



**DAN JOHNSON**  
DIRECTOR

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

January 22, 2026

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

Board of County Commissioners  
Clackamas County

**Approval of an Intergovernmental Agreement with Metro to fund a land suitability assessment. Agreement Value is \$700,000 for 1 year and 10 months. Funding is through Metro. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	<ul style="list-style-type: none"> <li>10/21/2025 Policy Session: Overview of LSA during Industrial Site Readiness Study Update presentation.</li> <li>12/17/2024 Issues &amp; Updates: Approval of a letter of support for the 2040 Planning and Development Grant application.</li> <li>12/11/2024 Policy Session: Development Ready Land Study, Part #2 - overview of application to 2040 Planning and Development Grant for funding of project (formerly titled 'Development Ready Land Study').</li> <li>11/13/2024 Policy Session: Development Ready Land Study Part #1 - overview of need for LSA project (formerly titled 'Development Ready Land Study').</li> </ul>		
<b>Performance Clackamas</b>	Vibrant Economy		
<b>Counsel Review</b>	Yes: Caleb Huegel	<b>Procurement Review</b>	No
<b>Contact Person</b>	Becca Tabor	<b>Contact Phone</b>	971-806-7039

**EXECUTIVE SUMMARY:** The Department of Transportation and Development has been awarded a 2040 Grant from Metro for \$700,000 to fund the Clackamas County Land Suitability Assessment (LSA). In order to accept the grant, a signed Intergovernmental Agreement (IGA) with Metro is needed. No general funds will be utilized for this project.

The LSA is designed to provide Clackamas County with a framework to strategically plan for long-term job growth. The project will evaluate the industrial development opportunities and constraints of land that has been identified by the region as appropriate for future urban growth in the urban reserves and rurally zoned areas in the Urban Growth Boundary. In order to adequately plan for the County's future economic development and housing needs, a clear, comprehensive analysis of factors

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influencing the use of land is necessary to provide Clackamas County-specific information to use in upcoming regional and local land use planning projects. The LSA aims to equip the County and its local jurisdictions with a foundation of data, tools, and strengthened partnerships to ensure that future urbanization efforts align with local and regional planning goals.

To begin work on the LSA, the attached 2040 Planning and Development Grant IGA must be signed. The IGA has been reviewed by Clackamas County's Legal Counsel and is valid through October 31, 2027.

**RECOMMENDATION:** Staff respectfully recommends the Board approve and authorizes the Chair to sign the attached 2040 Planning and Development Grant Intergovernmental Agreement with Metro.

Respectfully submitted,

*Dan Johnson*

Dan Johnson  
Director of Transportation & Development

**2040 PLANNING AND DEVELOPMENT GRANT  
INTERGOVERNMENTAL AGREEMENT  
Metro – Clackamas County  
Land Suitability Assessment**

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 political subdivision of the State of Oregon, located at 150 Beaver Creek 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 Land Suitability Assessment (the “Project”); and

WHEREAS, Metro has agreed to provide 2040 Planning and Development Grant Funds to the County for the Project in the amount of \$700,000, 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 25-5521 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:

Rebecca Tabor, Development Policy Associate  
Clackamas County Department of Transportation & Development  
971-806-7039  
[BTabor@clackamas.us](mailto:BTabor@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)

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 will collaborate to oversee the successful implementation of the Project as follows:

- (a) Selection of Consultants. For consultants selected after execution of this Agreement, the Project Managers will work together to identify 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 will 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 will prepare a revised Schedule of Milestones that will 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 will 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 will jointly determine the role and composition of any steering/technical/advisory committee(s) for the Project. The Metro Project Manager will 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 section 3, 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 all 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, will 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, the Metro 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 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 they have 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 Parties to authorize the execution of this Agreement; and that the persons signing this Agreement have full power and authority to sign for the Parties.

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**

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

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

Approved as to Form:

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

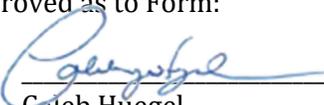
Date: \_\_\_\_\_

**THE COUNTY**

By: \_\_\_\_\_  
Craig Roberts  
Chair, Board of County Commissioners

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

Approved as to Form:

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

Date: January 12, 2026

Attachments:

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

**Project Name: Clackamas County Land Suitability Assessment**

**Funds requested: \$700,000**

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### 1. Project description

Describe the proposed planning project, its intended purpose, and key desired outcomes.

With 65% of its workers leaving the county for work, Clackamas County has the largest percentage of workers in the three Portland metropolitan area counties who commute outside of the county (2024 Metro Urban Growth report, Figure 16, Source: US Census LEHD, 2019). The 2040 Urban Growth Report (2024 UGR) draws attention to the importance of keeping commutes as short as possible and the benefit of having residents live and work in the same community. Unfortunately, the 2024 UGR also finds “in aggregate, there is a surplus of industrial land (in the region), those acres of land may not have the location and site characteristics that will lead to industrial development.” Studies consistently find that many of the region’s large industrial sites are not ready for development.

The Clackamas County Land Suitability Assessment (LSA) is designed to evaluate the industrial development opportunities and constraints of land that has been identified by the region as appropriate for future urban growth. In order to adequately plan for the County’s future economic development and housing needs, a clear, comprehensive analysis of factors influencing the use of land is necessary to provide Clackamas County-specific information to use in upcoming regional and local land use planning projects. To support the growth of local employment and provide places where jobs can be sited within Clackamas County, the LSA will include:

#### 1. Collaborative Planning with Cities and Service Providers

Engage cities, special districts, and utility providers throughout the project, with the goal of aligning planning efforts, sharing data, and defining shared challenges and opportunities, especially in areas where serviceability gaps are a barrier to land readiness.

#### 2. Usable Land and Constraint Analysis

Prepare a detailed inventory that will evaluate transportation access, topography, utility infrastructure, zoning, and other constraints. This analysis will identify land within the urban reserves and rurally zoned areas in the UGB that could be utilized to support future industrial use.

#### 3. Land Suitability Mapping Tool

Produce an interactive GIS-based tool to visualize and analyze land suitability across the county. This tool will assist cities, service providers, and private developers in understanding infrastructure needs and assessing site feasibility.

