



**DAN JOHNSON**  
DIRECTOR

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

April 11, 2024

BCC Agenda Date/Item: \_\_\_\_\_

Board of County Commissioners  
Clackamas County

**Approval of the 2040 Planning and Development Grant Intergovernmental Agreement with Metro accepting a grant award for the Zoning and Development Ordinance Diagnostic Report. Total award value is \$263,000. Funding is through Metro 2040 Planning and Development Grant program. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	8/9/23: The Board approved the ZDO Diagnostic Report to be included in the Long Range Planning Work Program and letters of support for applications for funding. 4/9/24: Request for Consent		
<b>Performance Clackamas</b>	<ul style="list-style-type: none"> <li>- Build a Strong Infrastructure</li> <li>- Ensure safe, healthy and secure communities</li> </ul>		
<b>Counsel Review</b>	Yes, CH – 3/25/24	<b>Procurement Review</b>	n/a
<b>Contact Person</b>	Karen Buehrig	<b>Contact Phone</b>	503-742-4683

**EXECUTIVE SUMMARY:**

On August 9, 2023, the Board approved integrating the Zoning and Development Ordinance (ZDO) Diagnostic Report project into the Long Range Planning Work Program. At that Policy Session, the Board also provided letters of support for the grant applications expected to provide funding for the project.

The purpose of the Clackamas County ZDO Diagnostic Report is to conduct a comprehensive review of the ZDO with a focus on:

1. Identifying needed updates to comply with State of Oregon land use laws.
2. Identifying areas where the ZDO can be streamlined to reduce inefficiencies and development barriers.

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3. Identifying obstacles to employment and housing land development as well as identifying opportunities for simplifying and streamlining the ZDO for commercial, industrial, and residential development in the urban area.

Additionally, as the project moved forward, it was determined that the Metro 2040 Planning and Development Grant would solely be used to fund the project.

The Metro 2040 Planning and Development Grant Intergovernmental Agreement outlines the scope of the project, general terms for the award, and the reimbursements the County receives for completion of the project milestones. County staff expects to engage one consultant to complete the majority of the work identified in the scope.

**RECOMMENDATION:** Staff respectfully recommends the Board approve the 2040 Planning and Development Grant Intergovernmental Agreement with Metro for the ZDO Diagnostic Report project, Contract No. 939065.

Respectfully submitted,

*Dan Johnson*

Dan Johnson, Director  
Department of Transportation & Development

**2040 PLANNING AND DEVELOPMENT GRANT  
INTERGOVERNMENTAL AGREEMENT  
Metro and Clackamas County  
Zoning and Development Ordinance Diagnostic Report**

This 2040 Planning and Development Grant Intergovernmental Agreement (this “Agreement”) is entered into by and between Metro, a metropolitan service district organized under the laws of the State of Oregon and the Metro Charter, located at 600 Northeast Grand Avenue, Portland OR, 97232 (“Metro”), and Clackamas County, a municipal corporation of the State of Oregon, located at 2051 Kaen Road, Oregon City, OR, 97045 (the “County”). Metro and the County may be referred to herein jointly as the “Parties” or individually as a “Party.”

**RECITALS**

WHEREAS, Metro Code Chapter 7.04 establishes a Construction Excise Tax (the “CET”) to fund regional and local planning that is required to make land ready for development after inclusion in the Urban Growth Boundary; and

WHEREAS, the CET is collected by local jurisdictions when issuing building permits and is remitted to Metro pursuant to Intergovernmental Agreements to Collect and Remit Tax entered into separately between Metro and the local collecting jurisdictions; and

WHEREAS, the County has submitted a 2040 Planning and Development Grant Request, attached hereto as **Exhibit A** and incorporated herein (the “Grant Request”), for the Zoning and Development Ordinance Diagnostic Report (the “Project”); and

WHEREAS, the County subsequently requested additional funding to expand the scope of the Project to include housing elements (included in **Exhibit A**); and

WHEREAS, Metro has agreed to provide 2040 Planning and Development Grant Funds to the County for the Project in the amount of \$263,000, subject to the terms and conditions set forth herein (the “Grant Funds”), and the Parties wish to set forth the timing, procedures, and conditions for receiving the Grant Funds from existing CET funds for the Project.

**AGREEMENT**

NOW, THEREFORE, the Parties agree as follows:

1. Metro Grant Award. Metro shall provide the Grant Funds to the County for the Project as approved by the Metro Council in Resolution 24-5386 and as described in the Grant Request, subject to the terms and conditions specified in this Agreement.
2. Project Management and Coordination. The Parties have appointed the staff identified below to act as their respective project managers (each a “Project Manager” and collectively the “Project Managers”) with the authority and responsibilities described in this Agreement:

For the County: Karen Buehrig, Long Range Planning Manager  
Clackamas County  
503-742-4683  
[karenb@clackamas.us](mailto:karenb@clackamas.us)

For Metro: Steve Faust, Community Planning Director  
3J Consulting  
971-409-2045  
[steve.faust@3j-consulting.com](mailto:steve.faust@3j-consulting.com)

David Tetrick, Senior Economic Development Planner  
Metro  
971-393-3226  
[david.tetrick@oregonmetro.gov](mailto:david.tetrick@oregonmetro.gov)

The Parties may each designate an additional or replacement Project Manager by providing written notice to the other Party.

3. Mutual Obligations of the Parties. The Parties and the Project Managers shall collaborate to oversee the successful implementation of the Project as follows:

- (a) Selection of Consultants. For consultants selected after the execution of this Agreement, the Project Managers shall work together to identify the consultants best qualified to perform the Scope of Work, attached hereto as **Exhibit B**. The Project Managers and any additional reviewers selected by the Parties shall jointly review proposals from consultants and select a mutually agreeable consultant team to perform the work required to successfully complete the Project.
- (b) Schedule of Milestones. The Parties have agreed to a preliminary Schedule of Milestones for completion of the Project, which is attached hereto as **Exhibit C**. After the Project Managers have selected a consultant team as described in subsection 3(a), the Project Managers may prepare a revised Schedule of Milestones that shall provide more detailed performance timelines for the Project, including specific consultant and/or County deliverables for each milestone, and establish the amount of Grant Funds to be disbursed by Metro upon satisfactory completion of each milestone. Once the Schedule of Milestones is revised by the Project Managers in accordance with this subsection, **Exhibit C** shall be automatically amended and the revised Schedule of Milestones shall become final and binding on the Parties unless and until later amended, as allowed under section 10 of this Agreement.
- (c) Project Committee(s). The Project Managers shall jointly determine the role and composition of any steering/technical/advisory committee(s) for the Project. Metro's Project Manager shall participate as a member of any such committee(s).

4. County Responsibilities. The County shall perform work on the Project as described in the Grant Request and as specified in the revised Schedule of Milestones, subject to the terms and conditions specified in this Agreement.

- (a) Use of Grant Funds. The County shall use the Grant Funds it receives under this Agreement only for the purposes specified in the Grant Request and to achieve the milestones as set

forth in this Agreement. In the event that unforeseen conditions require adjustments to the scope, approach, or schedule of the Project, the County shall obtain Metro's prior written approval before implementing any revisions to the Project.

- (b) Consultant Contract(s). After the Project Managers have selected the consultant team and revised the Schedule of Milestones as described above in subsection 3(b), the County shall enter into a contract(s) with the selected consultant team to complete the work as described in the revised Schedule of Milestones. The contract(s) entered into by the County shall reference this Agreement and reflect the Scope of Work and the revised Schedule of Milestones.
- (c) Submittal of Grant Deliverables. Within 30 days after completing a milestone, the County shall submit to Metro all required deliverables for that milestone, accompanied by an invoice describing in detail its expenditures as needed to satisfy fiscal requirements. Deliverables and invoices must be submitted to Metro as outlined in the revised Schedule of Milestones; the County shall not submit deliverables and invoices to Metro for subsequent milestones until Metro has reviewed and approved deliverables and invoices for all prior milestones.

5. Metro Responsibilities. Metro's funding commitment set forth in this Agreement shall be fulfilled solely through CET funds; no other funds or revenues of Metro shall be used to satisfy or pay any CET grant commitments. Metro shall facilitate successful implementation of the Project and administration of Grant Funds as follows:

- (a) Advisory Role. The Metro Project Manager shall take an active role as part of any steering/technical/advisory committee(s) for the Project and, at the request of the County Project Manager, shall review and comment on draft project documents to communicate any concerns prior to the formal submission of the deliverables for each milestone.
- (b) Review and Approval of Grant Deliverables. Within 15 days after receiving the County submittal of deliverables as set forth in the revised Schedule of Milestones, Metro's Project Manager shall review the deliverables and either approve the submittal or respond with comments and/or requests for further documentation or revisions that may be necessary. The Metro Project Manager shall determine whether the deliverables submitted are satisfactory in meeting the Scope of Work and the applicable milestones.
- (c) Payment Procedures. Subject to the terms and conditions in this Agreement, Metro shall reimburse the County for its eligible expenditures for the applicable deliverable as set forth in the revised Schedule of Milestones within 30 days following the Metro Project Manager's approval of deliverables, invoices, and supporting documents.

