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CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

Policy Session Worksheet

Presentation Date: 10/13/26

Approx. Start Time: 10 am

Approx. Length: 5 hrs

Presentation Title: Clackamas County ***Performance Clackamas*** 2025 Strategic Plan Implementation Team Reports

Department: County Administration

Presenters: Implementation Team Leads

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Board review of implementation team updates on progress up to date. Some teams are requesting additional guidance for BCC clarification.

EXECUTIVE SUMMARY:

The Board of County Commissioners held a retreat on June 24 and 25, 2025 to discuss and update the Board's Performance Clackamas strategic plan, formally adopted on July 22, 2025.

Implementation teams formed for each of the 10 strategic goals:

Vibrant Economy

- Available Land for Business Development
- Development Process Review
- Childcare

Healthy People

- Recovery Oriented System of Care

Strong Infrastructure

- Sunrise Gateway Corridor
- Transit

Safe, Secure and Livable Communities

- Affordable Housing
- Clackamas County Jail Planning

Public Trust in Good Government

- Best Practice Governance
- Communications and Engagement

On October 21, 2025, team working plans were presented to the board, detailing action items, potential partnerships, and resources. BCC update and first public discussion of team progress was February 3, 2026. Since February 3 and this session, several teams have provided more information and required more guidance from the BCC before proceeding. Today, the Board is asked to review the implementation team updates and provide any clarification or guidance requested by the teams.

FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget? ☐ YES ☐ NO

What is the cost? \$ Unknown Costs

What is the funding source? Depends on the project

STRATEGIC PLAN ALIGNMENT:

Public Trust Through Good Government

LEGAL/POLICY REQUIREMENTS: NA

PUBLIC/GOVERNMENTAL PARTICIPATION:

Prior to the initial Board retreat, consultants held five focus groups with a variety of invited stakeholders representing local cities, businesses, regional leaders and county department staff and hosted two public forums in Oak Grove and Sandy. PGA created a survey soliciting online feedback.

OPTIONS:

N/A

RECOMMENDATION:

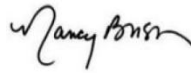
N/A

ATTACHMENTS:

Attachment A: Performance Clackamas Goals

SUBMITTED BY:

Division Director/Head Approval



Department Director/Head Approval _____

County Administrator Approval _____

For information on this issue or copies of attachments, please contact _____ @ 503-_____
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Clackamas County Strategic Plan 2025-2030
Performance Clackamas
Implementation Team Reports

Tuesday, October 13, 2026

AGENDA

Vibrant Economy

10:00 am.....Available Land for Business
10:30 am.....Development Process
11:00 am.....Childcare

Healthy People

11:30 am.....Recovery Campus

LUNCH

Public Trust in Good Government

1:30 pm.....Best Practices Governance
1:45 pm.....Communications

Strong Infrastructure

2:15 pm.....Sunrise Corridor
2:45 pm.....Transit

BREAK

Safe, Secure and Livable Communities

3:30 pm.....Affordable Housing
4:00 pm.....Jail

Performance Clackamas: Implementation Team Report October 13, 2026

STRATEGIC GOAL: Vibrant Economy (Available Land for Business Development):

“By 2028, in conjunction with our communities and partners, the County will work to increase available land to retain, expand and recruit new businesses.”

DEPARTMENT LEAD: Dan Johnson, DTD Director

SUMMARY OF PROGRESS TO DATE:

(summarize work completed and in progress; may use information from prior monthly reports)

Action Item: Determine County’s role/Influence Metro’s methodology to support Industrial Land availability

- *Co-led an industrial land workgroup with Westside Economic Alliance. The recommendations of this group went forward to MTAC, MPAC, and Metro Council.*
- *Collaborated with Metro staff on their council’s economic development resolution which references the WEA workgroup’s recommendations by name.*
- *Collaborating with Metro staff on their new Jobs Ready Lands program.*
- *Land use staff provided feedback to Metro technical staff regarding the buildable land inventory process from 2024.*
- *Land use staff also participated in the distributed forecast process at Metro including assumptions around job growth around the county.*

Action Item: Determine unincorporated available lands in County

- *Finalized Industrial Site Readiness Study (ISRS) under original scope which identified only one site of 5 acres or greater in the Urban Growth Boundary (UGB).*
- *Identified need to expand ISRS study to include commercial and mixed-use and will begin revised study soon.*
- *Published request for proposals for Land Suitability Assessment.*