#### 4. Infrastructure Cost and Serviceability Assessment

Identify high-level infrastructure investments necessary to support urbanization, including costs related to transportation, water, sewer, and stormwater systems.

#### 5. Stakeholder Engagement

Engage with stakeholders and align incentives, financing tools, and coordination strategies to help understand land suitability. This study will be informed by local knowledge through targeted stakeholder interviews.

The LSA will utilize criteria from the State of Oregon’s Infrastructure Finance Authority Industrial Development Competitiveness Matrix. Using the information in the Industrial Development

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Competitiveness Matrix, the LSA will create a clearer picture of industrial development feasibility of the land in Clackamas County that is currently within the urban reserves and rural lands within the UGB. These are the lands where the region expects future employment and housing to be sited. The primary focus of this project is to collect and summarize data that indicate land readiness. In addition, data will be collected to gain a deeper level of understanding about serviceability in up to three pilot areas.

This study will also complement a Clackamas County funded Industrial Site Readiness Study (ISRS); identifying inventory of vacant industrial parcels five acres or larger in urban unincorporated Clackamas County. Vacant industrial sites will be analyzed at a high level for their development potential. Additionally, Business Oregon is wrapping up a statewide site readiness study focusing on the land, site, and infrastructure requirements needed to support key industrial clusters. The results of this study align with the industries identified in the Clackamas Economic Landscape Analysis. Once the results of these studies are known, additional work will project the industrial land needed for the growth of Clackamas' key industrial clusters. The LSA will provide data on the suitability of land for future development to accommodate this growth.

The focus of the ISRS is on land inside the UGB already zoned for industrial use, whereas the Land Suitability Assessment is more expansive and will focus on land in the urban reserves and rurally zoned areas in the UGB.

The Land Suitability Assessment is designed to provide Clackamas County with a framework to strategically plan for long-term job growth. It aims to equip the County and its local jurisdictions with a foundation of data, tools, and strengthened partnerships to ensure that future urbanization efforts align with local and regional planning goals. While the focus of this study is industrial lands, the data collected can also be used to understand that opportunities and barriers to future residential development. This is an essential project that will help us work toward supporting economic vitality and reducing the number of people that need to commute outside of Clackamas County for employment. A reduction in commutes will also help us work toward our goal of reducing Vehicle Miles Traveled.

### 2. Link to development or redevelopment

Describe how the proposed planning project will facilitate development or redevelopment within the urban growth boundary. In this context, development means new construction of buildings and structures and associated improvements (landscaping, parking, streets, etc.). Redevelopment means significant expansion or alteration to existing buildings to improve their capacity for occupancy. Redevelopment does not mean interior changes to an existing building (for example, tenant improvements are not considered redevelopment).

The Land Suitability Assessment is designed to directly enable development by conducting the work requisite to build the communities envisioned by the 2040 Growth Concept in Clackamas County. By quantifying and highlighting the specific challenges related to land serviceability and readiness, this proposal supports emerging urban areas and will provide information that could support new construction in these areas. The focus area of the LSA is land currently within the UGB that is zoned for rural uses and Clackamas County Urban Reserves. The urbanization of the land currently within the UGB has been significantly impacted by a variety of constraints. This area is generally east of 187th Avenue and extends west along Hwy 212 until the edge of the UGB at about 252nd Avenue. While serviceability of this area has been studied a variety of times (some examples include when urban reserves were first adopted and during development of the Damascus Comprehensive Plan), it needs to be evaluated through the same lens, and at the same time, as the lands currently in the Urban Reserves because all of these areas face challenges associated with lack of infrastructure. Through collaboration with city partners and service providers, this study will:

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- Analyze infrastructure requirements, such as utilities and transportation, to assess the feasibility of development.
- Identify challenges to development, including financial, regulatory, and environmental barriers, and identify opportunities for future collaboration.
- Create a detailed inventory of industrial land suitable for development, ensuring alignment with regional and state goals.
- Provide data to support partnerships between public and private stakeholders.

As was noted in the Project Description, an important outcome of the project is to have a shared understanding of the potential for employment uses and the land needed to support the target industrial clusters identified in the Clackamas Economic Landscape Analysis. This study will directly contribute to Clackamas County's ability to support future urbanization needs by providing information on land suitability. For example, the Buildable Land Inventory and accompanying GIS mapping tool will provide a countywide visualization of parcels assessed for infrastructure readiness, topography, zoning, and access – all important factors for site selection. The Serviceability and Infrastructure Cost Analysis will estimate high-level capital needs to serve specific areas, enabling the County and its partners to proactively plan for infrastructure investments. The Opportunities and Challenges Memo and the final Land Suitability Assessment Report will synthesize findings, create common language and understanding and recommend implementation pathways that could support infrastructure funding or other readiness strategies. By providing a clear framework for land use planning, this study supports the County's growth objectives and ensures alignment with Metro's 2040 Growth Concept.

### 3. Project readiness

#### A. Capacity and expertise

- Describe the staff members and any community partners that will lead and/or help facilitate the project. Explain how their capacity and level of expertise will enable them to oversee the work and implement the plan.
- Describe what type of technical or consultant support, if any, will be needed and the tasks that will be completed by consultants. Specific private firms should not be named in the application unless they have already been selected through a public procurement process.

The project will be led by Jamie Stasny, Land Use and Transportation Policy Manager and will be supported by experienced staff members with a robust background in project management, land use planning, and infrastructure analysis. These team members include but are not limited to: Long Range Planning Manager Karen Buehrig, Economic Development Manager Laura Edmonds, and Principal Planner Martha Fritzie. Key team members have significant experience managing complex multi-jurisdictional projects, engaging stakeholders, and analyzing development feasibility. Notably, team members have accumulated decades of experience in previous planning exercises around the Urban Reserves and with the communities in Clackamas County. The majority of the project will be undertaken by a consulting team. The consulting team, which will be procured using a formal Request for Proposal process, will be responsible for the data collection, analysis, and GIS tool development. In addition, the consulting team will lead the coordination and facilitation of the engagement with the jurisdictional partners and stakeholders. Consultant support will supplement County staff capacity, particularly with specialized tasks. Key tasks for consultants include:

- GIS Tool Development: Creating an advanced interactive mapping tool to integrate terrain, infrastructure, and industrial land criteria data.
- Data Analysis: Conducting detailed analyses of land use, serviceability, and infrastructure readiness.
- Site specific data collection: as appropriate for the Pilot Areas Analysis.