6. Project Records. The County shall maintain all records and documentation relating to the expenditure of Grant Funds disbursed by Metro under this Agreement, as well as records and documentation relating to the financial match being provided by the County for the Project. Records and documents described in this section shall be retained by the County for three years from the date of completion of the Project, expiration of this Agreement, or as otherwise required under applicable law, whichever is later. The County shall provide Metro with such information and documentation as Metro requires for implementation of the grant process. The County shall establish and maintain books, records, documents, and other evidence in accordance with generally accepted accounting

principles, in sufficient detail to permit Metro or its auditor to verify how the Grant Funds were expended, including records demonstrating how County matching funds were expended.

7. Audits, Inspections, and Retention of Records. Metro, together with its auditors and representatives, shall have reasonable access to and the right to examine all County records with respect to all matters covered by this Agreement during normal business hours upon three business days' prior written notice to the County. The representatives shall be permitted to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, and other matters covered by this Agreement. All documents, papers, time sheets, accounting records, and other materials pertaining to costs incurred in connection with the Project shall be retained by the County and all of its contractors for three years from the date of completion of the Project, or expiration of this Agreement, whichever is later, to facilitate any audits or inspections.

8. Term. Unless otherwise terminated under section 9, this Agreement shall be effective on the last date it is executed by the parties below and shall be in effect until all milestones and deliverables have been completed, all required documentation has been delivered, and all payments have been made as set forth in the revised Schedule of Milestones.

9. Termination. Metro may terminate this Agreement and cancel any remaining Grant Fund payments upon a finding by the Metro Chief Operating Officer that the County has abandoned its work on the Project or is otherwise not satisfying its obligations under this Agreement regarding the requirements of the grant.

10. Amendment. This Agreement may be amended only by mutual written agreement of the Parties.

11. Other Agreements. This Agreement does not affect or alter any other agreements between the Parties.

12. Waiver. The Parties hereby waive and release one another for and from any and all claims, liabilities, or damages of any kind relating to this Agreement or the Grant Funds.

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

14. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and together shall constitute a single document. Electronic signatures, as well as copies of signatures sent by facsimile or electronic transmission, shall be deemed original signatures for all purposes and shall be binding on the Parties.

*[Signature Page Follows]*

**METRO**

**CLACKAMAS COUNTY**

By: \_\_\_\_\_  
Marissa Madrigal  
Chief Operating Officer

By: \_\_\_\_\_  
Tootie Smith  
Chair

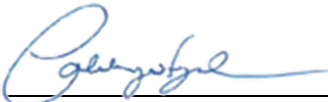
Date: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to Form:

Approved as to Form:

By: \_\_\_\_\_  
Carrie MacLaren  
Metro Attorney

By:  \_\_\_\_\_  
Caleb Huegel  
Assistant County Counsel

Date: \_\_\_\_\_

Date: March 25, 2024

Attachments:

- Exhibit A – Grant Request
- Exhibit B – Scope of Work
- Exhibit C – Schedule of Milestones

**BOARD OF COUNTY COMMISSIONERS****PUBLIC SERVICES BUILDING**

2051 KAEN ROAD | OREGON CITY, OR 97045

Metro  
600 NE Grand Avenue  
Portland, OR 97232

August 17, 2023

**Re: 2040 Planning and Development Grant – Clackamas County ZDO Diagnostic Report: Employment Uses**

Dear Grant Review Committee:

The Clackamas County Board of County Commissioners (BCC) strongly supports the 2040 Planning and Development Grant application for Clackamas County Zoning and Development Ordinance (ZDO) Diagnostic Report: Employment Uses. During an August 9, 2023, Policy Session, the BCC authorized submission of the grant application by the Department of Transportation and Development (DTD). We support the use of County staff time to manage the grant and participate in this project.

The ZDO Diagnostic Report and resulting zoning code amendments will achieve a number of important objectives. Chief among them are updates to the ZDO to support industrial land readiness by reducing regulatory barriers to industrial development.

The project is designed with a robust public engagement component to gather input from a broad range of stakeholders, including both community groups and developers who use the ZDO regularly. Of note, the project has been designed to be undertaken in conjunction with a Department of Land Conservation and Development (DLCD) Housing Planning Assistance grant to fund an assessment of the ZDO to identify and remedy code-related obstacles to the development of housing and ensure compliance with state land use laws that apply to housing.

Leveraging these two funding sources together creates a project that achieves the following outcomes:

- Ensure consistent, clear and objective standards for housing development
- Remove unnecessary barriers to industrial, employment and residential development
- Integrate updates to the ZDO as required by the Transportation Planning Rule and other recent legislation
- Identify places where there is a disconnect between the Comprehensive Plan, Zoning and Development Ordinance and Roadway Standards



- Guide implementation of transportation performance standards during the development review process
- Improve understanding of how developers access and use the ZDO, including identification of specific areas that can be improved to support a smoother development process
- Identify options for transitioning to a document that is more accessible online

The BCC fully supports the ZDO Diagnostic Report project, particularly its focus on identifying and removing barriers to industrial and employment land development. By partnering the project with the DLCDC Housing Planning Assistance grant program, the County can leverage funding to simplify the review process for a broader set of uses and adopt more consistent land use and development standards.

Thank you for your time and consideration.

Sincerely,

A handwritten signature in blue ink that reads "Tootie Smith". The signature is written in a cursive, flowing style.

Tootie Smith, Chair  
On Behalf of the Clackamas County Board of Commissioners

# 2040 Planning and Development Grant Application | Industrial Land Readiness

**Project:** Clackamas County ZDO Diagnostic Report- Employment Uses

**Funds requested:** \$143,000

## Project purpose and regional impact

1. Describe the proposed project and the specific goals for the work. Who are the project partners, if any, and why is this work a priority? Explain how the project will advance industrial site readiness and whether it will address site-specific, industry-specific, or obstacle-specific barriers. Identify any designated Employment Areas (per Metro's 2040 Growth Concept map) that will be impacted by this project. Describe how impacted communities will be engaged in the project and how their needs and priorities will be incorporated into resulting plans and strategies.

The purpose of the Clackamas County Zoning and Development Ordinance (ZDO) Diagnostic Report is to conduct a comprehensive review of the ZDO to (1) identify needed updates to comply with State land use laws, and (2) identify areas where the ZDO can be streamlined to reduce inefficiencies and development barriers and to be more understandable and easier to implement. With funds from the Metro 2040 Planning and Development Grant program used to identify obstacles to employment land development and opportunities for simplifying and streamlining the ZDO for commercial and industrial development, there is an opportunity to review the ZDO holistically by leveraging DLCD Housing Planning Assistance program funding for developing clear and objective standards for housing development.

The overall intent of the Diagnostic Report is to achieve the following outcomes:

- Identify opportunities to make standards for commercial and industrial development more clear and objective
- Address the state's requirements for clear and objective standards for housing development
- Ensure consistent and clear guidance for applying development standards
- Identify unnecessary obstacles to development, particularly as they relate to improving readiness of employment land
- Integrate updates to the ZDO as required by the TPR and other recent legislation
- Provide guidance on the implementation of transportation performance standards during the development review process
- Understand ways that developers access the ZDO, including specific areas that can be improved to support a smoother development process
- Identify places where there is a disconnect between the Comprehensive Plan, the Zoning and Development Ordinance and the Roadway Standards
- Identify areas where the ZDO can be streamlined - including possibly consolidating several zoning districts to one - in order to reduce inefficiencies and make the ZDO easier to understand and implement
- Evaluate, and recommend changes as appropriate, to the density and housing types allowed in the multifamily zoning districts. With middle housing allowances now in place in low density residential zones, it is important to review the higher density residential zones to understand the impact and recommend changes as appropriate.
- Identify options for transitioning to a document that is more accessible online

## 2040 Planning and Development Grant Application | Industrial Land Readiness

The Metro 2040 grant funds would be used to support the employment portion of the Diagnostic Report and the DLCDC Housing Planning Assistance grant would be used to support the housing portion.

The county's Planning and Zoning Division will partner with the Economic Development Division on this project. The Economic Development Division works closely with business and industry to help them with establishing and growing their businesses in the county. On a regular basis, an Economic Landscape Report is completed to provide input into the target industries for the county and actions needed to support these industries. The work of streamlining the ZDO is essential to support the growth of existing businesses as well as attract new business. As business and industry needs change overtime, it is important to step back and evaluate the regulations that guide how development occurs. This project is an opportunity to take a comprehensive look at how the existing regulations are impacting business and industry in the county and to identify possible changes that will remove development obstacles, support a competitive economy, and expand economic opportunities for all individuals in the county.

