



DRAFT Meeting Agenda

MEETING TITLE: Project Sponsors Council
DATE: Friday, December 4, 2009
TIME: 10 a.m. – 12 p.m.
LOCATION: Port of Portland
121 NW Everett St, Portland, OR

TIME	AGENDA TOPIC
10:00 a.m.	Welcome and Public Comment
10:35 a.m.	Draft Refinement Recommendation
11:35 a.m.	Tolling Study Update
11:45 a.m.	Performance Measures Update
11:55 a.m.	Closing

TRANSIT DIRECTIONS from PORTLAND:

From SW 4th and Yamhill, board MAX Red line to Airport. Exit at Old Town/Chinatown MAX Station. Walk west to 121 NW Everett St.

TRANSIT DIRECTIONS from VANCOUVER:

From the Vancouver Mall Transit Center, board the #4 bus (Fourth Plain WB). Exit at Delta Park/Vanport MAX station. Board MAX Yellow line to City Center. Exit at Union Station / NW 5th and Glisan St. MAX station, walk 0.2 mile north to 121 NW Everett St.

For detailed trip planning, please contact the two transit agencies: C-TRAN, www.c-tran.com, 360-695-0123, or TriMet, www.trimet.org, 503-238-RIDE.

Meeting facilities are wheelchair accessible and children are welcome. Individuals requiring reasonable accommodations may request written material in alternative formats or sign language interpreters by calling the project team at the project office (360-737-2726 and 503-256-2726) in advance of the meeting or calling Washington State's TTY telephone number, 1-800-833-6388.

Columbia River **CROSSING** Draft Meeting Summary

MEETING TITLE: Project Sponsors Council (PSC)
DATE: September 4, 2009, 10:00 a.m. – 12:00 p.m.
LOCATION: Washington State Department of Transportation, Southwest Region
11018 NE 51st Circle, Vancouver, WA 98662

ATTENDEES:

Adams, Sam	Mayor, City of Portland
Bragdon, David	Council President, Metro
Dengerink, Hal (Chair)	Chancellor, Washington State University, Vancouver
Hammond, Paula	Secretary, Washington State Department of Transportation (WSDOT)
Hewitt, Henry (Chair)	Past chair, Oregon Transportation Commission
Leavitt, Tim	Chair of the Board of Directors, C-TRAN
Pollard, Royce	Mayor, City of Vancouver
Stuart, Steve	Chair, SW Washington Regional Transportation Council

STAFF:

Brandman, Richard	ODOT CRC project director
Wagner, Don	Regional Administrator, Washington State Dept. of Transportation

Note: Meeting materials and handouts referred to in this summary can be accessed online at:
<http://www.columbiarivercrossing.org/ProjectPartners/PSCMeetingMaterials.aspx>

Welcome and previous meeting summary approval

PSC Co-chair Hal Dengerink welcomed everyone to the meeting and reminded all attendees that CVTV will be videotaping the meetings.

The summary of the June 5, 2009 meeting was approved unanimously on a voice vote with no changes.

Project update

Richard Brandman, ODOT CRC project director provided an update on several elements of project development:

1. Final Environmental Impact Statement: Staff is making good progress on the draft document. An early draft is expected to be submitted to the federal regulatory agencies by the end of the year. Federal review will occur before publishing the document in 2010.
2. Transportation demand management: Representatives from the partner agencies and CRC staff are moving forward with developing a plan to reduce travel demand during the construction period. Some of the strategies developed will carry forward as permanent programs.
3. Vancouver Working Group: The group completed their work earlier this summer. They made two recommendations on the light rail alignment for downtown Vancouver: north-south travel on a Washington-Broadway couplet and an east-west two-way alignment on McLoughlin Blvd.
4. Federal funding: Senator Murray inserted language into the Senate appropriations bill that allows multi-modal projects – such as CRC – to be classified as one unified project when competing for Federal Transit Administration (FTA) funding. This means the non-federal revenues that will be coming to this project from state, local or tolling sources can be included for the ratings process.
5. State funding: At its August meeting, the Oregon Transportation Commission allocated \$30 million for ongoing planning and engineering work for CRC.