Action Item: Identify incentives for businesses to expand on available lands

- *Developing recommendations for enhancing the Economic Development Incentive Toolbox. Discussed the existing tools with the BCC and will bring back a new package for consideration in 2026.*
- *Economic Development team continues engagement with economic development practitioners to discuss updating the regional and statewide economic development strategy.*
- *Staff monitoring the Prosperity Council’s recommendations to the Governor including:*

- *Establish a dedicated and recurring site readiness and infrastructure fund of \$250 million per biennium*
- *Modernize statutes and state policies governing land intended for industrial and business growth to reflect site suitability and ensure an adequate supply of development-ready sites to support target industries.*
- *Regional Policy Team members are participating in an Industrial Lands Workgroup through Oregon Business Council.*
- *Monitoring regional and statewide conversations around land bank authority.*

Action Item: Partner with cities to develop lands (education, funding options)

- *Completed City Economic Opportunity Analysis consolidation project.*
- *Forming Intergovernmental Working Group to advance Land Suitability Assessment.*

IDENTIFIED OBSTACLES:

- *Preparing for possible land use legislation in the long session. Implementation team will be closely monitoring legislative concepts and discussing longer term legislative needs.*
- *Funding for infrastructure*
- *Land use is nuanced and the terms “developable” and “suitable” have many meanings. We anticipate legislation to address definitions during the full session.*

REQUEST FOR BOARD CLARIFICATION:

None at this time

Next Steps

(briefly describe the next steps for the next three to six months)

- *Award contract and launch Land Suitability Assessment – Policy Session Update early 2026*
- *Update Industrial Site Readiness Study to include mixed-use and commercial lands*
- *Share results of the EOA Consolidation project with city and regional partners.*
- *Continue participation in legislative discussions and track and review legislative concepts related to employment lands as the 2027 Legislative Session approaches.*
- *Continue collaboration with Metro staff on their Jobs Ready Lands program.*
- *Continue collaboration on development of regional and statewide economic development strategies.*

**Performance Clackamas: Development Review Implementation Team
Report
October 13, 2026**

STRATEGIC GOAL: Vibrant Economy (Development Review)

By 2028, the County will conduct a review of all development regulatory processes to minimize burdens, providing an effective and timely permitting process for the community.

DEPARTMENT LEAD: Dan Johnson, DTD Director

SUMMARY OF PROGRESS TO DATE:

Background

The Development Review Implementation Team is pursuing three primary strategies to achieve the Board's goal.

Strategy 1 – Conduct a review of the development regulatory environment

In order to develop suggestions for regulatory reform to minimize burdens and streamline development, it is first important to understand the current regulatory environment. The *Development Regulatory Review* assesses the current regulatory environment and identifies areas where regulatory changes could be made by the County.

Current status:

The *Development Regulatory Review* is complete, and the full report was provided to the Board via email in advance of this Policy Session.

Upcoming activities:

None; this strategy is complete. The information in the *Development Regulatory Review* will be paired with the findings from the key partner interviews (strategy 2), to provide the Board with a final summary report (strategy 3).

Strategy 2 - Conduct key partner engagement, via focus groups, to gather feedback on Clackamas County's development process.

In this phase of the work, DTD staff and Sheepscot Consulting will hold customer and community member focus groups. Hearing from our customers will provide key feedback on the development process and current regulatory environment. The focus group results will be used to identify community educational opportunities and develop process improvements.

Current Status and Upcoming Activities:

In May 2026 Sheepscot Consulting, who holds an on-call contract with Public and Government Affairs [PGA], was chosen to lead this engagement strategy. The Board approved funding for this phase of work during an August 11, 2026 Issues session. A

project kick-off meeting was held on August 26, 2026, where staff and the consultant outlined a high-level project schedule, established a project check-in cadence, and discussed next steps for holding a launch workshop with staff.

Upcoming work to be conducted over the next 3-6 months includes:

- Identifying focus group participants,
- Developing focus group questions and support materials,
- Holding focus groups and interviews, and
- Sheepsco Consulting delivering a final summary report which will include:
 - key themes and insights,
 - actionable recommendations for process improvements to ease burdens encountered during development, and
 - process and/or educational opportunities to assist customers in navigating the complex development regulatory environment.