Several steps will be taken to develop the ZDO Diagnostic Report, but an important element specific for business and industry is to include a review of options for making the ZDO more accessible online. As we emerge from the COVID-19 pandemic, many services have shifted to online access. While the ZDO can be read online, there are many ways the access and usability of the document online can be improved. By including information in the ZDO Diagnostic Report about improved online accessibility options, the county will be better positioned to make an informed decision about how to proceed. Business and industrial property owners and developers will benefit from increased ease of use and understandability.

The focus of this project is to remove "obstacle specific barriers" and will impact all of the Metro designated Employment areas within unincorporated Clackamas County. The purpose of including commercial areas in this project is to understand how these districts should be amended to better support industry throughout the county. For example, there has been interest in expanding allowances for smaller-scale industrial uses, such as artisanal manufacturing, into the commercial districts. This project would provide insight into the benefits and challenges of making these types of changes. The grant funding for this project will allow the consultant to facilitate stakeholder focus groups to identify issues related to usability and clarity of the ZDO. The stakeholder groups should include people who regularly use the ZDO, as well as groups that may not typically be engaged in providing feedback such as property owner focus groups in various languages.

The consultant will prepare at least one online engagement tool that can be pushed out to a larger number of people in the county. This engagement tool will use the information identified in the ZDO document review and the stakeholder focus groups to gather feedback on the initial issues. The consultant will prepare an Engagement Summary report that summarizes the focus groups and the key findings from the engagement.

In addition, the consultant will facilitate focus groups (engaging with people who participated in the previous focus group discussion) on each topic (housing and employment/commercial) to solicit feedback on the proposed solutions. There will also be consultant-led workshops with county staff to provide an overview of the issues identified and proposed solutions.

### Community demographics

2. Provide demographic information including race, ethnicity, age, and income of the neighborhood or community that will be affected by the project. Indicate the data source and describe how the project geography relates to the

## 2040 Planning and Development Grant Application | Industrial Land Readiness

data provided. If appropriate, include not only residential data but also relevant information (even if anecdotal) regarding local businesses, employers, or commercial districts.

This project will impact a wide variety of people who live, work, own and develop property in unincorporated Clackamas County. While the focus will be on employment areas and locations for growing industry clusters, the impact is much broader than the specific zones.

The Blueprint for a Healthy Clackamas County includes a significant amount of demographic data for the County. The website can be found here

<https://www.blueprintclackamas.com/index.php?module=DemographicData&controller=index&action=index>

- The 2023 population in Clackamas County, Oregon was 428,168 per Claritas which uses the American Community Survey data.

From the Economic Overview Report, prepared by Greater Portland, Inc, a summary of some key data related to the economy in Clackamas County includes:

- Total employment for Clackamas County, Oregon was 184,373 in 2020
- In 2022, the average worker in Clackamas County, Oregon earned annual wages of \$65,084
- Average annual wages per worker increased 7.6% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$68,132 in the nation.
- The cost of living is 29.1% higher in Clackamas County, Oregon than the U.S. average.
- The largest sector in Clackamas County, Oregon is Health Care and Social Assistance, employing 23,845 workers. The next-largest sectors in the region are Retail Trade (19,141 workers) and Manufacturing (18,353).
- Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Construction (+3,532 jobs), Professional, Scientific, and Technical Services (+1,992), and Administrative and Support and Waste Management and Remediation Services (+1,610).
- Over the next 5 years, employment in Clackamas County, Oregon is projected to expand by 10,470 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.9% year-over-year rate of growth.

The Clackamas County Economic Landscape report produced in June of 2022, identified the key industry clusters in Clackamas County as:

- Professional Business Services
- Wholesale Trade, Transportation & Distribution
- High Tech Manufacturing/Software & Media
- Health Care
- Advanced Manufacturing – Metals & Machinery
- Food & Beverage Processing

### Team capacity and experience

3. Identify the roles that lead government staff and key project partners, if any, will play to implement the project and describe their qualifications and experience. Identify the roles and necessary expertise of any consultants to be hired with grant funds.

The local planning and zoning staff have deep knowledge of the Clackamas County ZDO. They have also had experience managing consultants for various projects. It is anticipated that this project will include a significant effort by a consulting team. This project will rely upon a consultant team that will be selected through a Request for Proposal (RFP) process. The types of expertise that will be needed

## 2040 Planning and Development Grant Application | Industrial Land Readiness

from the consulting team is experience with Zoning Development Ordinances, implementation of standards, tools that can simplify and clarify the language that is within the ZDO, experience with focus groups and other engagement activities.

### Achievable outcomes

4. What is the extent of the project team's authority to implement your proposed project, make policy, or commit investments? What governing bodies, organizations, or private parties will have to act to ultimately deliver project results? Describe how these influential entities or sponsors will be informed or involved over the course of the project to cultivate their support so that the project outcomes are achieved.

The project is designed to have practical, achievable outcomes that will lead to increased employment land readiness by reducing development barriers and creating more efficient land use processes. There is agreement that the current status of the ZDO creates barriers for employment land development. The creation of a ZDO Diagnostic Report will set a solid foundation for staff to develop specific changes to the ZDO to implement the various recommendations. Ultimately, implementation of the Report recommendations will require action by the Planning Commission and Board of County Commissioners (BCC) to amend the ZDO. Using the information in the ZDO Diagnostic Report, staff will prepare amendments to the ZDO. These amendments will be brought forward to the Planning Commission for a recommendation (with a Public Hearing), and then onto the BCC for an additional public hearing and final decision regarding changes that will be made to the ZDO.

### Scope of work

5. Succinctly outline your approach to the project and the major project elements and deliverables you envision. Provide a bulleted list outline of the components or phases of work, the tasks and partners involved in each phase or element, the key work products, and the general timeframe to complete the project.

#### **Task 1: Project Kick-Off and Management**

Timeline: February 2024 – May 2025

Estimated Cost: \$49,000 (\$36,000 consultant + \$13,000 County staff)

**\$18,000 Metro 2040 Grant Consultant**

\$18,000 DLCDC Grant Consultant

\$13,000 County Staff time

#### Task 1 Consultant Deliverables:

D1: Meeting notes from three project start-up meetings with staff

D2: Summary of major tasks and action items list for the Project

Deliverables for employment and commercial areas shall be distinguished from those undertaken that focus on housing

D3: Meeting summaries for each bi-weekly meeting throughout the project

#### **Task 2: Background: Requirements and guidance impacting development (What types of changes are needed)**

Timeline: March 2024 – June 2024

Estimated Cost: \$55,000 (\$47,000 consultant + \$8,000 County staff)

**\$25,000 Metro 2040 Grant Consultant**

\$22,000 DLCDC Grant Consultant

\$8,000 County Staff time

#### Task 2 Consultant Deliverables:

D1: Technical Memo 1: Background: Land use changes needed for compliance with the Transportation Planning Rule

## 2040 Planning and Development Grant Application | Industrial Land Readiness

D2: Technical Memo 2: Background: Clear and objective standards and other recent legislation that is related to supporting the development of housing, as well as other issues identified in above description

D3: Technical Memo 3: Background: Changes needed to support industry clusters, review of Comprehensive Plan Chapter 8 and transportation standards related to development review

D4: Technical Memo 4: Background: Opportunities for streamlining and clarification within the county's ZDO and opportunities for creating a more user-friendly online version of the ZDO, with examples from other jurisdictions

### Task 2 Local Government Deliverables:

- Review and Feedback on Technical Memos 1, 2, 3 and 4

### **Task 3: ZDO review – Where changes are needed**

Timeline: June 2024 – August 2024

Estimated Cost: \$100,000 (Consultant \$80,000 + County Staff \$20,000)

**\$40,000 Metro 2040 Grant Consultant**

\$40,000 DLCDC Grant Consultant

\$20,000 County Staff time

### Task 3 Consultant Deliverables:

D1: Technical Memo 5: Identification of places in the ZDO and other supporting documents that need to be addressed per issues outlined in Tech Memos 1, 2, 3 and 4. Tech Memo 5 will include review and recommendations related to employment/commercial uses as well as urban and rural housing development.

D2: Facilitation of up to 10 "Housing" Focus Groups, including meeting summaries. Focus groups shall include discussions with underrepresented communities.

D3: Facilitation of up to 10 "Employment and Commercial" focus groups, including meeting summaries. Focus groups shall include business owners, developers and other community-based organizations who may not typically be engaged.

D4: Online engagement tool to be used to gather broader input, including input on appropriate information from Tech Memos 1, 2, 3, 4 and 5.

D5: Tech Memo 6: Summary of Engagement

D6: Meeting participation and notes from up to four meetings with Clackamas County staff related to review of ZDO, Comprehensive Plan and Roadway Standards.