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- Deliverable Preparation: Developing key reports such as the Critical Issues Memo, Opportunities and Challenges Memo, and the final project report.

These tasks require technical expertise and advanced geospatial analysis to ensure thorough and precise outcomes.

**B. Project scope and schedule.** Provide a detailed scope of work that includes defined tasks, associated outcomes, and deliverables. For each task, include an estimated timeline. The scope should clearly identify all project milestones and each step necessary to achieve the desired outcomes for the work.

We have included a detailed scope and schedule as an attachment. A summary of the scope and schedule is available in the below graphic.

### LAND SUITABILITY ASSESMENT SCOPE



**C. Project budget.** Use the budget template provided to show the estimated project costs. The budget table should align with the scope of work and include the tasks and deliverables identified in question 3B. Indicate estimated costs for technical/consultant work as well as other direct project expenses. In the space below, describe the methodology used for estimating project costs, and identify additional funds (if any) that have been pledged by project partners or other sources.

The budget for the Land Suitability Assessment was estimated using a methodology that accounted for the complexity of the tasks, the level of stakeholder engagement required, and the technical analysis to be conducted. Costs were estimated based on historical data from similar projects in the region, consultation with experienced project managers, and input from technical staff familiar with the scale and scope of work. The components of the methodology included:

Task-Based Cost Estimation: each task was broken down into specific activities, costs were calculated for staff time, consultant services, and materials needed for each activity.

Consultant Services: because the project relies on specialized expertise, a significant portion of the budget was allocated for consultant services. Estimates were based on typical hourly rates for planning, engineering, and GIS professionals, along with estimated hours for each task.

Stakeholder Engagement: recognizing the importance of inclusive outreach, funds were allocated for multiple stakeholder interviews and coordination meetings.

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Contingency: a modest contingency was included to account for unforeseen challenges, such as the need for additional data analysis or extended stakeholder engagement.

**D. Project support.** Describe the support for the proposed project including how it aligns with other agency-led plans and projects, commitment by local government to implement the resulting plan, and leadership support.

The proposed project aligns closely with ongoing agency-led plans, including the Clackamas County ISRS. This alignment ensures the integration of findings into broader regional and local planning efforts. The project has strong support from Clackamas County leadership, including formal backing from the Board of County Commissioners.

Attached is a Letter of Support from the Clackamas County Board of County Commissioners, which demonstrates their willingness to dedicate staff resources to oversee the project, engage in stakeholder coordination, and support the integration of outcomes into policy decisions. Collaboration with partner jurisdictions will further strengthen the project, as municipalities and service providers have expressed interest in participating and reviewing project findings to inform their planning efforts.

Clackamas County met with the cities of Happy Valley, Lake Oswego, Oregon City, Tualatin, West Linn, and Wilsonville to review and update the scope of the LSA. During that meeting, none of the cities voiced opposition to the LSA and all have stated that staff will participate in the study. In addition, we have attached letters of support from some of these jurisdictions that are located adjacent to the urban reserves. These letters express general support and clearly state that jurisdictions understand the purpose of the LSA and intend to participate in and collaborate on this project, particularly through data sharing, interview preparation, or interagency workgroup involvement.

#### 4. Community engagement

Identify the communities that will be impacted by the proposed work and summarize available data or information about them (race, income, educational level, languages spoken, etc.). Describe the plan for conducting meaningful engagement with those communities, particularly with communities that have been historically under-represented in planning processes. Explain how and when engagement will occur throughout the project and how that input will impact project milestones. Be specific about how community input will be accurately reflected and how it will be used to impact final outcomes. If impacts are minimal or difficult to quantify, discuss how information about this work will be shared with the public to provide transparency.

Metro encourages mutually beneficial partnerships with community-based and non-profit organizations. Describe any plans for coordination with organizations or individuals who can serve as liaisons and trusted resources in the communities impacted by the proposed work. Include information about how those organizations will be selected and how their participation will be supported.

The focus of this project is on gathering information to inform future policies rather than soliciting broad public input. Project materials and interim findings will be posted on a public-facing website, and engagement input will be transparently shared through maps, memos, and reports accessible to the public.

The engagement strategy will include three tiers:

- **Interagency Work Group:** a formal committee composed of staff from Clackamas County and relevant city staff (e.g., Happy Valley, Lake Oswego, Oregon City, Tualatin, West Linn, & Wilsonville) will meet at key milestones to review findings, shape methodology, and guide deliverables.

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- Stakeholder Interviews: targeted interviews will be conducted with service providers, community members, and private developers to identify challenges and inform the serviceability evaluation and key memos.
- Community-Based Outreach: the County will share information with Community Planning Organizations (CPOs) and local groups in areas near the study geography. These sessions will share high level information about the project intent and will provide an opportunity for sharing of specific concerns and lived experience.

### 5. Alignment with 2040 Growth Concept

If the proposed project is within an identified land use designation per the [2040 Growth Concept map](#), list the designation here (for example, project is within a designated center, station community, or is employment land). Describe how the proposed project will support one or more of [Metro's six desired outcomes](#) for the region.