David Bragdon, Metro Council President, said he attended the August meetings with the freight community as part of the CRC Tolling Study and heard some good information and comments that others on PSC would want to hear.

Don Wagner, WSDOT SW Region Administrator, expanded and said the staff heard a lot of questions related to how tolling would occur and was able to address them. Not a lot of specific concerns about tolling were heard. Wagner said that participants walked away informed and were pleased that freight concerns were being considered.

Council President Bragdon commended staff for putting the freight forums together. Not to dampen the optimism of the project update, he said, but we have a long way to go with the legislature. We need to do a lot more work with the Oregon legislature about the benefits of the project, he said.

Co-chair Dengerink asked if the concerns of the freight community have been forwarded to the Tolling Study Committee. Wagner responded yes.

Pedestrian / bicycle path update

David Parisi, CRC's facilitator for the Pedestrian and Bicycle Advisory Committee (PBAC), provided an update on activities of the CRC PBAC and delivered the group's recommendation on the location and considerations for the pedestrian and bike path over the Columbia River.

Parisi reminded the PSC that the CRC's proposed pedestrian and bicycle system will be integrated into the larger bi-city network. One of PBAC's first tasks was to identify all of the current pedestrian and bicycle facilities and those planned within and near the study area. It is very important to the PBAC members that CRC connect to these other facilities. The PBAC also wants to link to the neighborhoods, regional waterfront and other trails, and improve facilities across the seven interchanges and two overcrossings in the project area.

Parisi said that PBAC has recently been focusing on the type of bridge and pathway crossing. The group looked at two- and three-bridge crossing options and even possibly using one of the existing bridges. They also discussed whether the pathway should be on the same level as vehicle traffic, above traffic, or below traffic on a covered pathway.

Parisi continued that after spending several months looking at bridge options, the PBAC narrowed their discussions to the two-bridge option. The group discussed two choices for the river crossing: covered and exposed. To evaluate the two options, members applied 42 evaluation criteria. The consensus of the PBAC is that the covered path option would generally perform better (e.g., it would have less noise, less debris from traffic, more opportunities to program the space to make it more appealing, increased width, and easier access). This consensus was conditional on the implementation of PBAC's recommendations for a security and maintenance program. (PBAC's recommendation can be found online at http://www.columbiarivercrossing.org/FileLibrary/MeetingMaterials/BikePed/PBAC_recommendations_summary2009.pdf) The members of the PBAC took information on the pathway locations to bicycle and pedestrian advocacy and advisory groups in the region. Almost all of the groups also reached consensus on the covered path as long as there is a commitment to PBAC's maintenance and security concerns.

At its meeting on August 26, 2009, Parisi reported, PBAC voted 11 to 1 in support of the following recommendation:

"Provided the Columbia River Crossing Project Sponsors Council makes a commitment to PBAC's recommendation for a maintenance and security program, the PBAC would support the two-bridge, covered path option."

Commissioner Steve Stuart, SW Washington Regional Transportation Council Chair, asked about the conversation from the one dissenting vote. Parisi answered that the dissenting vote came from a member who did not want the PBAC to make a bridge pathway recommendation before the PSC committed to PBAC's maintenance and security recommendations. Parisi stated that none of the other PBAC members supported this position.

Mayor Sam Adams, City of Portland, said he has been very skeptical of the underdeck options. He noted that the Portland bike advisory committee's support is contingent on the maintenance and security for this facility, he said, and his support also will be contingent on getting this language locked into budgets and approach.

Paula Hammond, Secretary, Washington State Department of Transportation (WSDOT), questioned how bicycle and pedestrian advocates would define "perpetual" funding for a "world class security" program, terms that were used by the City of Portland's bicycle advisory group.

Co-chair Dengerink said that, clearly, we need to know more about the funding.

Mayor Adams said that he also wants the linkages built to the Bridgeton neighborhood and other places to be able to support this recommendation.