D7: Policy sessions with the Planning Commission and Board of County Commissioners to provide overview of project and process

### Task 3 Local Government Deliverables:

- Participation in development of engagement materials for focus groups and online engagement tool
- Participation in up to four meetings between consultant and staff to develop Tech Memo 5
- Review and feedback on Tech Memos 5 and 6.
- Preparation of materials for Planning Commission and BCC policy sessions

### **Task 4: Draft ZDO Diagnostic Report: Proposed Solutions**

Timeline: August 2024 – November 2024

Estimated Cost: \$70,000 (\$60,000 consultant + \$10,000 county staff)

**\$30,000 Metro 2040 Grant Consultant**

\$30,000 DLCDC Grant Consultant

\$10,000 County Staff time

## 2040 Planning and Development Grant Application | Industrial Land Readiness

### Task 4 Consultant Deliverables:

- D1: Tech Memo 7: Draft ZDO Diagnostic Report, including information from the six Technical Memos and an Executive Summary
- D2 & D3: Facilitation and meeting notes from focus groups to discuss draft solutions
- D4: Presentation materials for workshops with County staff

### Task 4 Local Government Deliverables:

- Review and Comment on Draft ZDO Diagnostic Report
- Participation in County workshops on proposed solutions

### **Task 5: Final ZDO Diagnostic Report and Online ZDO Options**

Timeline: November 2024 to February 2024

Estimated Cost: \$47,000 (\$40,000 consultant + \$7,000 County Staff)

**\$30,000 Metro 2040 Grant Consultant**

\$10,000 DLCDC Grant Consultant

\$7,000 County Staff time

### Task 5 Consultant Deliverables:

- D1: Final ZDO Diagnostic Report
- D2: Review of 3 online ZDO options, with cost estimates

### Task 5 Local Government Deliverables:

- Review of materials related to 3 online ZDO options

### **Task 6: ZDO Amendment Text Development**

Timeline: February 2025 to June 2025

Estimated Cost: \$30,000

**No Metro 2040 Grant Funds**

\$30,000 – DLCDC Grant: Clackamas County Staff cost only

### Task 6 Local Government Deliverables:

- Presentations to the Planning Commission and the BCC
- Draft amendments suitable for adoption

### **Proposed project budget**

6. Use the budget template provided to show the estimated project costs by major phase or component. The budget table should align with the project scope of work and include major tasks or elements identified in question #5. Indicate estimated costs for consultant work as well as other direct project expenses. In the space below, describe the methodology used for estimating project costs, and identify any additional funds (if any) that have been pledged by project partners or other sources.

#### **Overall Project Costs:**

<b>Total Cost:</b>	<b>\$351,000</b>
Consultants:	\$263,000
County Staff (Task 6 – Funding Received from DLCDC Grant):	\$30,000
County Staff (match/not charged to grant funds):	\$58,000

#### **Resources:**

**Metro 2040 Grant: \$143,000 – Consultant costs only**

DLCDC Housing Grant: \$150,000 – Consultant (\$120,000) and County Staff Costs (\$30,000)

County Staff (Match): \$58,000 – Anticipated Staff hours not reimbursed by grant funds

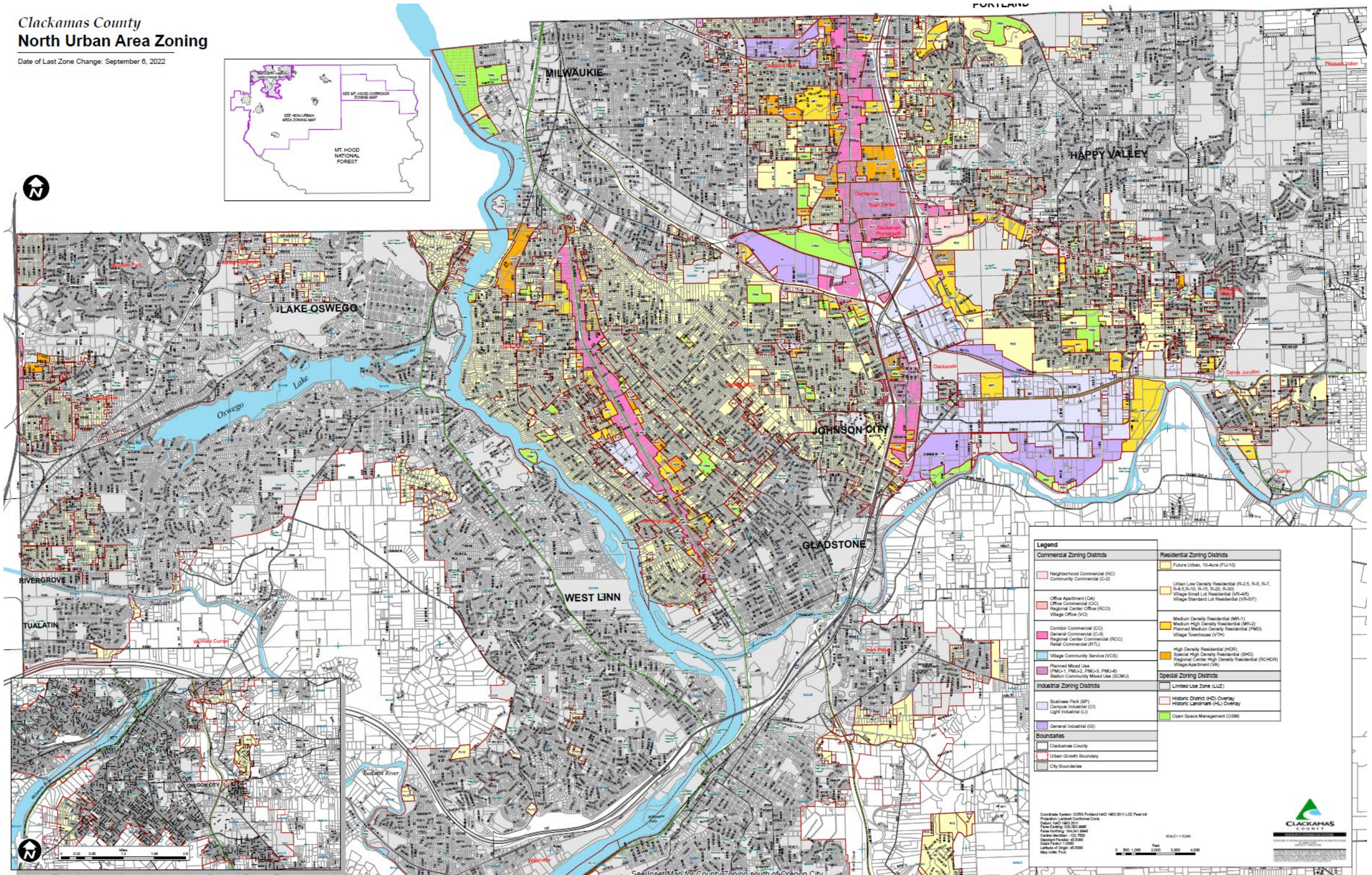
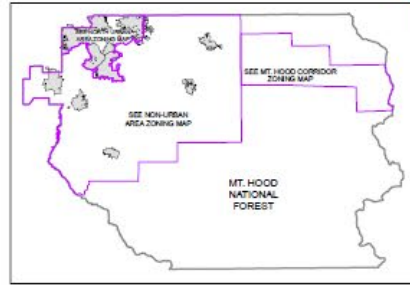




Letter of Support is being approved by the Clackamas County Board of Commissioners on 8/15/23 and will be submitted after approval.

# Clackamas County North Urban Area Zoning

Date of Last Zone Change: September 6, 2022



Legend	
<b>Commercial Zoning Districts</b>	<b>Residential Zoning Districts</b>
Neighborhood Commercial (NC) Community Commercial (C-2)	Future Urban, 10-Acre (FU-10)
Office Apartment (OA) Office Commercial (OC) Regional Center Office (RCO) Village Office (VO)	Urban Low Density Residential (R-2.5, R-4, R-7, R-8.5, R-10, R-15, R-20, R-30) Village Small Lot Residential (VR-4/5) Village Standard Lot Residential (VR-5/7)
Corridor Commercial (CC) General Commercial (C-3) Regional Center Commercial (RCC) Retail Commercial (RTL)	Medium Density Residential (MR-1) Medium High Density Residential (MH-2) Planned Medium Density Residential (PMD) Village Townhouse (VTH)
Village Community Service (VCS) Planned Mixed Use (PML-1, PML-2, PML-3, PML-4) Station Community Mixed Use (SCMU)	High Density Residential (HDR) Special High Density Residential (SHD) Regional Center High Density Residential (RCHDR) Village Apartment (VA)
<b>Industrial Zoning Districts</b>	<b>Special Zoning Districts</b>
Business Park (BP) Campus Industrial (CI) Light Industrial (LI)	Limited Use Zone (LUZ)
General Industrial (GI)	Historic District (HD) Overlay Historic Landmark (HL) Overlay Open Space Management (OSM)
<b>Boundaries</b>	
Clackamas County	
Urban Growth Boundary	
City Boundaries	

Coordinate System: Oregon Projected NAD 1983 2011 LOC Feet Unit  
 Projection: Lambert Conformal Conic  
 Datum: NAD 1983 2011  
 False Easting: 335,380.5666  
 False Northing: 594,041.5666  
 Central Meridian: -122.7000  
 Standard Parallel: 42.5000  
 Scale Factor: 1.0000  
 Latitude of Origin: 45.5000  
 Meridian of Origin: 122.7000



See Inset Map for County Zoning south of Oregon City

# 2023 Demographics

View all Variables

Claritas demographic estimates are primarily based on U.S. Census and American Community Survey (ACS) data. Claritas uses proprietary formulas and methodologies to calculate estimates for the current calendar year and five-year projections for every annual data release. Claritas warns to not compare estimates between their yearly releases due to changing methodologies and input data used between each data release.

