district is also part of the equation. One participant thought that stormwater funds could be used for development of the green street.

7. What is the need for/location of parking facilities in Lake Grove?

Parking needs in the area will be driven by redevelopment potential. There was some concern that the area would not be able to meet the City's parking requirements. There were mixed feelings about whether the city should pre-designate parking within subareas. One interviewee mentioned the potential benefit of area parking that comes via permit parking should an entity like Providence expand sometime down the road

While some interviewees indicated that this was a very important issue, others said it was secondary to addressing the impediments to development in the area: knowing centerline of road and restrictions to development.

2. SUMMARY OF LAKE GROVE COMMUNITY MEETING 10/24/2011

The study area team held a public meeting on October 24, 2011 at Lake Oswego City Hall. The following notes summarize the feedback received during that meeting.

Feedback about the study area boundary

There was concern about commercial encroachment into residential areas. The group indicated that the study area boundary should not include the triangle properties and any other properties that might have potential encroachment issues.

Participants felt that West End Building should be eliminated from the boundary because it is a political hot spot and may turn people against the economic study at the start. There was also concern over other properties along Kruse Way.

The group had support for the inclusion of the Bunick property on NW corner of Kruse and Boones Ferry.

Input on projects

Participants completed an exercise where they were given one orange dot and four blue dots. They put the orange dot on the most important and first project in terms of timing and the blue dot would represent other priorities. If they "spent" the orange dot on the Boones Ferry Road project, they had to also use all of their blue dots on that project. If they spent the orange dot on another project, they could then use all of their blue dots on other projects. This was due to the expected costs of the projects; Boones Ferry Road is projected to cost more than all of the other costs together.

Among participants, there was unanimous support for Boones Ferry Road as the first and most important project. There was also support for parking investments, but the way the exercise was drawn up, it could not be shown with the "dots."

Input on funding mechanisms:

1. **TIF:** Participants were concerned about the boundary being too large. Some stated opposition to the use of TIF and urban renewal.
2. **LID:** There was discussion about whether to make a LID boundary that would also include residential properties and unincorporated properties that would receive benefit from the improvements. Some concern about the amount of money each business/property owner would pay. Commercial rate versus residential rate?
3. **Sole Source SDC:** There were no major concerns or issues, with the exception whether these would have the capacity to generate funds.
4. **GO Bonds:** Some felt this would not be politically viable. There are many other city projects which may be in line for GO Bond financing. They mentioned that GO bonds would be funded by city residents, and many of those who benefit from the project are residents of unincorporated Clackamas County.

In addition to the above sources, the group also wanted to consider the following funding sources:

1. General Fund: Discussion about the need for the City to make a commitment to Lake Grove and fund some of the projects through the Capital Improvement Plan.
2. Stormwater and other fees/revenues
3. Revenue Bonds
4. Business Improvement Districts
5. Grants

The public meeting included a survey about potential funding mechanisms. Table X shows the results from this exercise.

Survey on funding sources results

Tool	Consider for Lake Grove?	
	Yes	No
Sole Source SDC	3	2
URA / TIF	2	4
GO Bond	3	1
LID	4	2

Appendix 2 Lake Grove Village Center Project Costs

#	Project Name	Description	EG Village Plan Priority	Notes	Total Costs	Cost	Contingency @ 40%	Self-cost @ 20%	
STREET IMPROVEMENTS									
1	BF Rd between Kruse and Madrona	Boones Ferry Road corridor improvement including signals, intersection improvements, mid-block pedestrian crossings, landscaped medians, bike lanes, and pedestrian amenities.	High	incl in BF Plan	\$27,993,558				
2	Mercantile	Intersection Improvements - existing signal	Low						
3	Lanewood	Intersection Improvements - new signal	Med						
4	Reese Oakridge	Intersection Improvements - existing signal	High						
5	Between Reese and Bryant	Intersection Improvements - new signal	High						
6	Bryant-Firwood	Intersection Improvements - existing signal	Med						
7	Between Bryant/Madrona	Intersection Improvements - new signal	Low						
8	Festival Street on Hallmark Dr between Mercantile and Douglas	Festival Street				1,006,250	\$575,000	\$230,000	\$201,250
PEDESTRIAN FACILITIES									
On street									
9a	Kruse between Daniel/Mercantile and BF Rd	Enhanced multi-use pathway with "Village Gateway" streetscape treatment	High	incl in gateway cost					
9b	BF Rd between Kruse and Mercantile	Enhanced sidewalk with "Village Gateway" streetscape treatment	High	incl in BF Plan					
10	Galewood/Quarry along curb at west end	Urban Curb & Gutter	Low		\$3,043,250	\$1,739,000	\$695,600	\$608,650	
11	Mercantile Dr. complete west/south and all of east/north	Urban Curb & Gutter	Med						
12a	Douglas Wy both sides at commercial zone	Urban Curb & Gutter	High						
12b	Douglas Wy west of commercial zone	Residential (meandering) Path	High						
13	Lanewood Street north and south to Urban Curb & Gutter	Urban Curb & Gutter	Med						
14a	Quarry Road south of Oakridge	Residential (meandering) Path	Med						
14b	Quarry Road south of Oakridge	Urban Curb & Gutter	Med						
15	Oakridge Road east of Quarry north & south	Residential (meandering) Path	Low						
16	Oakridge Road east of Quarry north & south	Urban Curb & Gutter	Med						
17	Reese Road west side at commercial zone	Urban Curb & Gutter	Med						
18a	Lake Grove Avenue north side at Urban Curb & Gutter	Urban Curb & Gutter	Low						
18b	Low commercial zone	Residential (meandering) Path	Low						
19a	Lake Grove Avenue north side a R-O zone	Urban Curb & Gutter	High						
19b	Bryant Rd	Residential (meandering) Path	High						
20	Madrona north/east side	Urban Curb & Gutter	Low						
Off Street									
21	North/South between Lake Grove and Lanewood	Pathway	Med						
22	Kruse Way to Galewood	Pathway	Low						
23	Harvey to Mercantile	Pathway	Low						
24	Collins to Hallmark	Pathway	Low						
25	Douglas to School Driveway	Pathway	Med						
26	Lake Grove Elementary - Douglas Wy to Boones Ferry	Pathway	Med						
27	Lake Grove Ave to Boones Ferry	Pathway	Low						
28	Oak Ridge Rd to Boones Ferry	Pathway	Low						
BIKE FACILITIES									
29	BF Road	Bike Lanes	High	incl in BF Plan					
30	Kruse Wy between Daniel and Mercantile	Multi-use pathway	High	incl in gateway cost					
31	Quarry Rd Bikeways	Bikeways - Bike paths	Low		\$854,438	\$488,250	\$195,300	\$170,888	
32	Bryant Rd	Bikeways - Bike paths	Low		\$257,688	\$147,250	\$58,900	\$51,538	
TRANSIT FACILITIES									
33	Five new bus shelters - BF Road		Low	incl in BF Plan contingency					
PARKING FACILITIES/ACCESS COORDINATION									
34	Public Parking lots/facilities		High		3,000,000				
COMMUNITY PROJECTS									
1	Gateway feature at Kruse Way between Daniel Way/Mercantile Drive & Boones Ferry Road, and at Boones Ferry Road between Kruse Way Place & Mercantile Drive		High		\$2,323,125	\$1,327,500	\$531,000	\$464,625	
2	Gateway feature at Boones Ferry Rd, north of RR crossing, in public ROW		High		\$262,500	\$150,000	\$60,000	\$52,500	
3	Village Commons		High		\$560,000	\$320,000	\$128,000	\$112,000	
4	Gathering Place - SE of Boones Ferry Rd/Lanewood St, current Pacific Lumber site		High		\$350,000	\$200,000	\$80,000	\$70,000	
5	Gathering Place - W of Boones Ferry Rd across from Lanewood south of Lake Grove School driveway		High		\$0			\$0	
6	Gathering Place - NW of Boones Ferry and Oakridge current Post Office site		High		\$70,000	\$40,000	\$16,000	\$14,000	
7	Gathering Place - On either side of Boones Ferry Rd between two new pedestrian crosswalks to be located between Oakridge and Quarry Rds		High		\$70,000	\$40,000	\$16,000	\$14,000	
8	Gathering Place - SW of Boones Ferry and Bryant current Bank of America/Wizer's site		High		\$52,500	\$30,000	\$12,000	\$10,500	
9	Gathering Place - NE of Bryant and Sunset current Lake Grove Fire Station site		High		\$32,813	\$18,750	\$7,500	\$6,563	
REDEVELOPER ASSISTANCE									
	Technical assistance on development issues			\$2-6K/each	\$300,000				
	Storefront Improvement grants/loans			\$2-\$10K/each	\$200,000				
	Redevelopment grants/loans			up to \$1m each	\$3,500,000				
	Land acquisition/consolidation				\$1,000,000				
TOTAL					\$44,876,120				