Those desired outcomes include:

- Climate change adaptation or mitigation
- Advancement of racial equity
- Economic growth and prosperity
- Complete and vibrant communities
- Provision of housing options
- Safe and reliable transportation

This project directly supports Metro's desired outcome of fostering economic growth and prosperity by identifying and analyzing land suitability within Clackamas County's urban reserves and rural areas. The project advances multiple 2040 Growth Concept outcomes:

- Economic Growth and Prosperity: analyzing data on infrastructure readiness and serviceability constraints, the project aims to pinpoint areas where industrial and employment uses can thrive, ensuring the region is positioned to attract businesses and create jobs. Understanding the alignment between potential development sites and target industries will provide critical insights for local jurisdictions to make informed decisions that drive long-term economic vitality.
- Housing Options: by evaluating suitability in areas that may support future urban use, the LSA will help provide information about where residential development could be achieved efficiently, advancing both local housing production goals and regional supply strategies.
- Climate Change Mitigation: by identifying areas best suited for infill or growth near existing services, the study can help reduce Vehicle Miles Traveled (VMT) and guide development toward more compact, multimodal-accessible areas.
- Racial Equity: the study will identify infrastructure barriers in areas adjacent to historically underserved communities and will incorporate input from developers and CBOs to understand who is impacted when land remains undevelopable. This mirrors approaches used in other 2040-funded work like Portland's Industrial Lands study, which linked land readiness with access to jobs for lower-income and BIPOC workers.
- Complete Communities and Safe Transportation: the GIS tool and scoring framework will inform land use and infrastructure coordination, helping jurisdictions build complete, well-connected communities with safe, reliable access to services and jobs.

The LSA will provide local governments with practical tools to assess which areas are positioned to support future growth. By clarifying service constraints and infrastructure costs, this study helps focus limited resources on areas where development is most feasible. The findings will not replace policy decisions but they will inform them, providing a clearer picture of what it would take to deliver housing and jobs in alignment with regional goals.

## 2040 Planning and Development Grant Application

### Clackamas County Land Suitability Assessment

Grant Funds Requested: \$700,000.00

Other funds Pledged: \$0.00

PROJECT COMPONENT	CONSULTANT FEES	STAFF TIME, IF APPLICABLE (MAY NOT EXCEED 20% OF TOTAL GRANT REQUEST)	CBO PARTICIPATION AND/OR COMMUNITY LIAISON (IF APPLICABLE)	OTHER DIRECT PROJECT COSTS	TOTAL
<b>0. Consultant Selection and Initial Agreements</b>		\$10,000			\$10,000
<i>RFP/scope of work, schedule, and budget</i>		\$5,000			
<i>Consultant contract</i>		\$2,500			
<i>Signed IGA</i>		\$2,500			
<b>1. Project Kickoff and Management</b>	\$25,000	\$16,000			\$41,000
<i>Kickoff meeting summary</i>	\$2,000	\$1,000			
<i>Invoicing framework</i>	\$1,000	\$500			
<i>Stakeholder list</i>	\$1,000	\$500			
<i>Engagement tools and strategies</i>	\$2,500	\$1,500			
<i>Agendas and meeting notes for 2 PMT meetings*</i>	\$16,000	\$11,000			
<i>Agenda and meeting notes for interagency workgroup meeting</i>	\$2,500	\$1,500			
<b>2. Critical Issues and Land Feasibility</b>	\$180,000	\$25,000			\$205,000
<i>Stakeholder interviews, critical issues memo</i>	\$30,000	\$5,000			
<i>Buildable Land Inventory and summary memo</i>	\$96,000	\$10,000			
<i>GIS tool</i>	\$50,000	\$8,000			
<i>Agendas and meeting notes for 8 PMT meetings</i>	\$4,000	\$2,000			
<b>3. Serviceability Analysis</b>	\$140,000	\$28,000			\$168,000
<i>Opportunities and challenges memo</i>	\$110,000	\$17,500			
<i>Serviceability scoring system</i>	\$18,500	\$4,500			
<i>Agenda and meeting notes for interagency workgroup meeting</i>	\$2,500	\$1,500			
<i>Pilot areas for further analysis</i>	\$6,000	\$3,000			
<i>Agendas and meeting notes for 6 PMT meetings</i>	\$3,000	\$1,500			
<b>4. Pilot Areas Analysis</b>	\$130,000	\$26,000			\$156,000
<i>Site suitability assessment memos (up to 3)</i>	\$127,000	\$24,500			
<i>Agendas and meeting notes for 6 PMT meetings</i>	\$3,000	\$1,500			
<b>5. Draft Report and Stakeholder Engagement</b>	\$50,000	\$18,000			\$68,000
<i>Draft land suitability assessment report</i>	\$20,000	\$8,000			
<i>Focus group and forum agendas and summaries</i>	\$17,000	\$5,000			
<i>Revised draft report</i>	\$10,000	\$3,500			
<i>Agendas and meeting notes for 6 PMT meetings</i>	\$3,000	\$1,500			
<b>6. Final Land Suitability Assessment Report</b>	\$35,000	\$17,000			\$52,000
<i>Final report and technical appendices</i>	\$23,000	\$6,000			
<i>Final GIS tool</i>	\$10,000	\$10,000			
<i>Agendas and meeting notes for 4 PMT meetings</i>	\$2,000	\$1,000			
<b>TOTALS</b>	\$560,000	\$140,000			
<b>TOTAL PROJECT BUDGET</b>					\$700,000

\*Includes ongoing project management

**Note: Budget amounts between consultants & staff are flexible and are subject to change**

## Clackamas County Land Suitability Assessment Scope & Schedule

### **Task 0. Consultant Selection and Initial Agreements (September 2025 – January 2026)**

Clackamas County will select a consultant through a Request for Proposals (RFP) process to assist with the Land Suitability Study (LSA) project. This task will define the project scope, schedule, and budget that will be used for the consultant contract and Intergovernmental Agreement (IGA).

*Deliverables: RFP including scope, schedule, and budget, consultant contract, signed IGA.*

### **Task 1: Project Kickoff and Management (February 2026)**

Clackamas County staff and the consultant team will hold a project kickoff meeting to review and refine the scope, schedule, and roles and responsibilities. Agenda items will include establishing project coordination and invoicing protocols, collecting needed background materials, identifying stakeholders, and confirming engagement tools and strategies. The consultant will prepare a summary of the kickoff meeting.

The Project Management Team (PMT) will hold monthly project coordination meetings to track progress on key tasks and deadlines, and update the schedule as needed. The consultant will prepare PMT agendas and meeting notes.

The Interagency Workgroup will form and meet including a representative from each of the cities adjacent to or including the areas subject to the assessment.