## Summary Data for County: Clackamas

### Population

**Population**  
 County: Clackamas  
**428,168** Persons  
**State: Oregon** 4,295,710 Persons

**Percent Population Change: 2020 to 2023**  
 County: Clackamas  
**1.61%**  
**State: Oregon** 1.38%

### Race

**Population by Race**  
 County: Clackamas

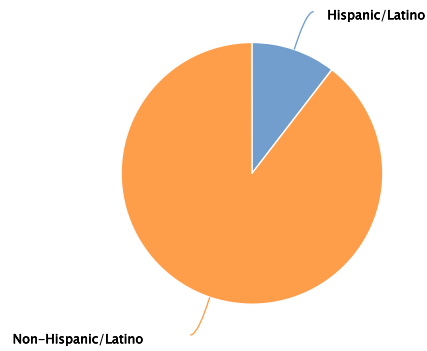
Population by Race	Clackamas		Oregon	
	Persons	%	Persons	%
White	332,757	77.72%	3,136,337	73.01%
Black/African American	5,889	1.38%	85,789	2.00%
American Indian/Alaskan Native	3,707	0.87%	68,922	1.60%
Asian	25,465	5.95%	217,545	5.06%
Native Hawaiian/Pacific Islander	1,025	0.24%	21,103	0.49%
Some Other Race	18,751	4.38%	288,149	6.71%
2+ Races	40,574	9.48%	477,865	11.12%

### Ethnicity

Help

## Population by Ethnicity

County: Clackamas

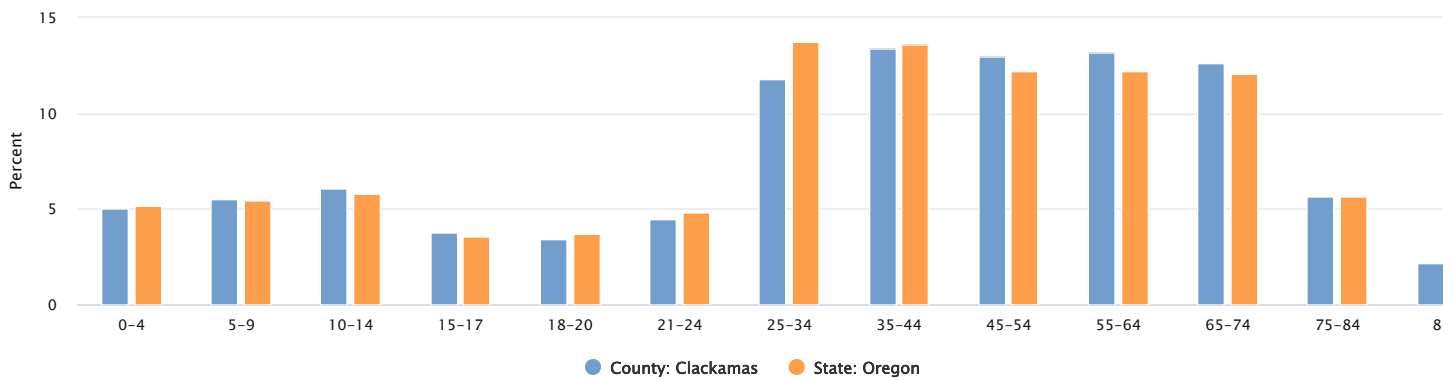


Population by Ethnicity	Clackamas		Oregon	
	Persons	%	Persons	%
Hispanic/Latino	44,743	10.45%	640,854	14.92%
Non-Hispanic/Latino	383,425	89.55%	3,654,856	85.08%

## Age

### Population by Age Group

County: Clackamas



Population by Age Group	Clackamas		Oregon	
	Persons	%	Persons	%
0-4	21,603	5.05%	220,814	5.14%
5-9	23,451	5.48%	233,240	5.43%
10-14	25,987	6.07%	248,095	5.78%
15-17	16,201	3.78%	153,473	3.57%
18-20	14,522	3.39%	160,332	3.73%
21-24	19,110	4.46%	207,912	4.84%
25-34	50,393	11.77%	589,223	13.72%
35-44	57,235	13.37%	585,272	13.62%
45-54	55,483	12.96%	524,442	12.21%
55-64	56,506	13.20%	525,232	12.23%
65-74	54,076	12.63%	518,686	12.07%
75-84	24,299	5.68%	241,240	5.62%
85+	9,302	2.17%	87,749	2.04%

## Sex

### Population by Sex

Population by Sex	Clackamas		Oregon	
	Persons	%	Persons	%
Male	211,379	49.37%	2,129,245	49.57%
Female	216,789	50.63%	2,166,465	50.43%

## Households/Income

### Households

County: Clackamas

**162,506** Households

**State: Oregon** 1,692,870 Households

### Families

County: Clackamas

**112,721** Families

**State: Oregon** 1,068,732 Families

### Average Household Size

County: Clackamas

**2.61** Persons

**State: Oregon** 2.48 Persons

### Households with Children

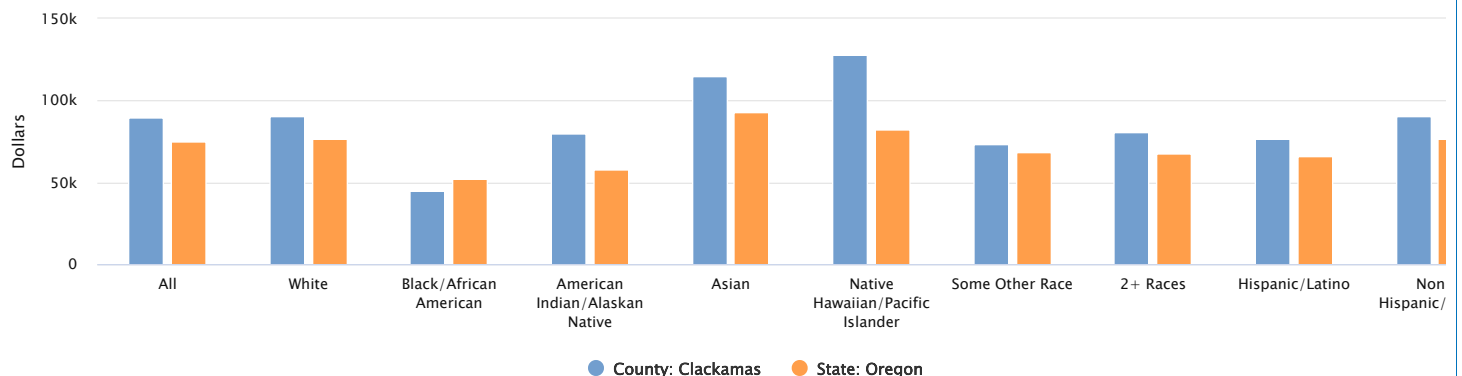
County: Clackamas

**53,980** Households  
(33.22% of Households)

**State: Oregon** 507,960 Households (30.01% of Households)

### Median Household Income by Race/Ethnicity

County: Clackamas



Median Household Income by Race/Ethnicity	Clackamas	Oregon
	Value	Value
All	\$89,753	\$75,279
White	\$90,761	\$76,946
Black/African American	\$44,617	\$51,942
American Indian/Alaskan Native	\$79,956	\$58,051
Asian	\$114,863	\$93,284
Native Hawaiian/Pacific Islander	\$128,289	\$82,267

## 2023 Demographics

 View all Variables

Claritas demographic estimates are primarily based on U.S. Census and American Community Survey (ACS) data. Claritas uses proprietary formulas and methodologies to calculate estimates for the current calendar year and five-year projections for every annual data release. Claritas warns to not compare estimates between their yearly releases due to changing methodologies and input data used between each data release.