Questions and Answers Lake Grove Village Center Plan - Financing Strategy

What is the Lake Grove Village Center Plan?

The Lake Grove Village Center Plan (LGVC Plan) was adopted by the Lake Oswego City Council in February 2008 after over a decade of planning involving a high level of citizen participation. The LGVC Plan is Lake Oswego's plan to integrate land use, transportation, and urban design to create an active, pedestrian-friendly center on the west end of the city. The boundary consists of 105 acres including the commercial core along Boones Ferry Road.

What are the key concepts of the LGVC Plan?

The Village Center Plan identifies the following key concepts:

- Transform Boones Ferry Road into a "Great Street" by providing green medians, bikeways, wide sidewalks, and safe pedestrian crossings.
- Enhance alternative modes of travel by promoting the safe and convenient use of public transit service, walking, and bicycling within, to, and from the Village Center.
- Enhance the pedestrian environment and connectivity by providing a better network of pedestrian pathways and sidewalks to the district and safe crossings on Boones Ferry Road and cross streets. The design concept features a linear series of public spaces and focal points with a village commons and gateway features. Gathering places are linked visually and geographically by enhanced pedestrian routes and feature hardscape and sustainable elements.

What are the projects envisioned in the LGVC Plan?

Key projects that have been included in the LGVC Plan are:

- Boones Ferry Road improvements – median, sidewalks, signals, crossings, and access controls;
- A Village Commons – a gathering place for community events;
- A Festival Street – a "woonerf" style street connecting the Village Commons with the Lake Grove Elementary School;
- The "string-of-pearls" – a series of small plazas at key sites, connected by sidewalks and pathways;
- Bikeways, pathways, and sidewalks – pedestrian and bicycle connections linking the center to the surrounding neighborhoods;
- Restoration of Three Sisters Creek – a tributary to Springbrook Creek; and
- Public parking facilities.

¹ Woonerf is the Dutch name for a "living street" in which the needs of car drivers are secondary to the needs of users of the street as a whole. It is a "shared space" designed to be used by pedestrians, playing children, bicyclists, and low-speed motor vehicles, becoming a public place for people instead of single-purpose conduits for automobiles. In a woonerf, vehicles may not impede pedestrians, who in turn may not unreasonably hinder the progress of drivers. There are five criteria: "... gateways that announce that one has entered the woonerf; curves to slow vehicle traffic; amenities such as trees and play equipment that serve the dual purpose of forcing vehicles to slow down; no curbs; and intermittent parking so that cars do not form a wall of steel between the roadway and houses."

Questions and Answers

Lake Grove Village Center Plan – Financing Strategy

What is the Lake Grove Village Center Plan Financing Strategy?

The Lake Grove Village Center Plan Financing Strategy was contracted to confirm construction cost estimates for the projects identified in the Plan, identify potential funding sources and financing strategies for the projects, forecast revenues that could be raised by these funding sources, and help the City prioritize these projects based on the availability of revenues, and the ability of the project to act as a catalyst for private redevelopment in the Area.

What tools are being evaluated for potential use in implementing the LGVC Plan?

The tools being evaluated are all tools which could be used in funding the projects identified in the Plan. These include, in alphabetical order:

- Annexation
- Business Improvement Districts
- City of Lake Oswego General Funds
- Economic Improvement Districts
- General Obligation Bonds
- Local Improvement Districts
- METRO Transportation Funding
- Revenue Bonds
- State of Oregon Transportation Funding
- Systems Development Charges
- Tax Increment Financing provided through Urban Renewal

These tools are identified further on the attached financing alternatives chart.

What is the process for review of the Study?

There are a variety of opportunities for citizen input in the study. The first was a public meeting held in October. The second is the meeting tonight. The third is a meeting where the Lake Oswego City Council will review the study, scheduled for January 10, 2012.

In addition, the Planning Commission will receive an update on the study and provide their input on December 12, 2011. This meeting is not, however, scheduled as a public hearing, so no public testimony will be taken.

There is a feedback form being handed out tonight which asks for your input to the City Council. We will gather these forms and summarize the comments for the City Council.

Lake Grove Village Center Plan – Financing Strategy

1. What is the most important thing you would like to say to the Lake Oswego City Council about the financing options?

2. What is the most important thing you would like to say to the Lake Oswego City Council about the Lake Grove Village Center Project as a whole?