Commissioner Stuart said that he would echo the comments of the mayor and secretary on funding. He said he supports the recommendations of the PBAC because they came to a place that they didn't start from. They came to a place that they can support with some concerns. Stuart said the concerns are reasonable and we need to address them. He said programming the space is an excellent idea to have eyes on the bridge. He asked if this can be done.

Mayor Royce Pollard, City of Vancouver, said that he agreed with Mayor Adams. He said he's a bike rider and we want the communities to interact. Families will use the facility if they feel safe. Mayor Pollard said we need to address security and there are experts who can help with this.

Brandman said the recommendations for maintenance and security are reasonable from ODOT's perspective. There may be opportunities to integrate traffic cameras or other elements with this facility. He said ODOT is prepared to start talking with appropriate authorities about these recommendations.

Co-chair Henry Hewitt, past chair, Oregon Transportation Commission, said this recommendation has conditions. He moved that, in the spirit of the recommendation, we move forward to accept the group's recommendation for a covered pathway and the conditions of the maintenance and security program.

The motion was seconded by Mayor Adams.

Mayor Adams said that he would like the provisions for maintenance and security to be included in a bond covenant or similar agreements so it can't be stripped out during budget cuts. He said he was ready to agree to this provisionally for the bike facilities, but that he is not ready to support the entire project yet.

Commissioner Stuart said that we need to be clear about the amount and source of funding. He said he is a little uncomfortable supporting the recommendation without the numbers, but that he also doesn't think the project should move forward without the bike/pedestrian facility.

Secretary Hammond said that she is supportive of this plan. She went on to say PSC needs to provisionally approve this and then look at all the elements and make sure we have a plan that is fundable and that all of PSC can support through jiggering everything incrementally.

Council President Bragdon said he was supportive of this plan. There are a lot of things to think through on safety and security, such as placement of cameras and fencing, he said. He also said he was interested in knowing more about all the connections – either here or at a separate meeting. Bicyclists or pedestrians don't start at the north part of the bridge and end at the south part. They start from somewhere and go someplace else. He also asked for the definition of "world class" for this facility.

Parisi said that the PBAC has researched what it feels are "world class" facilities and what are not. The PBAC developed criteria related to "world class" elements for decision making. These include many sub-elements related to design, connections, safety and personal security, and quality of experience.

Councilmember Tim Leavitt, Chair, C-TRAN Board of Directors, said that he heard a lot of great comments and agreed with most of them. He asked if the bike/pedestrian facility would be able to accommodate the new technology of motorized or electric vehicles – such as Segways, motorized skateboards -- that aren't allowed on the freeway. Parisi answered that PBAC recognized that covered

the pathway would provide the most flexibility to potentially provide access for these types of vehicles, but that there are some policy issues that need to be addressed.

Mayor Adams asked staff to inventory the policy issues that need to be considered with lower-speed and electric-assist vehicles so that PSC can discuss it further.

Co-chair Hewitt reminded members of the motion on the table: We move to accept PBAC's recommendation and acknowledge that we agree with the spirit that the facility should be safe and maintained.

The motion carried unanimously on a voice vote.

Tolling Study Committee and outreach update

Secretary Hammond announced that Jennifer Ziegler will be the new Government Relations & Communications Director for the WSDOT Tolling Office. She replaces David Hopkins who moved to New York.

David Pope of the WSDOT Tolling Office gave an update on the CRC tolling study using PowerPoint slides located online at:

<http://www.columbiarivercrossing.org/ProjectPartners/PSCMeetingMaterialsOld.aspx?Month=9&Year=2009>

Questions and discussion

Commissioner Stuart asked about access to the online tolling survey, saying he went to the CRC tolling Web site a month ago and couldn't get to the survey. Pope said that has been fixed and the survey went live on Aug. 18. Links are posted on both the CRC main Web site and CRC tolling Web site.

Co-chair Hewitt said it seems all the conversation is about tolling the bridge. He asked if CRC is or should be considering tolling other parts of the project because some highway users will benefit from interchange improvements. Answer: This type of tolling is called segmental tolling, where multiple sections of the highway are tolled. This scenario is not being studied for this project.