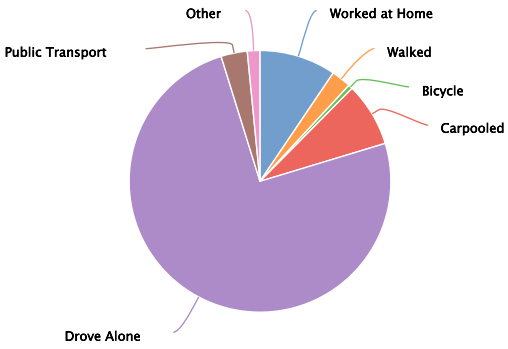
## Employment Data for County: Clackamas

**Population 16+: Unemployed**  
 County: Clackamas  
**4.74%**  
 State: Oregon 5.03%

**Population 16+: Unemployed by Sex**

Population 16+: Unemployed by Sex	Clackamas		Oregon	
	Value	%	Value	%
Male		5.32%		5.25%
Female		4.05%		4.78%

**Workers by Means of Transportation to Work**  
 County: Clackamas

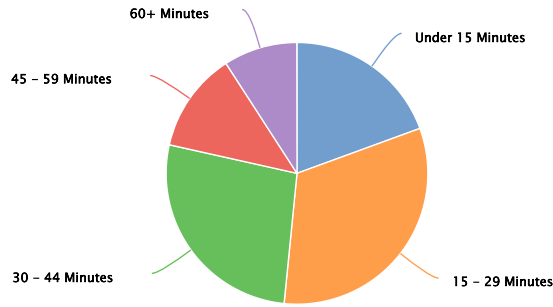


Workers by Means of Transportation to Work	Clackamas		Oregon	
	Workers	%	Workers	%
Worked at Home	19,950	9.46%	170,952	8.35%
Walked	5,132	2.43%	75,141	3.67%
Bicycle	1,120	0.53%	40,097	1.96%
Carpooled	16,636	7.89%	193,138	9.43%
Drove Alone	157,832	74.88%	1,453,747	71.01%
Public Transport	6,859	3.25%	88,785	4.34%
Other	3,255	1.54%	25,276	1.23%

 Help

## Workers by Travel Time to Work

County: Clackamas



Workers by Travel Time to Work	Clackamas		Oregon	
	Workers	%	Workers	%
Under 15 Minutes	36,714	19.43%	569,117	30.69%
15 - 29 Minutes	60,728	32.14%	679,262	36.62%
30 - 44 Minutes	50,881	26.93%	352,192	18.99%
45 - 59 Minutes	23,366	12.37%	131,202	7.07%
60+ Minutes	17,237	9.12%	122,922	6.63%

## Average Commute Time

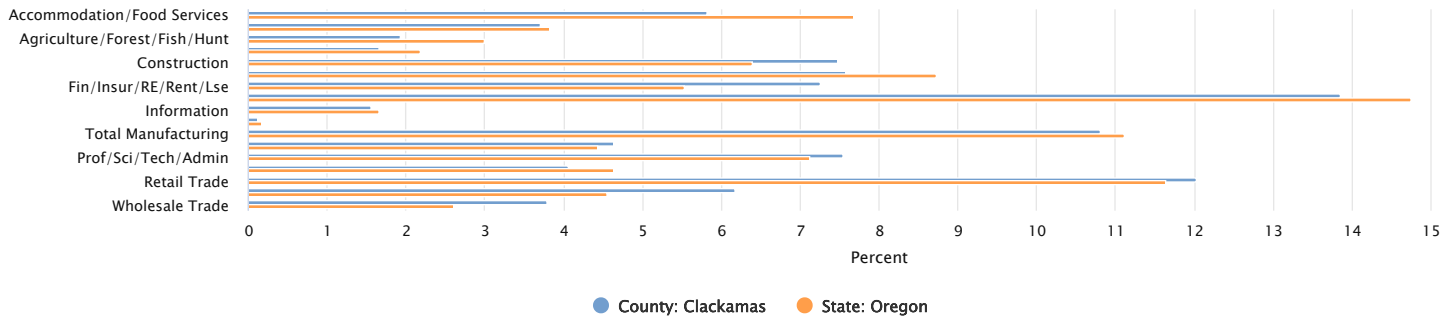
County: Clackamas

32 Minutes

State: Oregon 26 Minutes

## Employed Civilian 16+ by Industry

County: Clackamas



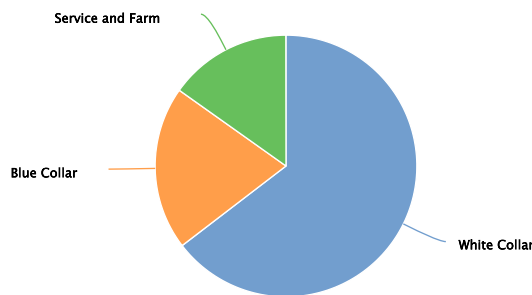
Employed Civilian 16+ by Industry	Clackamas		Oregon	
	Persons	%	Persons	%
Accommodation/Food Services	12,474	5.81%	160,278	7.68%
Admin/Spprt/Waste Mgmt	7,950	3.70%	79,948	3.83%
Agriculture/Forest/Fish/Hunt	4,150	1.93%	62,506	3.00%
Entertainment/Rec Svcs	3,537	1.65%	45,398	2.18%
Construction	16,096	7.48%	133,638	6.40%
Educational Svcs	16,275	7.58%	181,873	8.72%
Fin/Insur/RE/Rent/Lse	15,583	7.26%	115,492	5.53%
Health Care/Soc Asst	29,759	13.86%	307,799	14.75%
Information	3,350	1.56%	34,719	1.66%
Mgmt of Companies	256	0.12%	3,521	0.17%
Total Manufacturing	23,213	10.81%	231,935	11.11%
Oth Svcs, Not Pub Admin	9,970	4.64%	92,356	4.43%
Prof/Sci/Tech/Admin	16,195	7.54%	148,583	7.12%
Public Administration	8,720	4.06%	96,640	4.63%
Retail Trade	25,811	12.02%	242,666	11.63%
Transport/Warehouse/Utils	13,243	6.17%	94,997	4.55%
Wholesale Trade	8,137	3.79%	54,531	2.61%

## Employed Civilian 16+ by Occupation

Employed Civilian 16+ by Occupation	Clackamas		Oregon	
	Persons	%	Persons	%
Architect/Engineer	4,810	2.24%	52,146	2.50%
Arts/Entertain/Sports	4,273	1.99%	50,411	2.42%
Building Grounds Maint	5,663	2.64%	69,893	3.35%
Business/Financial Ops	12,033	5.61%	107,525	5.15%
Community/Soc Svcs	3,855	1.80%	46,932	2.25%
Computer/Mathematical	6,689	3.12%	66,884	3.20%
Construction/Extraction	9,853	4.59%	94,564	4.53%
Edu/Training/Library	11,402	5.31%	121,567	5.83%
Farm/Fish/Forestry	2,001	0.93%	33,745	1.62%
Food Prep/Serving	10,071	4.69%	129,912	6.23%
Health Practitioner/Tec	13,337	6.21%	120,945	5.80%
Healthcare Support	6,496	3.03%	87,472	4.19%
Maintenance Repair	6,675	3.11%	54,909	2.63%
Legal	2,185	1.02%	22,076	1.06%
Life/Phys/Soc Science	1,645	0.77%	25,553	1.22%
Management	29,884	13.92%	229,162	10.98%
Office/Admin Support	24,533	11.43%	226,983	10.88%
Production	10,397	4.84%	113,014	5.42%
Protective Svcs	3,280	1.53%	33,231	1.59%
Sales/Related	24,020	11.19%	198,186	9.50%
Personal Care/Svc	5,071	2.36%	52,469	2.51%
Transportation/Moving	16,506	7.69%	149,301	7.15%

## Employed Civilian 16+ by Occupation Group

County: Clackamas



Employed Civilian 16+ by Occupation Group	Clackamas		Oregon	
	Persons	%	Persons	%
White Collar	138,666	64.59%	1,268,370	60.78%
Blue Collar	43,431	20.23%	411,788	19.73%
Service and Farm	32,582	15.18%	406,722	19.49%

Demographics information provided by Claritas, updated March 2023, under these terms of use.



Clackamas County ZDO Diagnostic Report

**Scope of Work**

**A. Background**

The Clackamas County Zoning and Development Ordinance (ZDO) contains the regulations that guide zoning and development in unincorporated Clackamas County. The ZDO initially became effective in 1980 and, since then, has been amended numerous times. None of the amendments, however, included a holistic look at the ZDO, and the result of more than four decades of a “piecemeal” approach to amendments is a document that is difficult to navigate and contains conflicts, inefficiencies, and redundancies.

Despite Planning staff’s best efforts to audit and clean up the ZDO over the last several years, it remains unwieldy and, in some places, outdated. The ZDO is in need of a comprehensive overhaul, beginning with an assessment of options for removing regulatory obstacles to employment and housing development and ways to streamline the document to make it more understandable to people who use it regularly.

**B. Project Description.**

The purpose of the Clackamas County Zoning and Development Ordinance (ZDO) Diagnostic Report is to conduct a comprehensive review of the ZDO to (1) identify needed updates to comply with State land use laws, (2) identify areas where the ZDO can be streamlined to reduce inefficiencies and development barriers and to be more understandable and easier to implement and (3) identify obstacles to employment and housing land development and opportunities for simplifying and streamlining the ZDO for commercial, industrial and residential development in the urban area.