	Definition	Who pays?	Typical projects funded	Constraints	Rough Estimate of Capacity
TIF / URA	Captures growth in assessed value inside a boundary for reinvestment in capital projects that reduce blight	Property owners, indirectly (TIF is a re-allocation of property tax revenues, rather than a new fee or tax)	Property acquisition, storefront and streetscape improvements, gap financing, public infrastructure provision	Requires urban renewal plan and report	For every \$10M in new AV, roughly \$1M of borrowing capacity is generated
Economic Improvement Districts	A fee on property owners for the purpose of improving and maintaining the district	Property owners	District marketing, streetscape improvements and maintenance, signage	Taxpayers must volunteer individually, so there is little incentive to agree	Limited by capacity of property owners to contribute to them
Business Improvement District	A fee on business owners for the purpose of improving and maintaining the district	Business owners	District marketing, streetscape improvements and maintenance, signage	Taxpayers must volunteer individually, so there is little incentive to agree	Limited by capacity of business owners to contribute to them
Local Improvement District	A local improvement district is a geographic area in which real property is taxed to defray all or part of the costs of a public improvement. Costs are apportioned according to the estimated benefit that will accrue to each property	Property owners	Paving streets, building sidewalks, installing stormwater management, improving streetscapes	Must meet state and County law. Can have relatively high admin costs. Usually requires extensive political outreach, as property owners must agree to the tax increase	A \$1M project benefitting all businesses inside the boundary would require nearly \$9,000 per business
Sole Source SDCs	Keeps SDCs generated by the area in the area, rather than available for use city-wide	Developers or property owners	Parks, transportation, water, or sewer-related projects (depending on SDC source)	SDCs are only generated by new construction or rehabilitation. SDCs are not intended to cover the full cost of infrastructure provision.	About \$1.6M to \$2.2M per 100 new households Typical commercial property can range from \$500K to over \$2M per 100K square feet of new built space
Revenue bonds	A type of municipal bond that is repaid by a future revenue stream. That revenue stream could be a utility or other rate or fee	Rate payers or residents (depending on source of revenue)	Major capital projects: roads, bridges, water treatment facilities, etc	Revenue redirected from typical recipient to debt service payments; the revenue isn't necessarily "new"	Bonding capacity determined by the size of the revenue stream being bonded against
General Obligation Bonds	The City borrows against its future stream of tax revenues to generate capital to cover costs. Projects typically benefit community as a whole, and loans are backed by full faith and credit of the City.	City property owners	Major capital projects: schools, water and sewage treatment facilities, bridges, major road improvements	Must be authorized by a vote of the public	Financing a \$27M project with a GO bond would raise the average property tax bill in Lake Oswego by 2.2%

Notes on rough estimates of capacity:

*For TIF / URA: In the Foothills area of Lake Oswego, ECO recently evaluated the potential for a new urban renewal area to generate sufficient capacity to cover \$35M in debt. In that instance, we found that roughly every \$10 in AV generated \$1 of bonding capacity. This estimate is probably roughly applicable to Lake Grove, though more detailed and specific evaluation will be necessary to determine with certainty. In Lake Grove, the ratio may be lower, because of the revenue generated by existing properties.

*For LID: About 110 commercial properties in the area. Source: GIS

*For Sole Source SDCs: Based on recently-completed evaluation of transportation SDCs in the Foothills area in Lake Oswego. Caveat: this is for more traditional construction. SDCs for big institutions like hospitals and colleges are often much higher.

See the SDC tab for breakdowns of the res/com numbers.

11/09/11

ATTACHMENT C

Jan 10 2012

61

Plan Projects

Potential projects for implementation within the Lake Grove Financial Study Area		Preliminary cost estimate (2011 dollars)
Boones Ferry Road improvements between Kruse Way and Madrona Street, including adding bike lanes, improving sidewalks and pedestrian crossings, and adding and improving signals		\$28.0 million
A Festival Street at Hallmark		\$1.0 million
Improved pedestrian connections to the surrounding community		\$3.0 million
Gateway projects that improve bike and auto access		\$2.6 million
Bike facilities along Bryant and Quarry Roads		\$1.1 million
Public parking lots / facilities and access		\$3.0 million
Village Commons and "String of Pearls" plazas that are distinct public spaces for community-gathering and establish a common identity for the area		\$1.1 million
Redevelopment Assistance Projects <ul style="list-style-type: none"> • Technical assistance on development issues • Storefront improvement grants/loans • Redevelopment grants/loans • Land acquisition/consolidation 		\$5.0 million \$300,000 \$200,000 \$3.5 million \$1 million
TOTAL		\$44.8 million

This financial study will identify an implementation schedule for the Lake Grove Village Center Plan. These boards describe scenarios for funding projects, each of which uses different tools, to support a public conversation about implementation. **These scenarios are not recommendations.** They are intended to bookend the conversation and provide a range of alternatives for discussion purposes only.

The scenarios fund all projects with dollars that are generated in and near Lake Oswego; **they do not rely on regional, state, or federal sources.** The availability of these external resources is very limited and difficult to project. The City will continue to pursue these sources, and, if successful, the City portion of costs may be reduced.

Cost estimates on this table are presented in 2011 dollars. The financing scenarios escalate the costs to the year in which construction is assumed to occur, using the schedule below. OTAK, an engineering firm providing support for this project, expects construction costs to accelerate over the next 4-5 years to catch up to the losses since 2008. **The longer it takes to fund a project, the more expensive it is to do so.**

Scenario Overview

GO Bonds

A GO Bond funds all capital projects. Redevelopment projects unfunded.