Funds for that task will also include the submittal and processing of monthly invoices and additional PMT calls and coordination.

*Deliverables: Kickoff meeting summary, invoicing framework, stakeholder list, engagement tools and strategies, agendas and meeting notes for 2 PMT meetings, agenda and meeting notes for Interagency workgroup meeting.*

### **Task 2: Critical Issues and Land Feasibility (March – June 2026)**

Building on the State of Oregon's Infrastructure Finance Authority Industrial Development Competitiveness Matrix and other past efforts, Clackamas County will compile data and document site characteristics required for target industries. A variety of stakeholders will be interviewed, including jurisdictional representatives, service providers, and private developers to discuss critical issues that relate to suitability. A Critical Issues Memo will be prepared that summarizes stakeholder interview and key findings.

A buildable land inventory (BLI) for urban reserves and rurally zoned land within the UGB (Study Area) to document critical land characteristics will be created. In addition to information about industrial lands, a BLI Memo will also document locations that are more suitable for residential and commercial development. The findings will be summarized in a memo and visualized using a GIS tool.

*Deliverables: Critical Issues Memo, BLI Memo, GIS tool, agendas and meeting notes for 8 PMT meetings.*

### **Task 3: Serviceability Analysis (July – October 2026)**

Task 3 will identify factors influencing serviceability, such as road, water, sewer, and stormwater constraints. This study will include a high-level scoring system to represent potential serviceability. Findings from Task 3 will be summarized in a memo that identifies opportunities and challenges within the Study Area.

The Interagency workgroup will be convened to review findings from Tasks 2 and 3 and identify up to three pilot areas for deeper analysis.

*Deliverables: Opportunities and Challenges Memo, serviceability scoring system, Interagency workgroup meeting agenda and meeting notes, pilot areas for further analysis, agendas and meeting notes for 6 PMT meetings.*

**Task 4: Pilot Areas Analysis (November 2026 – February 2027)**

Task 4 involves a detailed feasibility assessment of the (up to) three pilot areas identified in Task 3. Memos addressing site characteristics, transportation, water, sewer, and other development constraints will be prepared, assigning values to areas based on identified challenges. These findings will guide an informed evaluation of the potential for development in the selected pilot areas. Criteria from the State of Oregon's Infrastructure Finance Authority Industrial Development Competitiveness Matrix will be applied to GIS tools to assess suitability of land for employment and industrial uses. A summary memo will document the findings and evaluate how identified areas align with regional industrial and employment goals.

*Deliverables: Site suitability assessment memos, Pilot Sites: Industrial Site-Suitability memo, agendas and meeting notes for 6 PMT meetings.*

**Task 5: Draft Report and Stakeholder Engagement (March – May 2027)**

A draft report summarizing the findings from each of the previous tasks will be developed. An Interagency Workgroup will be convened and a series of focus group meetings and/or stakeholder forums will be held to gather feedback and refine the draft report. This phase will emphasize partnerships to acknowledge and develop potential solutions to identified serviceability challenges and the real costs of infrastructure investments.

*Deliverables: Draft report, focus group and forum agenda and summaries, revised draft report, agendas and meeting notes for 6 PMT meetings.*

**Task 6: Final Land Suitability Assessment Report (June – July 2027)**

The final task will produce a user-friendly report summarizing the findings and data generated through the previous tasks.

*Deliverables: User friendly Final report and related GIS tool, technical appendices, agendas and meeting notes for 4 PMT meetings.*

Mayor  
Honorable Tom Ellis



City Manager  
Jason A. Tuck, ICMA-CM

July 1, 2025

Metro  
2040 Planning and Development Grants Program  
600 NE Grand Ave, Portland, OR 97232

RE: Land Suitability Assessment Letter of Support

Dear Metro Staff,

The City of Happy Valley is pleased to express our support for Clackamas County's application for a 2040 Planning and Development Grant to fund a Land Suitability Assessment (LSA). Understanding the availability and suitability of industrial land within the Urban Growth Boundary (UGB) and urban reserves is a critical first step in laying the foundation for long-term economic development. We share the goal of ensuring that employment lands are thoughtfully planned, strategically utilized, and brought forward in a timely and coordinated manner.

The City of Happy Valley has a significant number of acres zoned or planned for employment and industrial use. Developing these lands is a City Council priority, as doing so will create high-quality job opportunities for our residents, support a stronger local economy, and reduce reliance on long-distance commuting. Though it is critical to continue to plan for the future, we remain committed to prioritizing the development of industrial lands within the city.

While we understand that the LSA will not include direct recommendations, we want to further reaffirm our position that urban development should occur within city boundaries. Consistent with our Urban Growth Management Agreement (UGMA), we believe that urban services and infrastructure should only serve land that has been annexed into a city in the future. The findings of the LSA may create a platform to further discussions on governance and prioritization of resources.

We support the Land Suitability Assessment as a useful tool to inform future planning discussions. We look forward to continuing collaboration with Clackamas County and Metro on this important work.

Sincerely,

A handwritten signature in black ink that reads "Michael D. Walter". The signature is written in a cursive style with a long horizontal flourish at the end.

Michael D. Walter, AICP  
Economic & Community Development Director

cc: Jason Tuck, City Manager (via e-mail)  
Ben Bryant, Asst. City Manager (via e-mail)  
Laura Terway, Asst. Economic & Community Development Director (via e-mail)



July 9, 2025

Metro  
2040 Planning and Development Grants Program  
600 NE Grand Ave, Portland OR 97232

RE: Letter of Support for the Clackamas County Land Suitability Assessment

Dear Metro Staff,

On behalf of the City of Oregon City, I am writing in support of Clackamas County's 2040 Planning and Development Grant application for its Land Suitability Assessment (LSA) project.

We agree that there is value in studying areas within urban reserves and rural areas within the Urban Growth Boundary located in Clackamas County for their potential suitability for future industrial and employment use, particularly in areas adjacent to Clackamas Community College, Beaver Creek Road and the City's Thimble Creek Concept Plan area that may not have been evaluated extensively

Development of land zoned or planned for employment and industrial use is a longstanding priority of the City Commission, to foster high quality jobs, support our economy, and achieve better commuting patterns in the region.