The overall intent of the ZDO Diagnostic Report is to achieve the following outcomes:

- Address the state’s requirements for clear and objective standards for housing development
- Identify opportunities to make standards for commercial and industrial development more clear and objective
- Ensure consistent and clear guidance for applying development standards
- Remove unnecessary obstacles to development
- Integrate updates to the ZDO that are required by OAR 660-12-0330, a section of the Transportation Planning Rule (TPR), and other recent legislation
- Provide guidance on the implementation of transportation performance standards during the development review process
- Understand ways that developers access the ZDO, including specific areas that can be improved to support a smoother development process
- Identify places where there is a disconnect between the Comprehensive Plan, the Zoning and Development Ordinance, and the Roadway Standards

*Exhibit B -February 7, 2024*

- Identify areas where the ZDO can be streamlined - including possibly consolidating several zoning districts to one - in order to reduce inefficiencies and make the ZDO easier to understand and implement
- Evaluate, and recommend changes as appropriate, to the density and housing types allowed in the multifamily zoning districts. With middle housing allowances now in place in low density residential zones, it is important to review the higher density residential zones to understand the impact and recommend changes as appropriate.
- Identify options for transitioning to a document that is more accessible online

Completion of the ZDO Diagnostic Report is expected to take approximately one year, and it will take at least another six months for County staff to develop the specific ZDO amendment language and hold the public hearings to consider adoption after the ZDO Diagnostic Report is complete.

**C. Products and Outcomes.**

The primary product of the project is a ZDO Diagnostic Report. The consultant will meet regularly and facilitate meetings with staff to identify known challenges of implementing the existing ZDO. After preparing several technical memos designed to outline the background for needed changes and analyze staff-identified code implementation issues, the consultant will lead public engagement through focus groups comprised primarily of people who use the Zoning and Development Ordinance in order to obtain information from the user's perspective. Using all of this information, a Draft ZDO Diagnostic Report will then be developed by the consulting team.

The proposed solutions will be reviewed through another set of focus groups and workshops with staff. The final ZDO Diagnostic Report is expected to include strategies that specifically address the code-related obstacles to development, with a focus on efficient and effective development review, and include specific recommendations on how the ZDO should be amended to address these obstacles. It should include an action plan so that County staff can move forward quickly into the code drafting and adoption process.

It is also expected to include an assessment of online tools that would improve accessibility of the ZDO, modernizing and improving the usability of the document.

**D. Scope of Work, Timeline and Expected Consultant Cost**

**Task #0: Consultant selection**

**Timeline:** March 2024 – May 2024

**Estimated Cost:** County Staff time only

**Task #1: Project Kick-Off and Management**

**Timeline:** May 2024 – June 2024

**Estimated Consultant Cost:** \$12,000

*Exhibit B -February 7, 2024*

The purpose of the project kick-off is for the Consultant to become familiar with local conditions and with Clackamas County's planning documents; for the parties to confirm the objectives of the project and refine the project schedule.

Consultant will meet with County staff early in the project (via conference call, or in person) to establish the project expectations and familiarize themselves with county-specific concerns.

Consultant will develop an action item list as identified through these initial meetings and will develop and share a proposed schedule for the completion of all tasks. The level of detail required for the proposed project schedule will be determined by mutual agreement by the County and the Consultant.

Consultant will have biweekly check-ins with the County to discuss major project milestones and work products, address questions, and identify follow-up actions.

**Task 1 Consultant Deliverables:**

Task 1- D1: Meeting notes from three project start-up meetings with staff

Task 1- D2: Summary list of major tasks and action items for the Project

Task 1-D3: Project schedule

Task 1- D4: Meeting coordination, participation, and summaries for bi-weekly meetings (2 meetings)

**Task 2: Background: Requirements and Guidance Impacting Development - What types of changes are needed**

**Timeline:** June 2024 – October 2024

**Estimated Consultant Cost:** \$55,000

The consultant will review relevant state regulations and the ZDO to identify the background on the types of issues that will need to be addressed during the project and document the issues in a series of Technical Memos.

Technical Memo 1 will provide an overview of needed changes related to land use that are identified in Section 660-12-0330 of the Transportation Planning Rule.

Technical Memo 2 will involve a variety of items, including but not limited to: gathering issues identified by staff, overview of broad categories of changes that will be needed in order to create clear and objective standards for housing, clarification of the types of changes that are needed to be in compliance with other State laws, types of changes other jurisdictions have used to potentially increase the supply of housing, and types of regulations that may be creating barriers to housing development.

Technical Memo 3 will establish the background for the employment and commercial uses review. Using the most recent Clackamas County Economic Landscape Report and Comprehensive Plan Chapter 8, the consultant will identify outdated information that should be removed from Chapter 8 because it is no longer necessary or accurate. In addition, using the Economic Landscape Report, guidance will be provided on how to support the industry clusters within the employment and commercial zoning districts, with specific emphasis on alignment with the Portland Area Comprehensive Economic Development Strategy. The memo should include information on potential impacts of allowing for additional industrial uses within the commercial zones. This memo will also outline issues pertaining to implementing transportation performance standards during development review.

The Consultant will provide draft copies of the Technical Memos for staff review and comment before the final Memos are submitted.

Consultant will have biweekly check-ins with the County to discuss major project milestones and work products, address questions, and identify follow-up actions.

**Task 2 Consultant Deliverables:**

Task 2 D1: Technical Memo 1: Background: Land use changes needed for compliance with the Transportation Planning Rule

Task 2 D2: Technical Memo 2: Background: Clear and objective standards and other recent legislation that is related to supporting the development of housing, as well as other issues identified in above description

Task 2 D3: Technical Memo 3: Background: Changes needed to support industry clusters, review of Comprehensive Plan Chapter 8, and transportation standards related to development review

Task 2 D4: Meeting coordination, participation, and summaries (8 meetings)

**Task 3: ZDO Review and Targeted Public Outreach– Where changes are needed**

**Timeline:** October 2024 – February 2025

**Estimated Consultant Cost:** \$88,000

The consultant will review the existing Zoning and Development Ordinance (ZDO) to identify the specific places that are related to the obstacles and opportunities identified during Task 2.

While the focus will be on the ZDO, the Clackamas County Comprehensive Plan and Roadway Standards will be reviewed in the context of the development review process. In addition to reviewing the specific zoning districts, the review will include the code sections for special uses, development standards, approval criteria, and procedural requirements.

Technical Memo 4 will summarize the specific locations where the ZDO needs to be revised to sufficiently address:

- Standards permitting the development of housing in compliance with applicable statutes and Administrative Rules (OAR Chapter 660), including provision of a clear and objective path for approval of residential development
- Standards, conditions, or procedures that have the effect, either in themselves or cumulatively, of discouraging housing or employment/commercial uses
- Criteria or procedures related to housing that may stymie production
- Duplication and inconsistencies across zoning districts with potential opportunities for simplification and consolidation in both the housing and the employment/commercial districts
- Identification of issues within the special uses, development standards, development review process, and criteria for discretionary permits sections of the ZDO, and their impact on both housing and employment/commercial development
- Specific commercial districts that could be amended to allow for additional industrial uses within the commercial zones

Technical Memo 5 will identify areas in the ZDO that could be amended for greater efficiency, including, but not limited to combining and consolidating multiple zoning districts into one, removing duplicative and vague standards, and simplifying/clarifying the categories/types of allowed uses.

To augment the consultant review of the ZDO, the consultant will facilitate up to twenty (20) stakeholder focus groups to identify issues related to usability and clarity of the ZDO. The stakeholder groups should include people who regularly use the ZDO, and include groups that may not typically be engaged in providing feedback, such as property owner focus groups in various languages.

The consultant will prepare at least one online engagement tool that can be pushed out to a larger number of people in the County. This engagement tool will use the information identified in the document review and the stakeholder focus groups to gather feedback on the initial issues.

The consultant will prepare an Engagement Summary report that summarizes the focus groups and the key findings from the engagement.

Consultant will have biweekly check-ins with the County to discuss major project milestones and work products, address questions, and identify follow-up actions.

### Task 3 Consultant Deliverables:

Task 3 D1: Technical Memo 4: Identification of places in the ZDO and other supporting documents that need to be addressed per issues outlined in Tech Memos 1, 2, and 3. Tech Memo 4 will include review and recommendations related to employment/commercial uses and urban housing development.