Urban Renewal

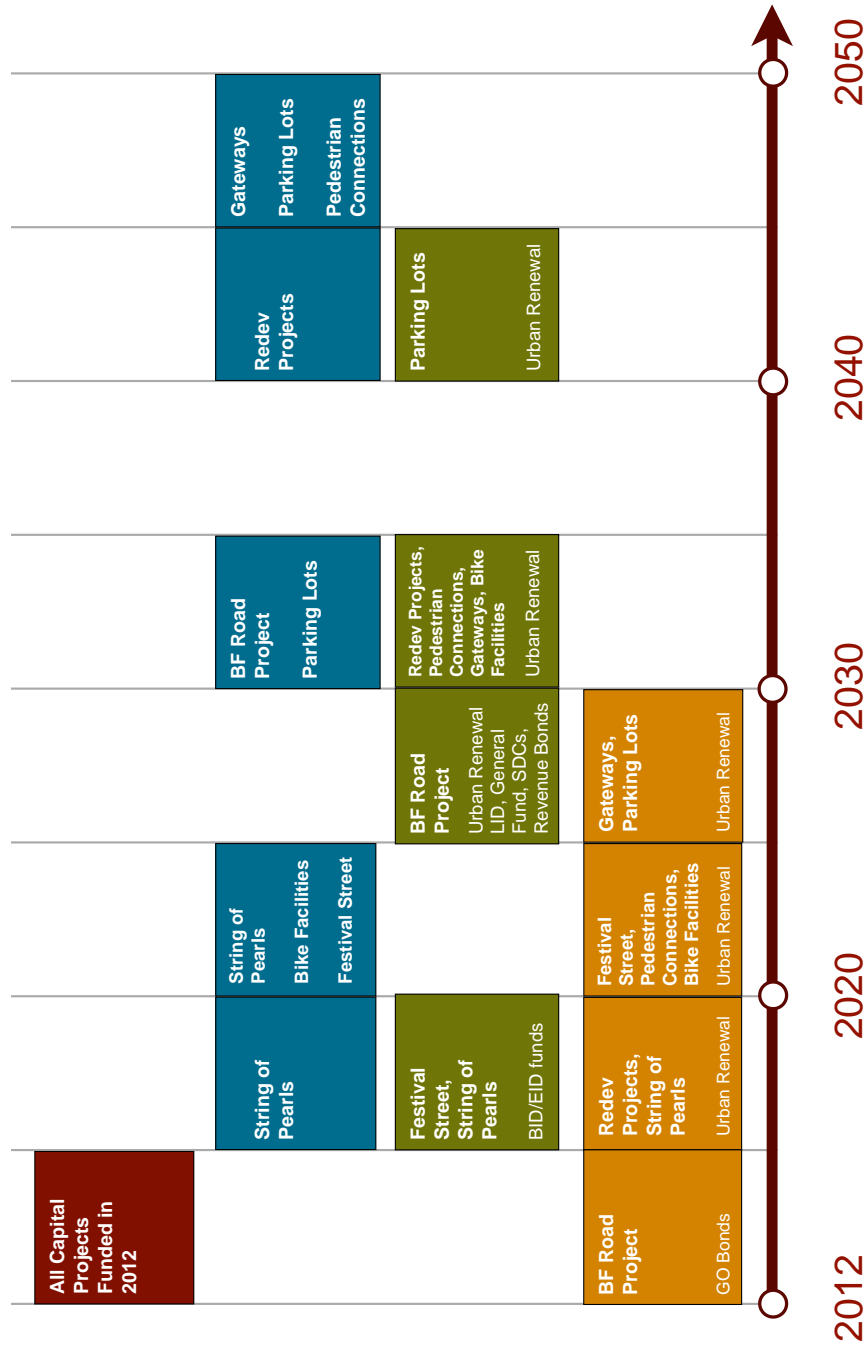
Urban renewal is the only tool used to fund all projects.

Mixed Tools

A variety of tools are coordinated.

Urban Renewal/ GO Bond

A GO Bond funds Boones Ferry Road improvements. Urban renewal funds all others.



Scenario:

General Obligation Bond

About

This scenario's purpose is to evaluate the implications of electing to fund Lake Grove capital improvements with a **general obligation bond** (GO Bond).

A general obligation bond is secured by the city's pledge to use its resources, including property taxes, to repay bond holders. It requires a citywide vote. GO Bonds are typically used to fund large-scale capital projects that benefit an entire city.

Who Pays?

All property owners in the City of Lake Oswego pay in proportion to the assessed value of their properties.

Implications

All capital projects would be funded in 2012.

Redevelopment projects would not be funded through a GO bond. These projects include property acquisition and technical assistance, which could instead be funded by the general fund.

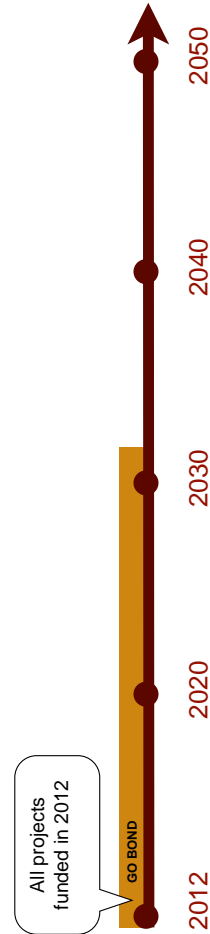
GO bonds require a public campaign, which means that there must be support for the proposed projects on a citywide scale.

A Lake Grove area bond could compete with other potential City projects requiring GO bonds.

The impact to property taxes would decrease over the 20-year life of the bond. The rate for the GO bond in 2012 would be \$0.5720 additional property taxes per \$1,000 in assessed value. As assessed values increase, the tax rates would decrease.

If a property's assessed value is...	Payment in 2012-13	Payment 2032-33
\$300,000	\$171.60	\$95.01
\$600,000	\$343.20	\$190.02

Unincorporated areas would not pay for the GO bond. If these areas were annexed into the City, they would be required to pay for the general obligation bond.



Scenario:

Urban Renewal

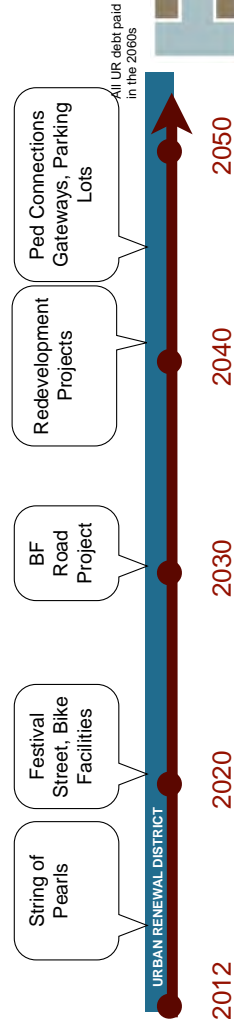
About

This scenario assumes that the City creates a new urban renewal district, and uses tax increment dollars to fund all project costs. As with all scenarios presented here, this is not a recommended scenario, but a bookend to evaluate feasibility of using various tools.

Urban renewal is typically used to fund projects that support redevelopment and increases the tax base, including some infrastructure projects. Because of the timing of cash flowing into a new urban renewal district, funds are typically not available, especially for expensive projects, early in the life of the district.

Who Pays?

Property taxes inside the boundary generate the revenues, but **urban renewal does not increase taxes**. Instead, growth of assessed value, which translates into increased tax revenue, is redistributed to the urban renewal agency to pay for approved projects in the URA.



Implications

Boones Ferry Road would not be funded until 2030-2035 because sufficient TIF revenue is not available in the early years.

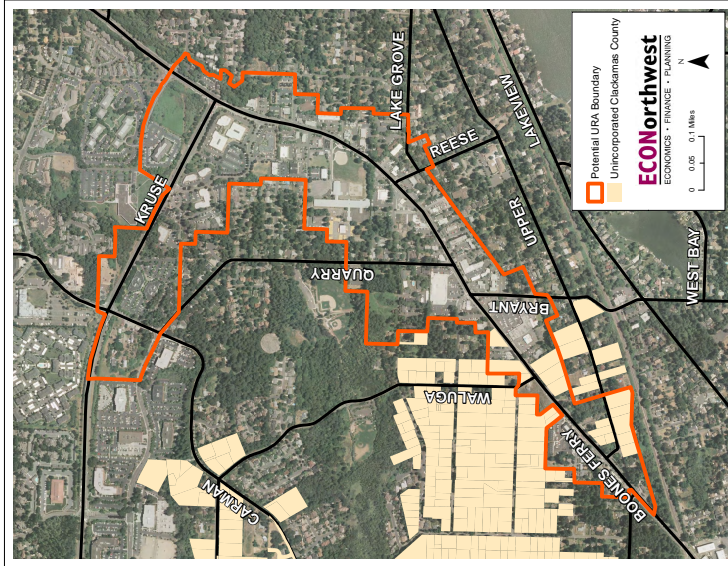
All projects would be completed by 2045-2050. Debt payments continue into the 2060s.