Councilmember Tim Leavitt referenced slide 8 (*Additional I-5 toll scenarios – tolls collected both directions*) and asked about the assumptions used to develop the toll rates. He said we have \$2.9 billion to secure; what is the basis for the numbers? Pope answered that the numbers were selected for modeling purposes, not to fill a specific funding gap.

Brandman said that there was a toll rate in the Draft Environmental Impact Statement and then others were studied to learn traffic diversion effects and the break point for revenues. The Tolling Study Committee and PSC asked for additional scenarios and rates, which included a no toll scenario, fixed rate scenario, lower than Draft EIS toll rate scenario and something less than double or triple the Draft EIS rate. **Councilmember Leavitt** summarized by saying it's more about learning how much money could be generated. Brandman said that's correct and eventually there will need to be a balancing of the budget.

Secretary Hammond said that this process will be a part of long-term financial planning.

Council President Bragdon offered some suggestions for future presentations. He said to use personal examples from the Tacoma Narrows Bridge experience because people can relate to them. He also said that CRC staff should emphasize the improvements to travel time reliability: It's going to be the same every day. Third, he said to include some historic context on the highway trust fund because many people do not understand that the federal government is not funding highway projects as it did in the 1950s, 60s and 70s. He said that this change was recently underscored by the U.S. Secretary of Transportation in public remarks about CRC in Washington DC and how local assistance will be used for financing. Finally, he said that PSC will need to keep in mind that debt service bond repayments can be more costly in the long term compared to pre-completion tolling with pay-as-you-go payments.

Council President Bragdon also said he would like to see the results of a statistically valid focus group to learn public opinion, in addition to the Web survey, because some people are too busy to take a survey.

Mayor Adams said he supports this project because of the benefits around emissions, reducing overall congestion, as listed in the second assumption for the tolling study: “Tolling will be implemented in a manner to help manage congestion, and improve speed and reliability for bridge users.” He said that he knows there are concerns for affordability, doubts whether this project will really improve travel times and reliability, and skepticism about air quality improvements. However, he said that if there are not tolls on this project he doesn’t see a project because congestion in downtown Portland will be untenable without tolling. Adams said that the agreement among PSC members is to make provisional decisions, but if there is a possibility of this project having no tolling, then he needs to look at a much narrower bridge – like three lanes each way – plus we need to look at the funding hole. This is critically important to the entire region, he said.

Commissioner Stuart said he was pleased with the discussion about the trade-offs, however, the trade-offs are not in the Web survey and they need to be. For example, if the toll is X, and your travel time is Y, would you pay the toll? Without these choices it’s easier to say no. People need to know what benefits they will get, he said. Stuart requested adding trade-off questions to the Web survey and a statistically valid survey.

Co-chair Dengerink said the project will need this later for toll rate setting.

Brandman said CRC staff will look at the data.

Dengerink said PSC will get an update at the next meeting.

Mayor Pollard said he agreed with what was said, but to keep in mind that this project is for the economic future of this region. It’s all about trade and commerce first and then speed and efficiency and safety, he said.

Commissioner Stuart said he agreed with Mayor Pollard. He has heard from some in the freight community that they would like to see no toll during non-peak times so they cross the bridge during these hours.

Councilmember Leavitt asked what comments have been received from the freight industry on the assumptions that the toll rate for trucks would be higher than for autos. David Pope said very few questions on these rate assumptions have been received; questions have largely been received on how tolls will be implemented.

Councilmember Leavitt asked about the definition of local involvement as it relates to funding. On slide 5, it says the project cannot be funded without tolls. He asked how the project is defined. It’s a little presumptuous to say that a project cannot be funded without tolls when we don’t know what the project is, Leavitt said.

Co-chair Dengerink said that is the topic of a later discussion item.

Performance measures workplan

Ron Anderson, CRC staff, provided an update on work to develop performance measures. A technical group was formed with members from each of the project partners and the Port of Vancouver and Port of Portland. In addition, national experts will assist the Performance Measures Advisory Group (PMAG) when needed. His presentation can be found at:

<http://www.columbiarivercrossing.org/ProjectPartners/PSCMeetingMaterialsOld.aspx?Month=9&Year=2009>.