Oregon City truly appreciates the County's commitment to working closely and directly with city partners to guide the data gathering and analysis that will inform future policy discussions and we look forward to working with Clackamas County and Metro on this project.

Sincerely,

Pete Walter  
Planning Manager / Interim Community Development Director



July 1, 2025

2040 Planning and Development Grant Screening Committee  
Oregon Metro  
600 NE Grand Avenue  
Portland OR 97232

**RE: Clackamas County 2024 Planning and Development Grant Application**

On behalf of the City of Tualatin, I am writing to express our support for Clackamas County's 2040 Planning and Development Grant application for its Land Suitability Assessment (LSA) project.

The City of Tualatin and Clackamas County have a long history of collaboration. The City agrees that there is value in studying areas within urban reserves and rural areas within the Urban Growth Boundary located in Clackamas County for their potential suitability for future industrial and employment use.

The City recognizes and appreciates the County's express commitment to working closely with its city partners to guide the data gathering and analysis that will inform future policy discussions. The City also recognizes the County's responsiveness to the City's concerns that the LSA could include analysis, conclusions or recommendations that constitute "concept planning," specifically within the Stafford urban reserve area, which would conflict with the "5-party IGA."

Therefore, the City is not supportive of any activities within the LSA that may constitute "concept planning," and specifically opposes future inclusion of the Stafford urban reserve area with the "Pilot Area Analysis" (Draft Scope of Work Task 4.0). In sum, the City values the County's willingness to adapt to input from its partner cities and looks forward to the success of this project.

Sincerely,

A handwritten signature in blue ink that reads "Frank Bubenik". The signature is written in a cursive style.

Frank Bubenik  
Tualatin Mayor





CC: Jaime Stasny, Clackamas County Regional Transportation and Land Use Policy  
Manager (via email)  
John Williams, West Linn City Manager (via email)  
Jessica Numanoglu, Lake Oswego Community Development Director (via email)





Telephone: (503) 657-0331

Fax: (503) 650-9041

# CITY OF West Linn

July 7, 2025

2040 Planning and Development Grant Selection Committee

Oregon Metro  
600 NE Grand Avenue  
Portland OR 97232

**RE: Clackamas County 2040 Planning and Development Grant Application**

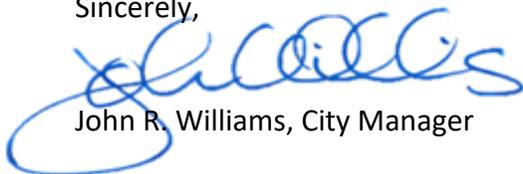
On behalf of the City of West Linn, I am writing to express our support for Clackamas County's 2040 Planning and Development Grant application for its Land Suitability Assessment (LSA) project, with some caveats, echoing those you have received from the City of Tualatin.

West Linn and Clackamas County have a long history of collaboration. We agree that there is value in studying areas within urban reserves and rural areas within the Urban Growth Boundary located in Clackamas County for their potential suitability for future industrial and employment use.

West Linn recognizes and appreciates the County's express commitment to working closely with its city partners to guide the data gathering and analysis that will inform future policy discussions. The City also recognizes the County's responsiveness to the City's concerns that the LSA could include analysis, conclusions or recommendations that constitute "concept planning," specifically within the Stafford urban reserve area. We stand by the Intergovernmental Agreements that have been agreed to among the various government partners on this topic. Therefore, while West Linn supports the application, we want to make clear that we would not support any LSA activities that may constitute "concept planning," and we would specifically oppose inclusion of the Stafford urban reserve area with the "Pilot Area Analysis" (Draft Scope of Work Task 4.0).

Thank you for the opportunity to comment and for Metro's support of local government planning in the region.

Sincerely,



John R. Williams, City Manager

cc: Jaime Stasny, Clackamas County (via email)  
Jessica Numanoglu, Lake Oswego (via email)  
Steve Koper, Tualatin (via email)



July 8, 2025

2040 Planning and Development Grant Screening Committee  
Metro  
600 NE Grand Avenue  
Portland OR 97232

**RE: Support for Clackamas County's 2040 Planning and Development Grant Application**

Dear Review Committee Members:

On behalf of the City of Wilsonville, I am pleased to express support for Clackamas County's application for the 2040 Planning and Development Grant for its Land Suitability Assessment (LSA) project.

While we do not anticipate the project will significantly influence Wilsonville's future employment growth—primarily because our industrial land within the Urban Growth Boundary (UGB) lies in Washington County, and adjacent Clackamas County urban reserves are unlikely to be designated for industrial use due to topography, proximity to residential areas, and existing transportation infrastructure—we recognize the broader value of this effort.

We support initiatives that help bring UGB and urban reserve lands closer to development readiness. We also appreciate the County's leadership in advancing best practices for evaluating employment land potential, which can benefit the entire region and state.

However, while not currently in the scope, Wilsonville does not support expanding the project's scope beyond current UGB and urban reserve areas, particularly into rural reserves, as such discussions are premature and need to be looked at holistically in the Portland metro region.

We value our longstanding partnership with Clackamas County and welcome the opportunity to engage in this effort. We also appreciate the County's commitment to collaboration throughout the data collection and analysis phases of the LSA. Wilsonville commends Clackamas County's responsiveness to partner input and its willingness to adapt the project scope accordingly. We look forward to continued collaboration and to the successful implementation of the LSA project.

Sincerely,

Shawn O'Neil, Mayor  
City of Wilsonville



December 19, 2024

20241219 III.I.3

Metro  
600 NE Grand Avenue  
Portland, OR 97232

**Re: 2040 Planning and Development Grant – Development Ready Land Study**

Dear Grant Review Committee:

The Clackamas County Board of County Commissioners (BCC) strongly supports the 2040 Planning and Development Grant application for the Development Ready Land Study. At the December 10<sup>th</sup> Board of County Commissioner Policy Session, the BCC approved submission of the grant application by the Department of Transportation and Development (DTD). We support this project and the use of County staff time to manage and participate in this project.