Strategy 3 – Develop a final summary report identifying areas for regulatory reform and process improvements.

This will be the final phase of the project, where staff will create a final summary. The key elements and deliverables for this strategy are:

- A summary report for the Board that recaps the *Development Regulatory Review* and focus groups.
- Recommendations for regulatory reform and process improvement.
- Recommendations for possible actions and next steps based upon findings.
- A proposed structure for ongoing reporting.

Current Status:

No actions have been taken to date as this is the last phase of work.

Activity Log

The following table provides a full list of actions taken to advance this Board goal since the last Board update in February 2026.

Development Review Board Goal / Activity Log
September 14, 2026 Implementation Team meeting. Primary agenda topics: • Discussion in advance of reporting to the Board on October 13 • Key partner focus groups – kickoff, upcoming launch workshop, and participant brainstorming • Updates on: ○ The PGA communications plan ○ Finalization of the <i>Regulatory Review Report</i> ○ Board quarterly Snapshot communications
September 1, 2026

Planning launched on the Development Direct platform, joining Building Codes, Development Engineering and Septic. Planning applications and plan reviews are now online, providing customers with 24/7 access to submit, pay fees, review comments and track applications.
August 26, 2026 Held kick-off meeting with Sheepscoot consulting to begin work on the community focus groups. Set tentative schedule, scheduled project team check-ins, and discussed next steps for launch workshop with staff.
August 25, 2026 Meeting between Transportation Maintenance and Surveyor to discuss bringing public land corner (PLC) tracking and management onto the Open Gov asset management system. During this meeting it was decided to move forward with adding the PLC data and creating a management module. This work is in response to a County audit recommendation and will provide important management of a critical component of the surveying system.
August 11, 2026 During the Aug 11 Issues session, the Board of Commissioners approved the funding request to hire a consultant to perform community focus groups. On Aug 11, 2026, the consultant was also informed that the funding was approved so the project can advance, and the kick-off meeting can be held.
August 4, 2026 Updated PGA communications plan to reflect current activity and to incorporate feedback from PGA.
July 28, 2026 Staff submitted comments to the Housing Accountability and Production Office (HAPO) after reviewing the draft Local Residential Development Process Improvement Study (LRDPI).
July 17, 2026 Version 3 of the <i>Development Regularity Environment Review Report</i> was finalized and sent to select staff for additional comments. The report will be provided to PGA for final review and production the week of August 10.
July 16, 2026 County staff met to plan the submission of comments regarding the Housing Accountability and Production Office's (HAPO) draft Local Residential Development Process Improvement Study (LRDPI) . This draft is currently open for comment until July 28.
July 14, 2026 The Board of Commissioners approved a staff recommendation to submit a letter of comment to the LCDC regarding the Middle Housing and Oregon Homes Rulemaking in response to HB 2138 and HB 2258. The comment letter was recommended in alignment with this Board goal to support streamlined development regulatory processes.
June 23, 2026 The Implementation Team completed editing version 2 of the <i>Regulatory Environment Review Report</i> . Next steps are for the PM to review the report, and then submission of the report to PGA for final editing and production.
June 18, 2026 DTD Workgroup Meeting – The DTD workgroup met to share with the DTD Director early findings from process improvement and tools/equipment conversations with staff. Staff shared two recommendations – enhanced GIS for staff and customers, and improved records management software. The team discussed next steps in advancing these topics to the Board for their consideration.
June 16, 2026