Questions and discussion

Mayor Adams said he appreciated the report and wanted to underscore the difference between goals and performance measures. This effort has to drive decision making, he said, but in the end this might be an art. He then noted that a vote of approval will be necessary on light rail operational funding in Vancouver. He asked what options exist if the vote is no and whether priority individual projects should be identified that are separate from CRC.

Council President Bragdon said the experts on the panel are talented and we can start to put some of their talents to use before construction. He said there will be an economic impact and we can evaluate priority project elements based on their economic impact. If we don't evaluate, we are flying blind, Bragdon said.

Co-chair Dengerink encouraged the group to discuss the potential design refinements first.

Mayor Adams said that as we make these provisional decisions, it would be helpful to have the PMAG's evaluation, e.g. it would be great to hear their thoughts on the bike/pedestrian recommendation. He said he wants them to study the six lane option, i.e. how do we make improvements to the existing facility in a much more incremental way?

Design refinements

Kris Strickler, deputy CRC project director, gave a slide presentation on potential design refinements. The slides are posted online:

<http://www.columbiarivercrossing.org/ProjectPartners/PSCMeetingMaterialsOld.aspx?Month=9&Year=2009>.

The presentation provided updated information from the PSC's June meeting, where the topic was introduced. The purpose of this effort is to address project needs, maintain system benefits and identify potential cost savings. Strickler said the potential refinements are to start a discussion and not a recommendation. Design refinement options were identified for the Marine Drive interchange, North Portland Harbor bridge, Hayden Island mainline profile, Mill Plain interchange, Fourth Plain interchange, SR 500 interchange, northbound auxiliary lane between Mill Plain and SR 500 interchanges and the river crossing.

To date, project staff has heard questions related to the tradeoffs with phasing improvements, short vs. long term impacts of decisions, and statements that safety and freight mobility are priority concerns. Future actions include discussions with neighborhood groups and stakeholders, development of more refined cost estimate and providing progress reports to the Project Sponsors Council.

Questions and discussion

Mayor Adams said there is an assumption that the I-5 bridge will be 8-12 lanes, but given today's financial realities, the PSC needs to direct staff to change this assumption to 6-10 lanes.

Commissioner Stuart said he thanks Congressman Baird for asking staff to promote this discussion. There are tradeoffs: impact to the region's economy, transit ridership and commute times. He said that when we are testing phasing options, we need to identify the most pressing needs that exist today and prioritize those.

Co-chair Hewitt said PSC needs more refined cost estimates so that CRC can be clear with the public about the cost savings and the change in system performance.

Mayor Pollard said he agreed with the discussion on criteria and phasing. He then said he didn't agree PSC should have a specific conversation about reducing the number lanes until the group had other information.

Council President Bragdon said that we are now in this situation because we have created a project that meets all engineering standards. It's too important to be left just to the engineers as we unravel this because it's not fundable, he said. We need to bring in additional disciplines to shave across the board rather than making wholesale cuts, Bragdon said. He went on to say that the project had a near-death experience at the Oregon Legislature and we need to scale the project back in a way that is nuanced and sophisticated. To do this, he said, the experts assisting with the Performance Measures Advisory Group should be asked to help the design refinement effort.

Mayor Adams asked if the six lane option was on or off the table because there are a couple of upcoming public votes that could impede the project. He said we need a contingency plan.

Secretary Hammond said this feels like déjà vu. The path we are on is the right one, she said. We need to figure out the staging and phasing and tradeoffs. Every piece has to move together for cars, trucks, bikes, pedestrians and transit, she said.

Councilmember Leavitt said he thought many Clark County residents would be happy to hear that a smaller project could be built and would have the effect of reduced tolls. He asked if we did all of these things, would the project still meet purpose and need? Strickler answered that the refinement options presented would still allow the project to meet purpose and need.

