

## IPS Work Plan: October 2010 - 2011

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### **Integrated Project Sponsor Council Staff (IPS) representatives**

Henry Hewitt, Co-chair	Steve Horenstein, Co-chair
Susie Lahsene, Port of Portland	Katy Brooks, Port of Vancouver
Andy Cotugno, Metro	Dean Lookingbill, Regional Transportation Council
Alan Lehto, TriMet	Jeff Hamm, C-TRAN
Paul Smith, City of Portland	Thayer Rorabaugh, City of Vancouver
Richard Brandman, ODOT	Don Wagner, WSDOT

### **IPS Principles**

Mutual respect.  
 Collaboration/One-Team/One Region.  
 Transparency.  
 Find consensus, if possible.

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IPS members reviewed recommendations to the Governors from PSC (dated Sept. 13, 2010) and the Departments of Transportation in response to the Independent Review Panel (dated Sept. 23, 2010). They discussed several avenues for moving forward and agreed on a set of full group discussion topics, as well key areas that would require additional subgroup sessions.

IPS will meet regularly to discuss several areas of work, described below, and develop recommendations for consideration by the Project Sponsors Council (PSC). In turn, PSC may direct IPS to work on additional issues. Where noted, work plan items will be addressed by subgroups before presentation to the full IPS. IPS will continue to refine its work plan, including definition of key work program steps, work plan products, IPS and PSC agendas and public process.

### **Subgroups**

Subgroups will be formed to focus on phasing, governance and bridge panel findings. Additional subgroups will be formed if needed.

### **Project Phasing**

- Review phasing options for the project based on potential funding scenarios.
- Incorporate revised cost estimates into review.
- Consider scenarios that could result from either a delay or a reduced amount of funding that is being sought from the different funding sources.
- Investigate potential project segments that can be constructed independently to accommodate functional interim phases that meet anticipated cash flows.
- Present recommendations on all phasing options to PSC.

*Timeframe:* Subgroup chair will start planning approach and more detailed work plan in Nov. 2010.

*Work group:* Andy Cotugno (chair), Katy Brooks, Thayer Rorabaugh, Susie Lahsene, Kathryn Williams, Dean Lookingbill, Paul Smith, Alan Lehto, Richard Brandman, Don Wagner, Casey Liles, Jeff Hamm

**Management/Governance Recommendations**

- Develop options to implement a structure for on-going governance and project management in the periods before, during and after construction.
- Present decision-making process recommendations to CRC and/or PSC.
- Present governance structure recommendation to PSC.

*Timeframe:* Develop recommendations within a 120 day period. Hold first meeting in December 2010.

*Work group:* Henry Hewitt (chair), Steve Horenstein (chair), Andy Cotugno (Metro), Catherine Ciarlo (Portland), Jennifer Ziegler (WSDOT), Dan Blocher (Tri-Met), Tom Imeson (Port of Portland), Jason Tell (ODOT), Jeff Hamm (C-TRAN), Thayer Rorabaugh (Vancouver), Katy Brooks (Port of Vancouver), Dean Lookingbill (RTC), Don Wagner (CRC) and Richard Brandman (CRC).

**Bridge Panel Findings (if needed)**

- Review progress and results of expert panel assessment.
- Present tradeoffs and findings to PSC.

*Timeframe:* TBD, as the panel's work gets underway

*Work group:* TBD

**Full Group Topics****Public /Stakeholder Involvement and Working Groups (near completion)**

- Reassess public working groups to determine a structure that involves stakeholders and meets project needs as the project moves into a new phase of development.
- Develop and recommend public working group structure to PSC, including staff liaisons and ongoing advisory group outreach approach.

*Timeframe:* November– December 2010

**Metroscope (completed)**

- Finalize CRC Metroscope model report.

*Timeframe:* Final report expected December 2010

**Bridge Panel Findings**

- Review progress and results of expert panel assessment.
- Present tradeoffs and findings to PSC.

*Timeframe:* TBD, as the panel's work gets underway

**LPA Resolution Conditions Tracking**

- Review list of conditions accompanying partner resolutions on Locally Preferred Alternative.
- Determine status of each condition; identify items requiring additional IPS effort to resolve, and develop approaches and schedule for resolution.
- Provide status updates to PSC, including recommendations for additional IPS tasks to resolve outstanding issues in a timely manner.

*Timeframe:* Update to PSC in December 2010

**Environmental Justice Analysis and Effects**

- Review analysis in EIS and make recommendations for sharing information with environmental justice communities, PSC and the broader public.
- Update PSC as needed.

*Timeframe:* Starting in December 2010

**Project Schedule**

- Review and provide input to project schedule to support project delivery.
- Update PSC as needed.

*Timeframe:* ongoing

**Final Environmental Impact Statement Concepts, Mitigation**

- Review analysis in EIS and make recommendations for sharing information with affected communities, PSC and the broader public.
- Update PSC as needed.