Customer focus group proposal provided to County Admin for their review and guidance on next steps to secure the necessary funding to engage the consultant.
May 28, 2026 • Implementation Team Meeting. Held IT meeting where: ○ PGA presented on the communications plan ○ We discussed editing version 2 of the Regulatory Environment Review Report, and ○ PGA walked the Team through the SOW we've received for the key partner focus groups. • Posted version 2 of the Regulatory Environment Review Report into the project Teams channel for editing by the Implementation Team with a deadline of all editing to be done by June 16. • Posted a folder and spreadsheet to the Teams channel for tracking items for inclusion in upcoming Board Newsletters
May 1 to May 28, 2026 Workgroup from Implementation Team partnered with Sheepscot consulting to develop a scope of work for the key partner focus groups.
April 27, 2026 • Scheduled next Implementation Team meeting for May 28, 2026. • Scheduled DTD Workgroup Meeting with DTD Director for 2PM on June 18, 2026. Workgroup will present findings from tools and equipment conversations and process improvement ideas.
April 23, 2026 • Implementation Team meeting to discuss status of regulatory environment review report, update the IT on the meeting with Sheepscot Consulting, and discuss recent HAPO survey and EcoNorthwest draft report. • DTD workgroup meeting to discuss recent tools and equipment staff discussions, and process improvement brainstorming sessions. Reviewed staff recommended actions and discussed next steps.
Week of March 30, 2026 Editing finalized on the first draft of the regulatory environment review report and report provided to DTD Director for review, edit and comment in advance of second draft review by Implementation Team.
March 25, 2026 DTD and PGA met with Sheepscot Consultant to discuss the customer focus groups. The next step in the process is for Sheepscot to develop a scope of work and costing proposal for County review.
March 6, 2026 • Completed first round of Implementation Team edits on the draft regulatory environment review report. Next steps are compilation of edits/comments and creating a second draft for Implementation Team review. • Scheduled the next Implementation Team meeting for March 30 at 1PM for PGA to walk the IT through the communications plan.
February 26, 2026 Submitted to PGA the first version of the Board Goal Communication Plan containing the first round of talking points and performance metrics.
February 23, 2026 Meeting with PGA to discuss next steps on community focus group, including next steps to hire the consultant and ideas on selecting participants.

IDENTIFIED OBSTACLES:

Web ADA Title II Compliance

Staff are actively engaged in a project to bring the DTD website and online content into compliance with federal WCAG 2.1 Level AA standards by April 2027. As development services has a large web presence, and the services and information on our web pages are critical for the development community, staff's time performing this work is important to achieve the Board's Development Review goal.

Obstacles

With all development services managers (who also serve on this Implementation Team) engaged in the ADA compliance work, deadlines for the Board goal work have been impacted.

Even with DTD, Technology Services (TS), and PGA staff working together, there will still be impacts to DTD's online services as changes are made to meet WCAG standards. This will impact the development community.

Long-Range Work Program

County-proposed amendments to the ZDO are vetted bi-annually through the Long-Range Planning Work Program. This work program informs the community and local elected officials of planned amendments over a two-year period. This program is curtailed to current funding levels so available staffing and financial resources can meet program needs, and to ensure reasonable delivery of proposed amendments.

Recommendation 1 in the *Development Regulatory Review* (strategy 1) is to continue, and provide resources for, two long-range projects currently underway (and included in the current long-range planning work program):

- The **ZDO Diagnostic Report** identifies opportunities for ZDO amendments for improved clarity, usability and consistency with state law. The work undertaken in this project will make the ZDO clearer and easier to use by the public and staff, remove barriers to producing housing and buildings for employment, and will bring the ZDO into compliance with state requirements.
- The **Clear and Objective Standards** project, which is reviewing and recommending changes to the ZDO to apply clear and objective standards to housing development.

These projects, especially the ZDO Diagnostic Report, align with this Board goal to review development regulatory processes to minimize burdens, and the project is intended to streamline development review, improve consistency, and create efficiencies for customers and staff.

Obstacles

Long-range planning projects that result in changes to the ZDO take at least six months. Typically, these projects take six to nine months to complete as they require scheduling additional discussions on specific changes, time to develop the code change language and time for required hearings. ***Any changes to the prioritization and/or timing of the long-range work projects underway will impact the ability to make changes to the ZDO that directly address the Board's Development Review goal.***

REQUEST FOR BOARD CLARIFICATION:

None at this time.