Maximum Indebtedness is \$146M, which is more than the \$75M allowed by State Statute without concurrence from impacted districts.

A larger UR boundary could fund projects sooner.

- Adding \$500M in assessed value to the URA (about 10% of total AV in the City) would fund Boones Ferry Road by 2019, but might not be legal under state law.
- Annexing and adding adjacent unincorporated areas to the URA boundary would increase equity and allow faster pay-off. That area has about \$200M in AV.

Potential Urban Renewal Boundary



Frozen base: \$171.3 million

Area: 168 acres

Tax Rate for TIF: \$13.2743

Average projected assessed value growth 2012-2052: 3.8%

Scenario:

Mixed Tools

About

This scenario assumes that the City uses a variety of tools including an EID, BID, urban renewal district, general fund dollars, and revenue bonds to fund projects. As with all scenarios presented here, this is not a recommended scenario, but a bookend to evaluate feasibility of using various tools, and to identify the most viable alternative.

Project	Cost (2011\$)	Funding Source(s)
Boones Ferry Road	\$28m	Urban renewal: 53% General fund: 3% LID: 17% SDCs: 2% Revenue bonds: 5%
Festival Street at Hallmark	\$1m	BID/EID
Pedestrian Connections	\$3m	URA
Gateways	\$2.6m	URA
Bike Facilities	\$1.1m	URA
Parking Lots	\$3m	URA
String of Pearls	\$1.1m	BID/EID
Redevelopment Projects	\$5m	URA

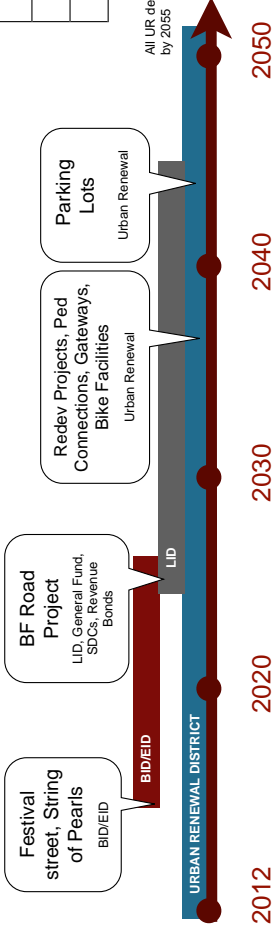
Who Pays?

Lake Grove property owners and businesses

- Properties within URA boundary pay normal property tax rates
- Two-tiered local improvement district (see map)
- Economic improvement district (EID) Business improvement district (BID)

Citywide property owners

- pay for general fund and revenue bond portions



Implications

Boones Ferry Road project funded in 2025-2030.

Requires leadership commitment over time. LID and BID both require voluntary contribution from property and business owners.

About 95% of project costs paid by Lake Grove properties via TIF, BID/ EID, and LIDs.

Annexation of unincorporated areas would simplify LID formation process.

Rough estimate for BID impact

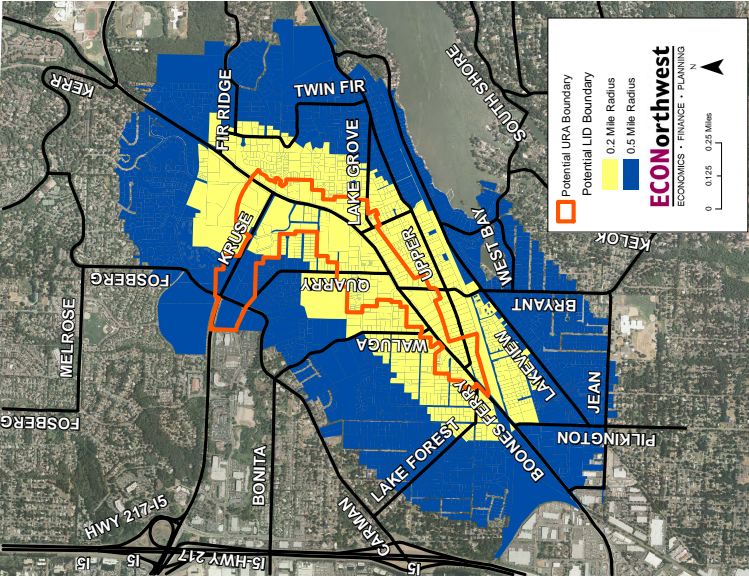
- On average, \$1,700 per business per year for 10 years for businesses within 1/2 mile. Small businesses would probably pay less and large businesses more.

Rough estimate for LID impact (map and table below)

- Within 0.2 miles, property owners pay \$0.50 per \$1,000 AV from 2025-2044.
- Within 0.5 miles, property owners pay \$0.25 per \$1,000 AV from 2025-2044.

If property's AV is...	Payment in 2027-2028		Payment in 2056-2057	
	Yellow (0.2 mi)	Blue (0.5 mi)	Yellow (0.2 mi)	Blue (0.5 mi)
\$300,000	\$150	\$75	\$51	\$27
\$600,000	\$300	\$150	\$102	\$54

Potential LID Boundary



The above map shows the two tiered local improvement district determined by distance from the Boones Ferry Road project.

Scenario:

Urban Renewal/GO Bonds

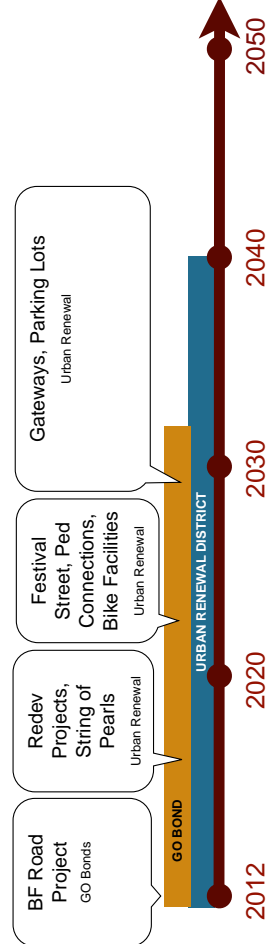
About

This scenario assumes that the City uses GO bonds to fund the Boones Ferry Road project and creates a new urban renewal district, that will use tax increment dollars to fund all other projects. As with all scenarios presented here, this is not a recommended scenario, but a bookend to evaluate feasibility of using various tools, and to identify the most viable alternative.

Urban renewal is typically used to fund projects that support redevelopment that increases the tax base, including some infrastructure projects. General obligation bonds are used to fund large-scale capital projects with citywide benefit.

Who Pays?