*Timeframe:* ongoing, completed prior to release of Final EIS

**Public Working Group Issue Resolution**

- Monitor the work associated with Marine Drive and Hayden Island interchanges and support the Portland Working Group as needed to further the design elements associated with Concept D. Review assessment of impacts and revised cost estimates associated with Concept D.
- Support all public working groups, as needed, to resolve issues and provide staff support.
- Provide regular updates on results to PSC.

*Timeframe:* ongoing

**Update Cost Estimate**

- Review CEVP workshop results; incorporate to recommendations for *Project Phasing* and *Bridge Type Selection*.

*Timeframe:* 2011

**Transportation Demand Management**

- Develop a proposal with specific mode share objectives, specific actions to achieve the objectives, a three-year budget, potential funding sources and a coordinating structure.
- Coordinate with other regional and jurisdictional efforts.
- Present recommendations to PSC.

*Timeframe:* Begin discussion in December 2010

**Performance Measures**

- Review performance measures framework
- Develop measures

*Timeframe:* Re-initiation of performance measure work to be informed by IPS discussion of phasing, timeframe and process.

December 3, 2010

**TO:** Project Sponsors Council  
**FROM:** Integrated Project Sponsors Council Staff  
**SUBJECT:** CRC public advisory group proposal

CRC engages advisory groups to supplement the project's public outreach and decision-making processes. This proposal outlines a revised approach to the project's advisory group structure. Input from current/past advisory group members, IPS, CRC staff and the Independent Review Panel was considered as this proposal was developed.

*Observations about the existing project advisory group structure:*

- Advisory groups have provided important feedback that has shaped the project's design.
- Several advisory groups have lost momentum, particularly in the past year when the project's focus shifted to refinement of the identified Locally Preferred Alternative.
- At this point, some advisory groups are meeting regularly while others have not met in some time.
- There is overlap in membership amongst a number of existing advisory groups.
- There is an increasing need for topic area coordination as the project progresses towards a final environmental impact statement. Changes suggested by one group affect the interests of another.

*Objectives for revised advisory group approach:*

- Re-invigorate advisory groups to help shape the project as it moves forward.
- Develop an advisory group structure that results in better coordination between groups, CRC, the general public and project partners.
- Build upon the successful work of past/current advisory groups and encourage ongoing participation from those already involved.
- Provide additional opportunities for public to be involved. Assist advisory groups to actively solicit and consider community feedback in developing their recommendations. Provide clear public notice of each meeting at least one week in advance.
- Incorporate best practices which show that advisory groups tend to be most successful and productive when they have a clear charter, an agreed upon goal, clear feedback loops and intentional facilitation to ensure the agreed-upon process is followed and goals achieved.

## Public advisory group structure

The existing project advisory group structure will be modified to reflect current work and transparently address emerging issues, maximize the volunteer time of residents, business owners, interested stakeholders, partners and CRC staff. The following describes the roles and charges of advisory groups to the CRC project (led by ODOT and WSDOT, with support from agency and consultant staff).

A diagram illustrating the areas of focus and inter-relationships of these groups is attached.

### Portland Working Group (PWG)

The Portland Working Group is currently meeting to address issues specific to transit, arterial bridge, street and intersection improvements on Hayden Island and in the Bridgeton/Expo area . A subgroup of the PWG recently advised on transit station location and elevation and pedestrian and

bicycle connection design refinements related to the redesigned interchange at Hayden Island (Concept D).

Future topics may include mitigation planning and construction planning.

Membership should be reviewed for potential expansion to ensure community interests are represented.

PWG charge	Members
<ul style="list-style-type: none"> <li>• Transit station design</li> <li>• Street design</li> <li>• Intersection design</li> <li>• Arterial bridge design</li> <li>• Mitigation planning</li> <li>• Construction planning</li> </ul>	<ul style="list-style-type: none"> <li>• Portland project area residents and property owners (representative of community demographics)</li> <li>• Portland project area businesses owners</li> <li>• Portland bicycle, pedestrian and freight representatives</li> </ul>

### Vancouver Advisory Committee

A new Vancouver Advisory Committee (VAC) will be formed, including broad representation from the community, and charged with addressing issues related to project elements within the City of Vancouver, including the area of the bridge landing, highway interchanges and adjacent land uses. Future topics may include mitigation planning and construction planning. VAC membership will include a broad representation of interests in and around the project area.