Co-chair Dengerink asked if the project dropped back to a six lane bridge, would there be a risk of not meeting the goals in the Statement of Purpose and Need? **Co-chair Hewitt** said yes. **Mayor Adams** said no because there could still be a replacement I-5 bridge without a lift span, interchange improvements, high capacity transit and bike/pedestrian improvements.

Co-chair Hewitt said that PSC could discuss shrinking the bridge as a new option, but the bridge lanes are all linked to interchange function.

Next steps

CRC staff will discuss design refinements with the community stakeholders and bring the results of those conversations and cost estimates associated with the potential refinements to the December PSC meeting.

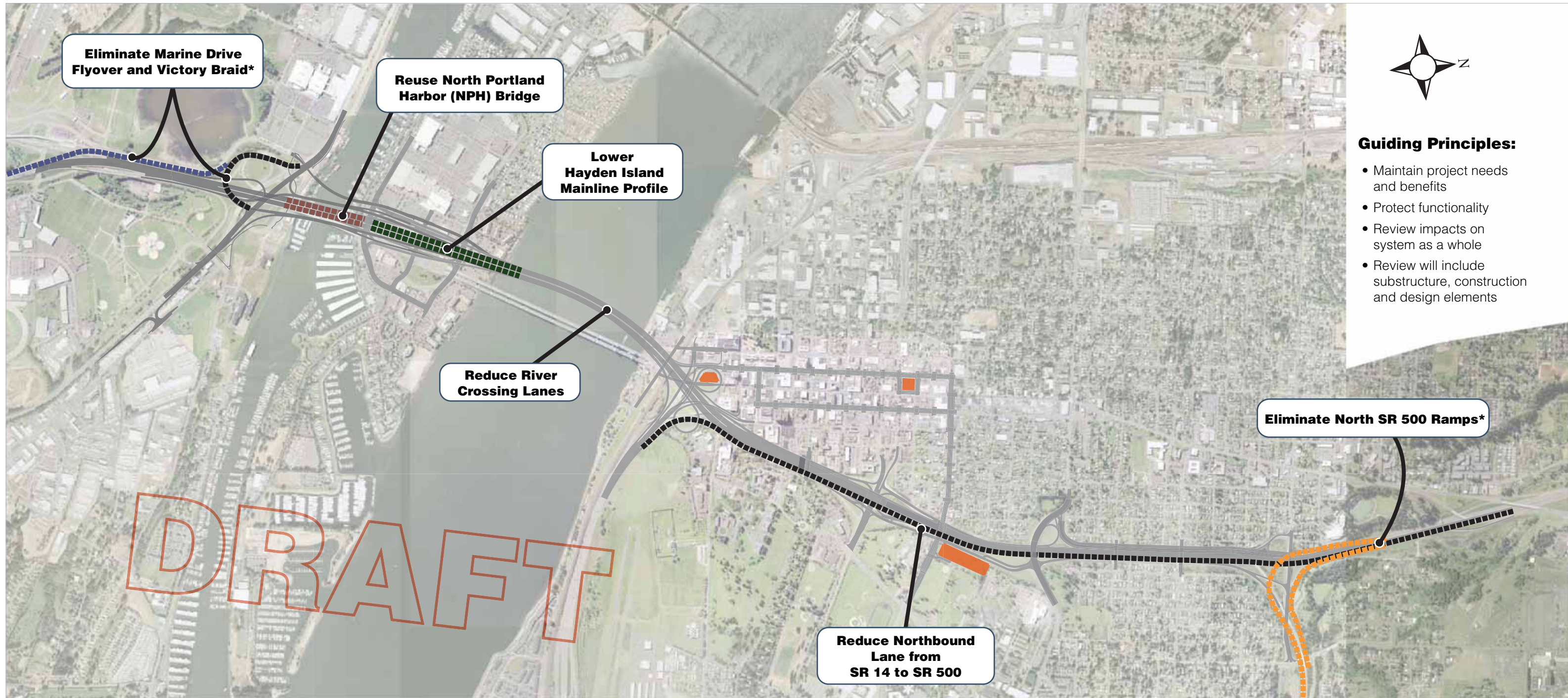
Next meeting

Initially, the next meeting was scheduled for October 23 but was subsequently rescheduled to the date below.