- All residents pay for GO bonds.
- Property taxes inside the boundary generate the revenues, but urban renewal does not increase taxes. Instead, growth of assessed value, which translates into increased tax revenue, is redistributed to the urban renewal agency to pay for approved projects in the URA.
- Overlapping tax districts forgo revenue to the new District for the purpose of increasing the tax base for long-term benefit.



Implications

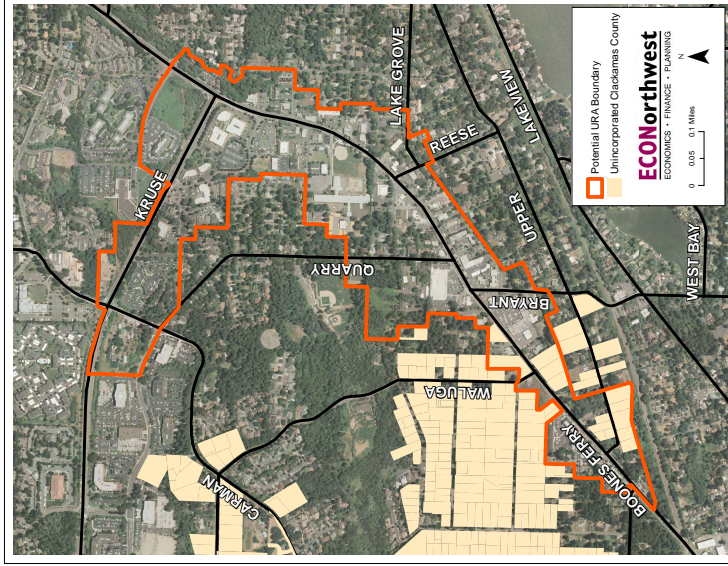
Allows faster implementation through early year financing for all projects.

The impact to property taxes would decrease over time. The rate for the \$28.8 million GO bond in 2012 would be \$0.4016 additional property taxes per \$1,000 in assessed value. As assessed values increase, the tax rates would decrease.

If a property's assessed value is...	Payment in 2012-13	Payment 2032-33
\$300,000	\$120.49	\$66.71
\$600,000	\$240.98	\$133.43

Shorter term for urban renewal area. Debt paid off by year 2040.

Potential Urban Renewal Boundary

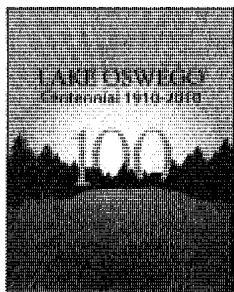


Frozen base: \$171.3 million

Area: 168 acres

Tax Rate for TIF: \$13.2743

Average projected assessed value growth 2012-2052: 3.8%



380 A Avenue
PO Box 369
Lake Oswego, OR 97034

503-635-0270
www.ci.oswego.or.us

COUNCIL REPORT

TO: Jack Hoffman, Mayor
Members of the City Council
Alex D. McIntyre, City Manager

FROM: Denny Egner, AICP, Assistant Planning Director

SUBJECT: Study Session – Boones Ferry Road Refinement Plan Implementation (LU 11-0040)

DATE: January 10, 2012

ACTION

A Council study session is scheduled for January 10, 2012. No formal action is requested at this time.

BACKGROUND

On January 23, 2012, the Lake Oswego Planning Commission is scheduled to hold a public hearing on a set of plan and code amendments that are intended to implement the recommendations that came out of the Boones Ferry Road Refinement (BFR) process. Upon receiving a formal recommendation from the Commission, staff will then schedule a public hearing on the amendments before the City Council.

The City Council held study sessions on the Boones Ferry Refinement Plan on September 27 and July 19, 2011. At the September 27 session, the Council provided general direction to prepare the plan and code amendments necessary to formally implement the recommendations outlined by the BFR Project Advisory Committee. Council members cautioned however, that it was important to see the results of the Lake Grove Village Center (LGVC) financing strategy before moving too quickly to adopt the amendments. To assure coordination between the code/plan amendments and the financing strategy project, the January 10 Council meeting will also include a study session with the consultant team working on the Financing Strategy.

This memorandum describes the proposed amendments in more detail and provides draft code and plan language for consideration.

To refer to a copy of the Boones Ferry Road Refinement Plan or the Lake Grove Village Center Plan, relevant materials can be found on the City website at the following address: <http://www.ci.oswego.or.us/plan/>. Follow the link to the Boones Ferry Refinement Plan. The Refinement Plan and the PAC memo are at the top of the page and the Lake Grove Village Center Plan is at the bottom.

In addition to the proposed plan and code amendments, the BFR Project Advisory Committee recommended that more certainty is needed regarding the exact location of the proposed roadway. In response, the City Engineer is preparing a Request for Proposals (RFP) to conduct a three-part survey including: 1) survey the existing centerline; 2) survey the centerline for the proposed road alignment; and 3) provide a survey that identifies land that will be needed for road right-of-way. The RFP is scheduled to be released in February.

DISCUSSION

Proposed LGVC Plan and Code Amendments

The Lake Grove Village Center Plan and related development code sections were adopted by the City Council in 2008. Since that time, the City has conducted a two-phase refinement plan process to better define the LGVC's proposed improvements to Boones Ferry Road. Through the refinement plan process a number of potential LGVC plan and code amendments have been identified. On July 19, 2011, the Boones Ferry Road Project Advisory Committee (PAC) presented recommendations regarding roadway alignment and proposed improvements to the City Council. In September, the Council provided general direction to implement the recommendations. The PAC recommendations for plan and code amendments are:

1. LGVC Plan map and text amendments related to signalization at Madrona.
2. Plan map and text amendments related to the pedestrian crossing at the Lake Grove Shopping Center near Starbucks.
3. Plan map and text amendments related to the elimination of the pedestrian crossing at Quarry.
4. Plan text amendments to better describe references to the roadway width and to clarify the approach for constrained sections.
5. Code text amendments to the non-conforming use section of the code so that property owners are not penalized when the City purchases ROW or when property owners dedicate ROW. Key issues to address include loss of parking and landscaping and compliance with lot coverage and floor area ratio standards.
6. Code text amendments to assure that upon redevelopment five-foot sidewalk segments are widened to at least nine feet. Text amendments to better define what level of redevelopment triggers sidewalk widening.
7. The Parking Facilities and Access Coordination Map (CDC Appendix 50.11A.050-B) should be amended to shade the Lake Grove Elementary School site adjacent to Boones Ferry Road and the north property line driveway which would then require school redevelopment to be designed to provide shared access with abutting sites.
8. Add a plan policy to look for opportunities to treat private stormwater within the public greenstreet system if capacity is available and to jointly develop shared stormwater facilities at "pearls" where possible.

Each of the proposed amendments is addressed in more detail below.