VAC charge	Members
<ul style="list-style-type: none"> <li>• Bridge landing and waterfront access</li> <li>• Interchange design</li> <li>• Surrounding land uses</li> <li>• Mitigation planning</li> <li>• Construction planning</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and property owners (representative of community demographics)</li> <li>• Transit and auto commuters</li> <li>• Vancouver project area businesses owners, associations and freight interests</li> <li>• Public institution and agency stakeholders</li> <li>• Bicycle/pedestrian community representative</li> </ul>

### Vancouver Transit Advisory Committee (VTAC)

The Vancouver Transit Advisory Committee currently meets and is charged with developing a conceptual design for the light rail portion of the project, including stations and park and ride facilities. Membership for the VTAC was solicited from the former Vancouver Working Group participants and supplemented with other interested community members.

VTAC charge	Members
<ul style="list-style-type: none"> <li>• Transit station design</li> <li>• Park and ride design</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Residents and property owners</li> <li>• Vancouver project area businesses owners</li> </ul>

### Urban Design Advisory Group (UDAG)

Urban Design Advisory Group members will advise the project on bridge and corridor design aesthetics. Representatives from CRC along with ODOT and the offices both states' governors met with UDAG members in August. Members provided the project with suggestions for several potential participants for an expert bridge type review panel and several UDAG members will observe the bridge type review panel deliberations.

UDAG will focus on the aesthetic design of the main river crossing, the arterial bridge over North Portland Harbor and other elements of the project's corridor urban design aesthetics as addressed in the project's draft architectural design guidelines.

UDAG charge	Members
<ul style="list-style-type: none"> <li>• Bridge aesthetic design (main crossing and arterial bridge)</li> <li>• Highway corridor aesthetics (retaining walls, etc.)</li> <li>• Finalize draft corridor design guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood residents</li> <li>• Design professionals and artists</li> <li>• Tribal representative</li> </ul>

### Pedestrian and Bicycle Advisory Committee

The Pedestrian and Bicycle Advisory Committee is composed of pedestrian and bicycle advocates from both Vancouver and Portland. Several design refinements since winter 2009 (including Concept D) influence the design and connectivity of bicycle and pedestrian facilities in the project area. PBAC will advise on pedestrian and bicycle pathway design and connectivity issues in the project area. Membership will be reassessed as the group is reconvened.

PBAC charge	Members
<ul style="list-style-type: none"> <li>• Project-wide pedestrian and bicycle connectivity</li> <li>• Multi-use crossing pathway safety and security plan</li> </ul>	<ul style="list-style-type: none"> <li>• Pedestrian advocates</li> <li>• Bicycle advocates</li> </ul>

### Freight Working Group

The Freight Working Group advises on freight mobility issues within the project area. It is anticipated that the FWG would meet less frequently to receive project updates.

FWG charge	Members
<ul style="list-style-type: none"> <li>• Freight mobility issues related to project design</li> <li>• Effects of congestion on freight-related businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Freight-related businesses</li> <li>• Business associations</li> <li>• Ports</li> </ul>

### Environmental Justice Communities

More conversation is needed to determine the most effective ways to engage environmental justice populations in project plans and to explain environmental justice issues and effects to the communities in the project area and the broader public. These discussions will occur with IPS staff and community members in Dec. 2010 and Jan. 2011.

### Commuters and Large Employers

IPS members would like more engagement of commuters and large businesses with a commuting workforce. These perspectives have not been explicitly represented in the project's advisory group efforts, but it remains uncertain as to whether an advisory group is the best technique for this purpose. CRC and IPS will continue to develop an approach and propose a new advisory group, if needed.

#### *Advisory group administration*

Joint meetings of any of these groups will be held, as needed. Advisory group members will include members that represent the diverse interests and demographics included in the project area.

The advisory groups will work with CRC staff to develop recommendations for IPS and CRC consideration. In turn, IPS and CRC may recommend additional items for advisory group discussion. PSC will receive regular updates on advisory committee progress.

Advisory group meetings will be announced via the project website and eUpdates. The project will continue to make every effort to post notice of these opportunities at least a week in advance. Written

summaries will be produced for all meetings and posted online. Verbal updates will be provided at IPS and PSC meetings.

Meetings will include opportunities for members of the public to comment on the topics and issues being discussed. Written comments submitted to the project will be summarized for review at each meeting. In addition, advisory groups will play active roles in hosting events to gather public feedback. These events will be coordinated with broader outreach efforts managed by the project.

Advisory group subcommittees may be formed to carry out technical work related to the advisory groups' charges. Invited guests and subject matter experts (outside of advisory group membership) will be invited to contribute to subcommittee work, as needed.

## Implementation

CRC will convene/reconvene PBAC, UDAG, FWG, and VAC in Jan. 2011. Advisory group membership will be solicited first from existing advisory group members. Contact will be made to members of current/recent advisory groups to explain this approach. These members will be asked about their desire to stay involved in advisory groups as the project moves forward. Additional members will be recruited, as needed, to ensure a balance of community perspectives on these issues. A facilitator from the project team will be appointed for each group and subcommittee. Agency staff support roles will also be confirmed.