Friday, December 4, 2009 | 10:00 a.m. – 12:00 p.m.

Oregon Department of Transportation (ODOT)
123 NW Flanders Street, Portland, Oregon

November 2009 Draft Recommendation



FOR DISCUSSION PURPOSES ONLY.

*These elements will be included in the FEIS but are not intended to be part of the initial capital construction project.

November 2009 Refinement Recommendation

	10% Probability	60% Probability	90% Probability
2007 Cost Estimates	\$3,100 Million	\$3,770 Million	\$4,200 Million
2009 Cost Estimates	\$2,585 Million	\$3,175 Million	\$3,550 Million
NET SAVINGS	\$515 Million	\$595 Million	\$650 Million

November 12, 2009

Additions to Cost

	10% Probability	60% Probability	90% Probability
ADDITIONS TO COST	\$160 Million	\$230 Million	\$265 Million

Savings

	10% Probability	60% Probability	90% Probability
Design Engineering			
River Crossing Substructure	\$240M	\$265M	\$275M
Other (Unit Prices, Quantities, Etc.)	\$70M	\$85M	\$95M
Highway Refinements			
Eliminate Victory Braid*	\$50M	\$60M	\$70M
Eliminate Marine Drive Flyover*	\$35M	\$45M	\$50M
Re-Use Existing North Portland Harbor Bridge	\$70M	\$95M	\$110M
Lower Profile across Hayden Island	\$80M	\$105M	\$125M
12-10 Lane River Crossing	\$20M	\$25M	\$30M
Reduce NB Lane from SR 14 to SR 500	\$40M	\$55M	\$60M
Eliminate SR 500 North Ramps*	\$70M	\$90M	\$100M
SAVINGS	\$675 Million	\$825 Million	\$915 Million

*These elements will be included in the FEIS but are not intended to be part of the initial capital construction project.

December 4, 2009

TO: CRC Project Sponsors Council
FROM: Jennifer Ziegler, WSDOT Tolling Division
SUBJECT: Tolling Study Update

This memo provides a brief overview of the Tolling Study Committee's charge, tolling analysis completed and outreach conducted to date, and a schedule of upcoming next steps for the project.

The Committee will conduct its fourth and final public meeting December 7, 2009, at the WSDOT SW Region office in Vancouver. All members of the Project Sponsors Council are welcome to participate. Although the work of the Committee is coming to an end, analysis and discussions will continue as the project moves forward.

Tolling Study Committee Charge

Washington State legislation defined the goals of the CRC Tolling Study:

- Engage the public in conversations about tolling as a way to fund and manage the CRC project
- Develop and provide tolling information for public review and comment
- Report public response and results of a variety of tolling scenarios to the Oregon and Washington Governors and legislatures in January 2010

Tolling Scenario Evaluation

- The Tolling Study Committee discussed six tolling scenarios with the public in the summer and fall of 2009:
 - Four scenarios for tolling I-5; two scenarios for tolling I-205
 - Different variable rate schedules were assumed for each scenario
 - A "no toll" scenario was included for comparison purposes
- Scenario analysis was updated and six new scenarios were added in the fall, based on input received from public and agencies:
 - Lower toll rates
 - Fixed rate
 - Additional price points
 - Lower toll on I-205 (higher toll on I-5)
- Tolling during construction is being discussed as an option for all scenarios. This could raise up to \$330 million in additional funds.