The Development Ready Land Study is an information gathering exercise to understand development challenges in future urban areas (urban reserves and rurally zoned areas in the Portland Metropolitan Urban Growth Boundary). It will provide locally reviewed and coordinated information about land readiness and development feasibility of these places in Clackamas County. Local jurisdictions will be able to use the study findings to more deeply engage in upcoming regional and state planning and policy projects.

This project has five expected outcomes:

1. Alignment and Partnership with city partners and impacted service providers.
2. Understanding of Available Usable Lands for both future housing and job growth.
3. Public/Private Partnerships to support development.
4. Information that will inform regional and state land use advocacy approaches.

5. A high level understanding of the real cost of Infrastructure Investments necessary to make land shovel ready.

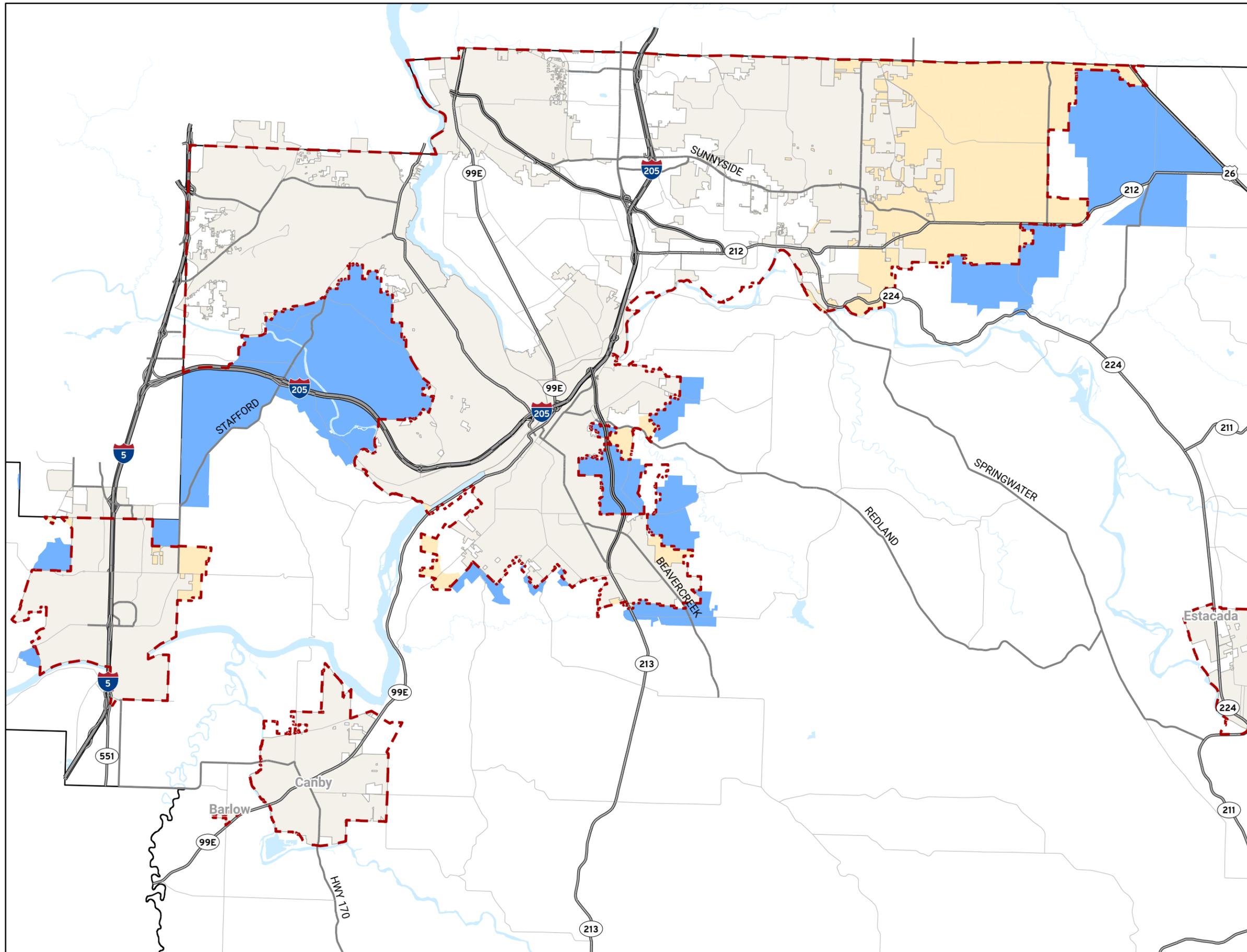
The Clackamas County BCC fully supports the Development Ready Land Study and especially its focus on understanding development challenges in future urban areas.

Thank you for your time and consideration.

Sincerely,

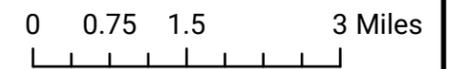


Tootie Smith, Chair  
Clackamas County Board of Commissioners



## Land Suitability Assessment

-  Urban Growth Boundary
-  City Boundaries
-  Urban Reserves
-  Rural Zoning within Portland Metro Area UGB



July 2025



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

## EXHIBIT B SCOPE OF WORK

### Clackamas County Land Suitability Assessment Scope & Schedule

#### **Task 0. Consultant Selection and Initial Agreements (December 2025 – April 2026)**

Clackamas County will select a consultant through a Request for Proposals (RFP) process to assist with the Land Suitability Study (LSA) project. This task will define the project scope, schedule, and budget that will be used for the consultant contract and Intergovernmental Agreement (IGA).

*Deliverables: RFP including scope, schedule, and budget, consultant contract, signed IGA.*

#### **Task 1: Project Kickoff and Management (May 2026)**

Clackamas County staff and the consultant team will hold a project kickoff meeting to review and refine the scope, schedule, and roles and responsibilities. Agenda items will include establishing project coordination and invoicing protocols, collecting needed background materials, identifying stakeholders, and confirming engagement tools and strategies. The consultant will prepare a summary of the kickoff meeting.