NEXT STEPS:

Within the upcoming three to six months, staff anticipate the following actions related to the Board goal:

- **Substantial work on strategy 2- key partner focus groups.** Over the upcoming three-to-six-months, work on strategy 2 will be the primary focus of this Implementation Team. The majority of the work related to holding key partner focus groups will occur within the next three to six months, and staff expect this strategy to be mostly completed within this timeframe.
- **Legislative session.** Recommendation 3 in the *Development Regulatory Review* is focused on legislative advocacy, as state legislative activity is a primary source of new development regulations. As the 2027 long legislative session kicks off in January, staff from DTD and PGA will be proactive in monitoring the legislative session, and engaging as appropriate, as it's expected that many bills will be presented that propose changes to development regulations.
- **Web updates for ADA Title II compliance.** As noted above, DTD staff are also focused on updating web content for the WCAG 2.1 Level AA standards that are required to be met by April 2027. As the services and information on DTD's web pages are critical for the development community, staff's time on this work is important to achieve the Board's Development Review goal.
- **Ongoing ZDO and Roadway Standards updates.** The *Development Regulatory Review* recommends ongoing updates to these standards to meet the Board's goal and provide more streamlined and clear development regulations. As the ZDO Diagnostic Report and Clear and Objective Standards projects continue, plus ongoing work underway related to the Transportation System Plan (TSP), staff will continue to update and refine the ZDO, Comprehensive Plan and Roadway Standards (the regulations identified in the *Development Regulatory Review* as being available for local amendment).

As noted in the Obstacles section above, if changes are made to the timing and order of work in the long-range program, this will impact ZDO and Roadway

Standards amendments and will slow progress on the body of work being undertaken to achieve the Board goal.

- **Begin the final summary report.** As information becomes available from the key partner focus groups (strategy 2), staff will begin drafting the final summary report (strategy 3).

From: [Bell, Cheryl](#)
To: [BCC - All County Administration Staff](#)
Cc: [Johnson, Dan](#)
Subject: Development Regulatory Review - First strategy in meeting the Board's Development Review Goal
Date: Friday, October 2, 2026 8:30:33 AM
Attachments: [image001.png](#)
[image011.png](#)
[image014.png](#)
[Development Regulatory Review.pdf](#)

Chair Roberts and Commissioners,

In response to the Board's Development Review goal of:

By 2028, the County will conduct a review of all development regulatory processes to minimize burdens, providing an effective and timely permitting process for the community.

the Development Review Implementation Team is pursuing 3 strategies, the first of which is to conduct a review of the development regulatory environment.

The Implementation Team is happy to announce that this *Development Regulatory Review* is complete with the full document attached to this email. The *Development Regulatory Review* assesses the current regulatory environment and identifies areas where regulatory changes could be made by the County. For ease in reading the *Review*, please note that an Executive Summary is provided beginning on page 3 of the report, and the Summary and Recommendations section starts on report page 23. As you review this document, staff stand ready to answer any questions or provide briefings if this would be helpful.

Thank you,
Cheryl

Cheryl Bell, P.E., Assistant Director, Development

[she/her/hers] ([Why pronouns matter](#))

Clackamas County | Transportation & Development | Office of the Director

503-260-7124

150 Beavercreek Road, Oregon City, OR 97045

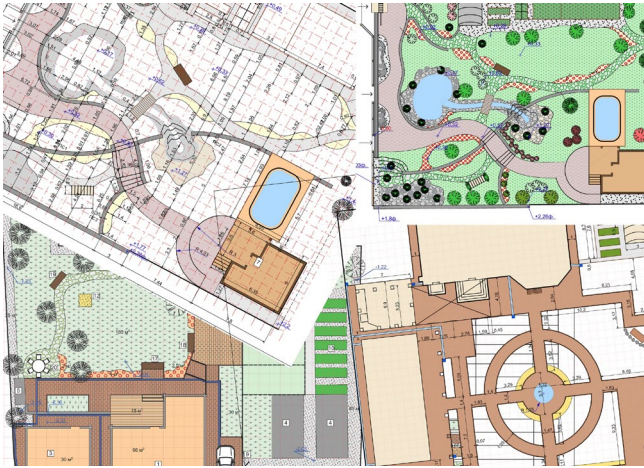
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DEVELOPMENT REGULATORY REVIEW

Understanding the Regulatory Environment and
Opportunities for Local Action

ABSTRACT

The County's development regulatory environment is complex and heavily shaped by external mandates. While the County has limited local control, efforts such as Zoning and Development Ordinance modernization, Roadway Standards updates, and legislative advocacy can improve clarity, consistency, and the development experience. These efforts support the Board of Commissioners' Development Review goal of creating an effective development regulatory environment that meets community needs.