*Exhibit B -February 7, 2024*

- Task 3 D2: Technical Memo 5: Identification of areas in the ZDO that could be amended for greater efficiency, including, but not limited to, combining and consolidating multiple zoning districts into one, removing duplicative and vague standards, and simplifying/clarifying the categories/types of allowed uses.
- Task 3 D3: Facilitation of up to 10 “Housing” Focus Groups, including meeting summaries. Focus groups will include discussions with underrepresented communities.
- Task 3 D4: Facilitation of up to 10 “Employment and Commercial” focus groups, including meeting summaries. Focus groups will include business owners, developers and other community-based organizations who may not typically be engaged.
- Task 3 D5: Online engagement tool to be used to gather broader input, including input on appropriate information from Tech Memos 1, 2, 3, and 4.
- Task 3 D6: Technical Memo 6: Summary of Engagement
- Task 3 D7: Meeting participation and notes from up to four meetings with Clackamas County staff related to review of ZDO, Comprehensive Plan and Roadway Standards.
- Task 3 D8: Attendance at two (2) Policy Sessions – One with the Planning Commission and one with the Board of County Commissioners to provide overview of project and process.
- Task 3 D9: Meeting coordination, participation, and summaries (8 meetings)

**Task 4: Draft and Final ZDO Diagnostic Report - Solutions**

**Timeline:** February 2025 – June 2025

**Estimated:** Consultant Cost: \$73,000

Building on information included in Tech Memos 1 through 5, the Consultant will prepare a draft ZDO Diagnostic Report. The draft ZDO Diagnostic Report will be a compilation of the recommended improvements to the ZDO, and, if required, the Comprehensive Plan and Roadway Standards (limited to areas where directly relevant to land use development review under the ZDO).

The draft ZDO Diagnostic Report will include:

- Lists of specific places in the ZDO that will require updates in order to be compliant with the rules on clear and objective standards for housing development
- Examples of clear and objective standards used by other jurisdictions, and recommendations for how they can be applied in the ZDO
- Sample graphics that could be integrated into the ZDO to assist in the explanation of the standards

*Exhibit B -February 7, 2024*

- Strategies that specifically address the obstacles to development within the ZDO, including specific recommendations on how the ZDO should be amended to address the obstacles
- Guidance on places to remove duplicate or inconsistent standards from the Comprehensive Plan and Roadway Standards, with Roadway Standards review expected to be narrowly tailored to where directly applicable/conflicting with ZDO land use review standards
- Information on the possible approach and related impacts of allowing for additional industrial uses within the commercial zones
- Specific areas in the ZDO that could be streamlined, clarified, or amended for greater effectiveness, including both zoning district consolidation and simplification of development standards or processes
- An action plan that will allow County staff to move forward quickly into the code drafting and adoption process

Consultant will facilitate up to five (5) focus groups (engaging with people who participated in the previous focus group discussion) on each topic (housing and employment/commercial) to solicit feedback on the proposed solutions. In addition, the consultant will facilitate two workshops with County staff to provide an overview of the issues identified and proposed solutions.

The consultant will prepare a Final ZDO Diagnostic Report, which includes revisions that reflect input learned from Task 4 outreach with staff and focus groups. The Final ZDO Diagnostic Report will include recommendations on the types of changes to implement the solutions identified. This may include possible ZDO and Comprehensive Plan language and graphics.

Consultant will have biweekly check-ins with the County to discuss major project milestones and work products, address questions, and identify follow-up actions.

Task 4 Consultant Deliverables:

Task 4 D1: Draft ZDO Diagnostic Report, including information from the six Technical Memos and an Executive Summary

Task 4 D2: Facilitation and meeting notes from five (5) focus groups to discuss draft solutions

Task 4 D3: Presentation materials for workshops with County staff

Task 4 D4: Final ZDO Diagnostic Report

Task 4 D5: Meeting coordination, participation, and summaries (8 meetings)

### **Task 5: Review of Online ZDO Options**

**Timeline:** February 2025 – June 2025

**Estimated Consultant Cost:** \$25,000

The Final ZDO Diagnostic Report will include a review of at least three (3) different online options that would make the ZDO more accessible and user-friendly online. Included in the review will be cost estimates for transitioning to an online format, as well as on-going cost for annual maintenance.

#### Task 5 Consultant Deliverables:

Task 5 D1: Technical Memo 7: Review of three (3) online ZDO options, with cost estimates

### **Task 6: County Commission Meeting for Project Closeout**

**Timeline:** June 2025 – July 2025

**Estimated Consultant Cost:** \$0,000

Staff presentation to the Clackamas County Board of Commissioners to provide a briefing on the findings in the ZDO Diagnostic Report.

#### Task 6 County Deliverables:

Task 6 D1: Staff presentation to Board of County Commissioner Meeting

### **Task 7: Grant Completion Documentation**

**Timeline:** July 2025 – August 2025

**Estimated Consultant Cost:** \$10,000

Submit final financial report and backup documentation retained on file as appropriate. Submit final reporting on grant performance measures for Metro approval.

#### Task 7 County Deliverables:

Task 7 D1: Final financial report and performance measures



# METRO CONTRACT 939065 - EXHIBIT C

February 12, 2024

## Clackamas County ZDO Diagnostic Report | Clackamas County

### Project Milestones, Deliverables, and Disbursement of Grant Funds

PROJECT MILESTONE AND SPECIFIED GRANT DELIVERABLES		DATE DUE	PROGRESS PAYMENT
	<b>Execution of grant agreement</b> a) Complete project documents b) Signed and executed IGA	March 31, 2024	\$
0	<b>Consultant Selection</b> a) Determine RFQ reviewers who will select consultant b) Select consultant team and submit draft contract, scope, schedule and budget for review	May 31, 2024	\$
1	<b>Project Kick-Off</b> a) Meeting notes from three project start-up meetings b) Summary list of major tasks and action items c) Project schedule d) Meeting coordination, participation, and summaries for bi-weekly meetings (2)	June 30, 2024	\$12,000
2	<b>Background: Requirements and Guidance Impacting Development</b> a) Technical Memo 1: Background: Land use changes needed for compliance with the Transportation Planning Rule b) Technical Memo 2: Background: Clear and objective standards and other recent legislation that is related to supporting the development of housing c) Technical Memo 3: Background: Changes needed to support industry clusters, review of Comprehensive Plan Chapter 8, and transportation standards related to development review d) Meeting coordination, participation, and summaries	October 31, 2024	\$55,000

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**Clackamas County ZDO Diagnostic Report | Clackamas County**

Continued

3	<p><b>ZDO Review and Targeted Public Outreach</b></p> <ul style="list-style-type: none"> <li>a) Technical Memo 4: Identification of places in the ZDO and other supporting documents that need to be addressed per issues outlined in Tech Memos 1, 2, and 3. Tech Memo 4 will include review and recommendations related to employment/commercial uses and urban housing development</li> <li>b) Technical Memo 5: Identification of areas in the ZDO that could be amended for greater efficiency, including, but not limited to, combining and consolidating multiple zoning districts into one, removing duplicative and vague standards, and simplifying/clarifying the categories/types of allowed uses</li> <li>c) Facilitation of up to 10 “Housing” Focus Groups, including meeting summaries. Focus groups will include discussions with underrepresented communities</li> <li>d) Facilitation of up to 10 “Employment and Commercial” focus groups, including meeting summaries. Focus groups will include business owners, developers and other community-based organizations who may not typically be engaged</li> <li>e) Online engagement tool to be used to gather broader input, including input on appropriate information from Tech Memos 1, 2, 3, and 4</li> <li>f) Tech Memo 6: Summary of Engagement</li> <li>g) Summary notes from up to four meetings with Clackamas County staff related to review of ZDO, Comprehensive Plan and Roadway Standards</li> <li>h) Summary notes from two (2) Policy Sessions – One with the Planning Commission and one with the Board of County Commissioners to provide overview of project and process</li> <li>i) Meeting coordination, participation, and summaries</li> </ul>	February 28, 2025	\$88,000
4	<p><b>Draft and Final ZDO Diagnostic Report</b></p> <ul style="list-style-type: none"> <li>a) Draft ZDO Diagnostic Report, including information from the six Technical Memos and an Executive Summary</li> <li>b) Facilitation and meeting notes from focus groups to discuss draft solutions</li> <li>c) Presentation materials for workshops with County staff</li> <li>d) Final ZDO Diagnostic Report</li> <li>e) Meeting coordination, participation, and summaries</li> </ul>	June 30, 2025	\$73,000
5	<p><b>Review of Online ZDO Options</b></p> <ul style="list-style-type: none"> <li>a) Technical Memo 7: Review of three online ZDO options, with cost estimates</li> </ul>	June 30, 2025	\$25,000

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**Clackamas County ZDO Diagnostic Report | Clackamas County**

Continued

6	<b>County Commission Meeting for Project Closeout</b> a) Staff presentation to the Clackamas County Board of Commissioners to provide a briefing of the findings in the ZDO Diagnostic Report	July 31, 2025	\$
7	<b>Grant Completion Documentation</b> a) Final financial report submitted and backup documentation retained on file as appropriate b) Final reporting on grant performance measures submitted and approved by Metro	August 31, 2025	\$10,000

<b>APPROVED GRANT PROJECT EXPENSE DISTRIBUTION</b>		
Changes to the approved expense distribution shown at right must be approved by Metro through an amendment of this Exhibit C.	Consultant Fees	\$263,000
	Direct Expenses	\$
	Contingency reserves	\$ 0
	<b>TOTAL METRO GRANT FUNDS</b>	<b>\$263,000</b>
	TOTAL CLACKAMAS COUNTY FUNDS	\$0