The Project Management Team (PMT) will hold monthly project coordination meetings to track progress on key tasks and deadlines, and update the schedule as needed. The consultant will prepare PMT agendas and meeting notes.

The Interagency Workgroup will form and meet including a representative from each of the cities adjacent to or including the areas subject to the assessment.

Funds for that task will also include the submittal and processing of monthly invoices and additional PMT calls and coordination.

*Deliverables: Kickoff meeting summary, invoicing framework, stakeholder list, engagement tools and strategies, agendas and meeting notes for 2 PMT meetings, agenda and meeting notes for Interagency workgroup meeting.*

#### **Task 2: Critical Issues and Land Feasibility (June 2026 – September 2026)**

Building on the State of Oregon's Infrastructure Finance Authority Industrial Development Competitiveness Matrix and other past efforts, Clackamas County will compile data and document site characteristics required for target industries. A variety of stakeholders will be interviewed, including jurisdictional representatives, service providers, and private developers to discuss critical issues that relate to suitability. A Critical Issues Memo will be prepared that summarizes stakeholder interview and key findings.

A buildable land inventory (BLI) for urban reserves and rurally zoned land within the UGB (Study Area) to document critical land characteristics will be created. In addition to information about industrial lands, a BLI Memo will also document locations that are more suitable for residential and commercial development. The findings will be summarized in a memo and visualized using a GIS tool.

*Deliverables: Critical Issues Memo, BLI Memo, GIS tool, agendas and meeting notes for 8 PMT meetings.*

#### **Task 3: Serviceability Analysis (October 2026- January 2027)**

Task 3 will identify factors influencing serviceability, such as road, water, sewer, and stormwater constraints. This study will include a high-level scoring system to represent potential serviceability.

Findings from Task 3 will be summarized in a memo that identifies opportunities and challenges within the Study Area.

The Interagency workgroup will be convened to review findings from Tasks 2 and 3 and identify up to three pilot areas for deeper analysis.

*Deliverables: Opportunities and Challenges Memo, serviceability scoring system, Interagency workgroup meeting agenda and meeting notes, pilot areas for further analysis, agendas and meeting notes for 8 PMT meetings.*

#### **Task 4: Pilot Areas Analysis (February 2027 – May 2027)**

Task 4 involves a detailed feasibility assessment of the (up to) three pilot areas identified in Task 3. Memos addressing site characteristics, transportation, water, sewer, and other development constraints will be prepared, assigning values to areas based on identified challenges. These findings will guide an informed evaluation of the potential for development in the selected pilot areas. Criteria from the State of Oregon's Infrastructure Finance Authority Industrial Development Competitiveness Matrix will be applied to GIS tools to assess suitability of land for employment and industrial uses. A summary memo will document the findings and evaluate how identified areas align with regional industrial and employment goals.

*Deliverables: Site suitability assessment memos, Pilot Sites: Industrial Site-Suitability memo, agendas and meeting notes for 8 PMT meetings.*

#### **Task 5: Draft Report and Stakeholder Engagement (June 2027 – August 2027)**

A draft report summarizing the findings from each of the previous tasks will be developed. An Interagency Workgroup will be convened and a series of focus group meetings and/or stakeholder forums will be held to gather feedback and refine the draft report. This phase will emphasize partnerships to acknowledge and develop potential solutions to identified serviceability challenges and the real costs of infrastructure investments.

*Deliverables: Draft report, focus group and forum agenda and summaries, revised draft report, agendas and meeting notes for 6 PMT meetings.*

#### **Task 6: Final Land Suitability Assessment Report (September 2027– October 2027)**

The final task will produce a user-friendly report summarizing the findings and data generated through the previous tasks.

*Deliverables: User friendly Final report and related GIS tool, technical appendices, agendas and meeting notes for 4 PMT meetings.*

# METRO CONTRACT 940662 - EXHIBIT C

January 5, 2026

## Clackamas County Land Suitability Assessment

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

PROJECT MILESTONE AND SPECIFIED GRANT DELIVERABLES		DATE DUE	PROGRESS PAYMENT
1	<b>Execution of grant agreement</b> a) Signed and executed IGA	1/22/2026	\$25,000
2	<b>Consultant selection and contracting</b> a) Consultant team contract, scope, schedule and budget b) Updated IGA Exhibit C (if needed)	4/1/2026	\$26,000
3	<b>Project kickoff</b> a) Kickoff meeting summary b) Stakeholder list c) Engagement tools and strategies d) Agendas and summary notes for PMT meetings (2) and Interagency Workgroup meeting (1)	5/15/2026	\$55,000
4	<b>Critical Issues and Land Feasibility</b> a) Critical Issues Memo b) BLI Memo c) GIS tool d) Agendas and meeting notes for 8 PMT meetings	9/30/2026	\$150,000
5	<b>Serviceability Analysis</b> a) Opportunities and Challenges Memo b) Serviceability Scoring System c) Interagency workgroup meeting agenda and meeting notes d) Pilot areas for further analysis e) Agendas and meeting notes for 8 PMT meetings	01/31/2027	\$168,000
6	<b>Pilot Areas Analysis</b> a) Site Suitability assessment memos (one for each pilot site) b) Pilot Sites Summary Memo: Industrial Site-Suitability c) Agendas and meeting notes for 8 PMT meetings	05/31/2027	\$156,000

**METRO CONTRACT 940662 - EXHIBIT C**  
**Clackamas County Land Suitability Analysis**

Continued

7	<b>Draft Report and Stakeholder Engagement</b> a) Draft land suitability assessment report b) Focus group and forum agendas and summaries c) Revised draft report d) Agendas and meeting notes for 6 PMT meetings	08/31/2027	\$68,000
8	<b>Final Report and Board of County Commissioners Presentation</b> a) Final report, related GIS tool, and technical appendices b) Agendas and meeting notes for 4 PMT meetings c) Documentation of presentation to Board of County Commissioners	10/31/2027	\$37,000
9	<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	12/15/2027	\$15,000

<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 & Direct Expenses	\$560,000
	County staff time	\$140,000
	Contingency reserves	\$ 0
	<b>TOTAL METRO GRANT FUNDS</b>	<b>\$700,000</b>