Items 1, 2, and 3 – Add Madrona Signalization, Add a Pedestrian Crossing at the Lake Grove Shopping Center, and delete the Pedestrian Crossing at Quarry

The first 3 PAC recommendations involve relatively simple map changes and minor text changes. Five maps in the plan and five maps in the code will need to be amended (the maps have not been prepared and are not included in this packet). In addition, three minor text amendments are required in the plan. The

report from the PAC included a minority report requesting that specific neighborhood traffic mitigation improvements be included as part of the recommendation. Because the full PAC did not support this proposal, it is not included in the proposed amendments.

Item 4 – Plan Amendments to Clarify Width and the Approach for Constrained Sections

The text of the Lake Grove Village Center Plan makes multiple references to a desired 82-foot ROW width for the corridor. The refinement plan process found that the majority of the corridor would require a width between 92 feet and 82 feet in order to accommodate u-turns and the transition between intersections. Boones Ferry Refinement Plan was completed in two parts. Phase 1 addressed traffic operations and safety. Phase 2 addressed roadway alignment, green street design, and economic impacts. This work was completed in response to Action Measures included in the Village Center Plan calling for completion of a Village Access Management Plan. Text amendments are proposed to update the access management discussion in the Village Center Plan. Proposed amendments are included as Attachment 1.

Item 5 - Code text amendments so that property owners are not penalized when the City purchases ROW or when property owners dedicate ROW

The amendment to accomplish this recommendation is not proposed for the non-conforming use section but rather in a new “exception” subsection in the Applicability section of the Lake Grove Village Center Overlay Zone.

The amendment would add a new Section 5 to 50.11A.020 Applicability:

5. Exceptions

After January 1, 2012, where the City has acquired or otherwise taken or received right-of-way for the purpose of improvements to Boones Ferry Road that are consistent with the Lake Grove Village Center Plan:

- a. The square footage of that right-of-way may continue to be used as part of the overall square footage of the parcel for calculation of allowed floor area, lot coverage, and minimum lot size.*
- b. If the loss of property for right-of-way purposes resulted in a reduction in landscaped area, the square footage of the right-of-way may continue to be counted toward satisfaction of landscaping requirements to the extent that landscaping requirements had previously been satisfied.*
- c. If the loss of property for right-of-way purposes resulted in a loss of on-site parking spaces, the number of spaces lost may continue to be counted toward satisfaction of parking requirements to the extent that parking requirements had previously been satisfied.*

Note: This is an initial draft and is subject to change.

Item 6 - Text amendments to assure that five-foot sidewalk segments are widened to at least nine feet

Given the constrained right-of-way along portions of Boones Ferry Road, the advisory committees for the Lake Grove Village Center Plan and Boones Ferry Road Refinement Plan have recommended that the initial construction of Boones Ferry Road should minimize impacts to existing businesses. To do so, the plan identifies constrained areas where overall roadway improvements will include five-foot wide sidewalks in some locations. It has been assumed that upon redevelopment or remodeling, these properties will need to provide wider right-of-way and sidewalks but the current code does not make any provision for this to occur.

Draft text amendments are included below but note that the trigger thresholds for remodeling and redevelopment are initial drafts subject to change. This section of the proposed amendments received the most discussion at a Planning Commission study session on November 28, 2011. Key questions from the Commission included:

- Should the new trigger thresholds apply to all redevelopment or only the sidewalk widening?
- Should building expansion or intensification of use (increasing trips to the site) be the triggers that require sidewalk expansion?
- Should triggers be different for sites where existing buildings create the need for the constrained sidewalk vs. sites where on-site circulation or parking create the constrained situation?
- How can the amendments be written so they do not overly complicate the code?

The following draft code language amendments are highlighted in bold:

Amend subsection 3 of Section 50.11A.020 Applicability:

3. *Applicability by Type of Development.*

a. *New Construction/Redevelopment. All standards of LOC Article 50.11A apply to new building(s) or site improvements on any vacant or redeveloped site and to new building(s) and related site improvements on any partially developed or developed site.*

b. *Remodeled Buildings, Building Expansion, and Site Improvements. The standards of LOC Article 50.11A apply to any remodeling, building expansion, or site improvement project on a partially developed or developed site, except as expressly provided below:*

i. ***Except as set forth in subsection iv below***, standards apply only to the structure or to that portion of a structure or site that is being constructed, modified, remodeled, or built upon.

ii. ***Except as set forth in subsection iv below***, standards that enhance the pedestrian environment apply only when the proposed building or site improvement changes, remodels or results in new construction occurring within the build-to line, LOC 50.11A.030 (5)(a). For purposes of this subsection, the following standards are the standards that enhance the pedestrian environment:

LOC 50.11A.030 (5), *Streetfront Environment*

LOC 50.11A.040 (4)(e), *Rain Protection*

LOC 50.11A.040 (9)(c), *Public Plaza*

LOC 50.11A.040 (9)(d), *Urban Village Standards for Buildings Exceeding 35 feet or Two and One-half Stories*

LOC 50.11A.040 (9)(e), *Storefront Window*

LOC 50.11A.060 (3)(b), *Urban Streetfront Environment*

LOC 50.11A.060 (3)(c), Transitional Streetfront Environment

iii. Except as set forth in subsection iv below, the following standards do not apply to building remodeling projects. The standards apply to site improvement projects only if the proposed site improvement includes the abutting street right-of-way:

LOC 50.11A.060 (3), Village Streetfront

LOC 50.11A.050 (5)(g), Street Trees

LOC 50.11A.060 (2), Village Commons and Gathering Places

iv. In the constrained right-of-way sections where the Lake Grove Village Center Plan and the Boones Ferry Road Refinement Plan assume that initial construction of Boones Ferry Road improvements will result in sidewalks that are less than nine feet in width, right-of-way shall be dedicated and sidewalks along Boones Ferry Road shall be widened to no less than nine feet upon redevelopment of the property or upon remodeling of the primary building on the property. Remodeling or redevelopment projects that are less than 500 sq. ft. in size or less than \$100,000 in value are exempt from this provision. Any series of independent remodeling projects over any five year period shall be considered a single project subject to this standard.

Item 7 - Parking Facilities and Access Coordination Map (CDC Appendix 50.11A.050-B)

The Project Advisory Committee recommended that the access coordination map in the code be amended to include shading of the Lake Grove Elementary School site adjacent to Boones Ferry Road and the Lanewood intersection (the map is not included in this packet). The effect of this amendment is to require the school to possibly participate in shared access with adjoining sites such as the former Andrews Furniture store (Miller Paint) and the vacant property to the west. This issue was hotly debated by the Project Advisory Committee and a minority report was included in the recommendation. No text amendments are proposed to accompany the new map.

Item 8 – Shared Stormwater Facilities

The Boones Ferry Road Project Advisory Committee recommended adding a policy to the Lake Grove Village Center Plan to look for opportunities to treat private stormwater within the public green street system if capacity is available and to jointly develop shared stormwater facilities at “pearls” where possible.

It is proposed that the new policy be added to the Natural Resources section of the plan under Goal 8:

8.7 Support opportunities to treat private stormwater within the public green street system if capacity is available and to jointly develop shared stormwater facilities at plazas and gathering places (“pearls”) where possible.