The website will be updated as the groups are reconvened. The pages for past and current groups will be used to explain input the group provided to CRC and how it was incorporated or why it was considered but not selected.

## Sponsor agency involvement

CRC's local agency partners work closely with the Departments of Transportation on project planning and design. The Project Sponsors Council and Integrated Project Sponsors Council staff will continue to serve as formal points of coordination between the DOTs, transit agencies, cities and metropolitan planning organizations.

### Project Sponsors Council

The Governors of Oregon and Washington formed the Project Sponsors Council (PSC) to advise the departments of transportation on project development. PSC recommendations are made after considering technical information, receiving input from integrated project staff and advisory groups and reviewing public comments.

PSC charge	Members
<ul style="list-style-type: none"> <li>• Completion of the environmental impact statement</li> <li>• Project design</li> <li>• Project timeline</li> <li>• Sustainable construction methods</li> <li>• Compliance with greenhouse gas emission reduction goals</li> <li>• Financial plan</li> </ul>	<ul style="list-style-type: none"> <li>• WA and OR co-chairs</li> <li>• Cities of Portland and Vancouver</li> <li>• Transit agencies, TriMet and C-Tran</li> <li>• Regional planning organizations, RTC and Metro</li> <li>• ODOT and WSDOT</li> </ul>

### ***Integrated Project Sponsors Council Staff***

The Integrated Project Sponsors Council Staff group was formed to work collaboratively to advance recommendations on a number of outstanding and new policy matters. IPS will continue to develop recommendations for PSC on a number of issues (list still to be finalized by IPS). IPS will provide regular



updates to PSC on findings and recommendations. In turn, PSC may direct IPS to develop findings on additional issues.

IPS charge	Members
<ul style="list-style-type: none"> <li>• Provide input to PSC on topics listed above under PSC charge</li> <li>• Serve on working groups, as determined by PSC and IPS members</li> <li>• Provide staff support to advisory groups</li> </ul>	<ul style="list-style-type: none"> <li>• WA and OR co-chairs for PSC</li> <li>• Cities of Portland and Vancouver</li> <li>• Transit agencies, TriMet and C-Tran</li> <li>• Regional planning organizations, RTC and Metro</li> <li>• ODOT and WSDOT</li> <li>• Ports of Portland and Vancouver</li> </ul>

# Columbia River CROSSING CRC Sponsor Agency and Advisory Group Structure

**Project Sponsors Council**

- Completion of the Environmental Impact Statement
- Project design
- Project timeline
- Sustainable construction methods
- Compliance with greenhouse gas emission reduction goals
- Financial plan
- Consider IPS and advisory group recommendations

**Columbia River Crossing**

- Project delivery
- Resource management
- Cost and schedule tracking
- EIS delivery
- Construction approach and management
- Partner coordination
- Public involvement and outreach
- Advisory group staffing and coordination
- Receive input from advisory groups, IPS and PSC

**Technical Groups**

- Performance measures
- Transportation demand management
- Sustainability
- Others, as determined

**Integrated Project Sponsors Council Staff**

- Provide input to PSC on topics listed above and others currently being defined.
- Provide staff support to public working groups and technical (internal) groups
- Serve on working groups, as determined by PSC and IPS members

<b>ADVISORY GROUPS</b>	<p><b>Portland Working Group</b></p> <ul style="list-style-type: none"> <li>• Transit station design</li> <li>• Street design</li> <li>• Intersection design</li> <li>• Arterial bridge design</li> <li>• Mitigation conversations</li> <li>• Construction planning</li> <li>• Host public events</li> </ul>	<p><b>Vancouver Advisory Committee</b></p> <ul style="list-style-type: none"> <li>• Bridge landing and waterfront access</li> <li>• Interchange design</li> <li>• Surrounding land uses</li> <li>• Mitigation conversations</li> <li>• Construction planning</li> <li>• Host public events</li> </ul>	<p><b>Pedestrian and Bicycle Advisory Committee</b></p> <ul style="list-style-type: none"> <li>• Corridor ped/bike facilities and connections</li> <li>• Hayden Island access</li> <li>• Safety and security planning</li> <li>• Get input from broader ped/bike community</li> </ul>	<p><b>Urban Design Advisory Group</b></p> <ul style="list-style-type: none"> <li>• Corridor design and aesthetics</li> <li>• Bridge aesthetics</li> <li>• Host public events</li> </ul>
		<p><b>Vancouver Transit Advisory Committee</b></p> <ul style="list-style-type: none"> <li>• Transit station design</li> <li>• Host public events</li> </ul>	<p><b>Freight Working Group</b></p> <ul style="list-style-type: none"> <li>• Interchange design and refinements</li> <li>• Freight movement and safety</li> </ul>	<p><b>Specific Outreach</b></p> <ul style="list-style-type: none"> <li>• Environmental justice populations</li> <li>• Commuters and large employers</li> </ul>