Public Engagement

- Thousands of people engaged in conversations with Committee members and WSDOT and CRC staff over the past six months at the following events:
 - 3 tolling listening sessions/Study Committee meetings and 2 project open houses
 - 20 fairs and festivals
 - 21 presentations to freight/business groups, including 2 freight forums
 - 30 community group presentations
- At least 48 agencies/organizations posted or distributed information (print and electronic)
- 4,248 people completed the web survey
- Email updates were sent to over 4,000 people a month

Next Steps

- Final Tolling Study Committee meeting (Dec. 7, 2009)
- Submit Tolling Study report to legislatures and governors (Jan. 2010)
 - All comments received by Dec. 11, 2009 will be included in the report.
- Final Environmental Impact Statement (summer 2010)
- Federal Record of Decision (fall 2010)

Goal Area	System Access, Mobility, and Reliability	Financial Responsibility and Asset Management	Climate, Energy, and Health	Safety and Security	Economic Vitality and Land Use
Goal Statement	Maximize access through efficient and reliable movement of people and goods within and through the corridor.	Ensure sufficient revenue to maintain financial solvency; maintain assets at their lowest life-cycle costs; support re-investment in programs and infrastructure; and fund operations and transportation options that extend the operational life of the facilities.	Reduce project-related energy consumption, GHG emissions, air pollution, and other impacts.	Minimize the occurrence of crashes, especially those involving fatalities and serious injuries, and maximize the safety and security of bridge users and surrounding communities.	Enhance economic vitality of the region by facilitating efficient freight movement, improving multimodal access between businesses, labor markets and job centers, and by supporting prevailing land use plans, goals and policies.
Previous version:			Formerly: Protect environmental quality, reduce project-related energy consumption, and reduce project-related GHG emissions by reducing air pollutants and other impacts.		Formerly: Support prevailing state and local land use plans and policies and improve economic opportunity and vitality in the region by facilitating efficient freight movement to industrial lands, port facilities and markets and multimodal access to labor and ports.
Objectives	<ul style="list-style-type: none"> • Reliability. Maintain travel time reliability of the CRC for all users (transit, auto, freight, ped/bike) with an emphasis on emergency vehicles, freight, high occupancy vehicles and transit. • Mobility. Minimize travel delay for all users (transit, auto, freight, ped/bike) with an emphasis on emergency vehicles, freight, high occupancy vehicles and transit. • Mode Choice. Promote the use of options to driving alone to reduce impact on the transportation system and the community at large. • Demand Management. Reduce overall travel demand through trip elimination, trip substitution and trip consolidation; reduce peak travel demand through shifts to non-peak periods. • System Impacts. Prevent unintended adverse impacts to the surrounding community and related transportation systems. • System Equity. Promote affordable and convenient travel options in the corridor for all populations. 	<ul style="list-style-type: none"> • Solvency. Generate sufficient toll revenue and transit fare revenue to ensure financial solvency, including satisfying obligations to bondholders. • Operations, Maintenance, and Asset Management. Generate sufficient revenue dedicated for operations and maintenance and long-term preservation for all modes and systems. • Transportation Options. Where appropriate, generate revenues dedicated to improving and expanding access for users of transportation options including modes of travel that can extend the operational life of the facilities. 	<ul style="list-style-type: none"> • Air Pollutants. Minimize emissions of bridge influence area-air pollutants. • Greenhouse Gases. Operate the facilities in ways that reduce greenhouse gas emissions consistent with state, regional and local goals. • Fuel Consumption. Operate the facilities in ways that contribute to regional reductions in petroleum consumption. • Public Health Equity. Reduce detrimental impacts to the public health for all populations. 	<ul style="list-style-type: none"> • Security. Operate the corridor in ways that enhance the security and comfort of users of all modes, including transit riders, bicyclists, pedestrians, and motorists, as well as users residents of the surrounding communities. • Safety. Minimize crashes, especially those involving fatalities and serious injuries, across all modes. 	<ul style="list-style-type: none"> • Smart Growth. Encourage new growth to occur in designated centers. • Industrial Lands. Reduce encroachment of incompatible uses in existing and planned industrial areas and protect capacity of key freight access routes. • Efficient Freight Movement. Reduce cost of goods movement in the CRC corridor. • Access to Transportation Facilities. Improve multimodal access to passenger and freight terminal facilities • Access to Jobs and Markets. Improve multimodal connections and travel time between: <ul style="list-style-type: none"> ○ Residences and job centers; ○ Employers and labor markets; and ○ Businesses and their markets.