To implement the policy, a new Action Measure is also necessary. Action Measure ii is proposed to be amended as follows:

ii. Sustainable Development Provisions (Policy 8.4 and 8.7)

Amend code provisions as required to provide development bonuses for sustainable building and stormwater management practices. As part of the Boones Ferry Road project, explore opportunities to

treat private stormwater within the public green street system and examine opportunities to jointly develop shared stormwater facilities at plazas and gathering places ("pearls"). (Also see Land Use Action Measures ii)

ALTERNATIVES & FISCAL IMPACT

Following their public hearing on January 23, 2012, the Planning Commission is expected to make a recommendation to the Council regarding the proposed amendments. The Council will have the option of adopting, modifying, delaying, or rejecting the plan and code amendments.

In terms of fiscal impact, there are no major fiscal impacts associated with the plan and code amendments but adoption of the amendments anticipates a commitment to move forward with improvements to Boones Ferry Road. Boones Ferry Road improvements are currently estimated at almost \$28 million.

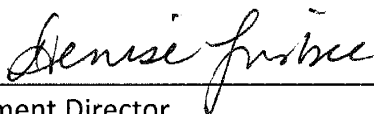
RECOMMENDATION

This study session with the Council is intended to be for informational purposes. No decisions are required. The Council may want to identify questions or concerns with the proposed plan and code amendments and ask the Planning Commission to address those issues prior to forwarding a final recommendation to the Council. The Planning Commission addresses this issue on January 23, 2012.

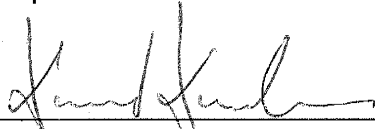
ATTACHMENT

1. Village Center Plan Amendments

Reviewed by:



Department Director



Alex D. McIntyre
City Manager

Village Center Plan Amendments

The proposed amendments below are intended to update the Transportation Action Measures section of the Lake Grove Village Center Plan. The amendments are based on the work completed in 2011 on the Boones Ferry Refinement Plan. All proposed changes are shown in “track changes”.

Page 15

Action Measures – Transportation

Transportation action measures are organized under five headings:

- i. Boones Ferry Road Refinement Plan*
 - ii. Street Design*
 - iii. Public Involvement*
 - iv. Transportation Projects*
 - v. Design Direction*
- i. Boones Ferry Road Refinement Plan.*

In response to a Village Center Plan action measure calling for an access management plan, the City completed a Boones Ferry Road Refinement Plan in 2011. The Refinement Plan is intended to be used to guide subsequent Engineering Plans (see ii. Street Design, b. Engineering Plans). The Refinement Plan was prepared in two phases. The first phase included a Traffic and Safety Analysis and resulted in a series of recommended refinements which were examined further in the second phase. The second phase also included an Economic Impacts Analysis.

- a. Traffic and Safety Analysis. (Policies 1.1; 1.2; 1.5) The traffic and safety analysis was completed as part of the first phase of the Boones Ferry Road Refinement Plan. The analysis was conducted by DKS Associates, Inc. and was completed in September of 2009. The analysis found that with a series of recommended refinements and improvements traffic operations could be maintained at acceptable levels through the planning time frame (2035). The plan concept for center medians and U-turns at signalized intersections did not result in excessive neighborhood cut-through traffic or create congestion problems. Further work is needed during the engineering phase of the Boones Ferry Road project to address delivery truck access to businesses.*
- b. Economic Impacts Analysis. (Policies 1.1; 1.2) The second phase of the Boones Ferry Refinement Plan was completed in July 2011. As part of the Refinement Plan work, the FCS Group completed an analysis of economic impacts resulting from the proposed road improvements. The analysis found that following construction, some businesses may experience a short term (2-3 year) drop in average vehicle trips but that given overall enhanced access for all travel modes and projected increases in auto traffic through the corridor, destination trips for businesses in the district should increase by 33-50% by the year 2035.*

- c. Refinement Plan Recommendations and Road Alignment – The 2011 Boones Ferry Refinement Plan prepared by HNTB Corporation and the July 8, 2011 memorandum documenting the recommendations of the Boones Ferry Road Refinement Plan Project Advisory Committee shall be used to provide guidance for subsequent engineering work related to Boones Ferry Road improvements through the Village Center. The Refinement Plan and memorandum address 22 specific plan refinements that were identified during phase 1 of the Boones Ferry Road Refinement Plan project. In addition, the Refinement Plan and memorandum include road alignment diagrams that are intended to establish the overall framework for road alignment for initial construction.
- ii. Street Design.
- a. Green Streets. (Policy 1.3) The second phase of the Boones Ferry Road Refinement Plan refined green street concepts for Boones Ferry Road. The Refinement Plan concepts are intended to provide guidance for further engineering work related to Boones Ferry Road improvements.
- b. Boones Ferry Corridor Engineering Plans. (Policies 1.1; 1.2; 1.3; 1.4; 1.5; 2.1; 2.2; 3.2; 3.3; 3.4. See also Transportation Project 1: Boones Ferry Corridor Improvements.) Fund and complete the engineering plans for Boones Ferry Road Improvements. Conduct engineering studies to identify constructability issues, necessary right-of-way acquisitions, and the framework for the final design, such as grade, slope, sub-base of road and undergrounding of utilities. The engineering plans should include the following:
- Identification of the centerline based on the results of the 2011 Boones Ferry Road Refinement Plan;
 - Assessment and design for mitigation of construction impacts to adjacent properties including impacts to existing buildings, parking supply, access, delivery access, and business operations during street construction; and
 - Refinement of preliminary cost estimates.

Note: The next phase of engineering work is intended to provide sufficient information for a private developer to have certainty as to the amount of ROW needed and the improvements that are planned for the Boones Ferry frontage. The distinction between the 35% plan and the 65% plan is no longer relevant given the work to date on the Refinement Plan.

Page 27

Design Direction

To clarify plan language related to roadway width and constrained roadway sections, the text on page 27 of the Lake Grove Village Center Plan is proposed to be amended as follows:

(b) Required Right-of-Way

Right-of-Way Width. Based on the 2011 Boones Ferry Road Refinement Plan, the right-of-way width needed to accommodate street elements identified in the Boones Ferry Corridor Street Cross Sections will range between approximately 92 feet and 82 feet. The wider ROW is generally needed at intersections to accommodate U-turns.

Existing Development Constraints. Existing development on a number of properties along Boones Ferry Road constrains construction of the recommended street elements identified in the Boones Ferry Corridor Street Cross Sections at locations where existing development, including structures

and/or parking, are located within the recommended right-of-way. In these constrained areas, interim roadway design solutions are recommended. Upon redevelopment of a site, full right-of-way width would be dedicated, allowing for sidewalks and/or bike lanes to be widened.

Note: No change is needed to the plan section addressing Existing Development Constraints.