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Executive Summary

Clackamas County's development regulatory environment is vast, complex, and largely shaped by federal and state laws, Oregon's land use system, and multiple state administrative rules. In support of the Board of Commissioners' strategic priority by 2028 to conduct a review of development regulatory processes to minimize burdens and provide an effective and timely permitting process, this report documents how development review works today, which regulations guide it, where the County has authority to make changes, and where statutory or other external constraints limit local action.

Purpose of the Assessment

Development review in Clackamas County is performed by five programs within the Department of Transportation and Development's (DTD) Development Services: Land Use Planning, Building Codes, Development Engineering, Septic, and County Surveyor/Public Land Corner. Together, these programs apply a broad range of federal, state, regional, and local regulations designed to ensure safety, consistency, environmental protection, and community livability. While these regulations protect public interests, they also create a complex environment for applicants navigating development processes.

This assessment provides:

- A clear picture of the regulations each program administers.
- Identification of which rules the County can amend locally.
- A summary of the regulatory changes already underway.
- Recommendations for actions that can meaningfully improve clarity, consistency, and efficiency.

Key Findings

1. Most development regulations originate at the state level

Oregon's statewide land use system, building codes, environmental requirements, engineering and surveying standards, septic rules, and legislative mandates collectively form the foundation of development regulation. Many of these are "delegated" systems, meaning the County administers—but cannot amend—the standards. This is particularly true for Building Codes, Septic, and Surveying, where local discretion is extremely limited.

2. Local authority is greatest in two areas

Despite many constraints, the County does have meaningful local authority over:

- **The Zoning and Development Ordinance (ZDO)**, including the Comprehensive Plan and associated land use standards.

- **The County's Roadway Standards**, including engineering requirements and development-related transportation policies.

Both areas must still comply with state and federal laws, but they remain the County's most significant levers for reducing complexity, improving clarity, and streamlining development regulations.

3. The volume and pace of state regulatory change continue to increase

Recent legislative packages, particularly those focused on housing (HB 2001, SB 1537) and process timelines (SB 974), have created layers of regulation that require significant local implementation work. State agencies such as the Housing Accountability and Production Office (HAPO) are now conducting statewide evaluations that may result in additional mandates affecting zoning, permitting, and housing-related reviews.

4. Multiple County regulatory modernization efforts are already underway

Current County initiatives—including the ZDO Diagnostic Report, updates to ZDO housing standards, Street Lighting Rules modernization, WES Rules and Standards updates, and implementation of SB 974—are projects already underway to streamline and improve development regulations.

Recommendations

Recommendation 1 – Continue strong support for ZDO amendment projects

Amending the ZDO is the primary mechanism for local regulatory change. Two major projects are currently underway:

- The **ZDO Diagnostic Report**, and
- **Clear and Objective Standards for implementation of Statewide Planning Goals 5, 6, 7, and 15.**

These projects offer opportunities to enhance usability, remove barriers to housing and employment development, and improve compliance with state requirements. Supporting and prioritizing this work will directly advance the Board's goal of a more efficient regulatory environment.

Recommendation 2 – Align and update the County's Roadway Standards

As ZDO projects progress, the County will need corresponding updates to the Roadway Standards. Aligning these codes will reduce inconsistencies and improve clarity for applicants.

Recommendation 3 – Increase legislative advocacy

State legislation is a major driver of new development regulations, and recent years have shown a marked increase in housing and permitting mandates affecting counties. The Board has already expressed interest in increasing engagement.

Staff recommends:

- Developing a coordinated legislative strategy, and
- Elevating development regulatory issues as a Board legislative priority.

This offers the best opportunity for Clackamas County's voice and values to be expressed during development of future statewide laws and regulations.

Development Regulatory Review:

Understanding the Regulatory Framework and Opportunities for Local Action

In unincorporated Clackamas County, the Department of Transportation and Development's (DTD) Development Services (Dev Services) Line of Business supports all development. The mission of the programs that make up Dev Services – [Land Use Planning](#), [Building Codes](#), [Development Engineering](#), [Septic](#) and the [County Surveyor](#)– is to ensure a safe and vibrant built environment.

In alignment with this mission, the role of local government in Oregon is to support the public through the development process and to provide regulatory oversight to ensure projects align with federal, state, and local codes, rules, statutes, and laws. Providing this regulatory oversight ensures the health, life safety, and vibrancy of our communities – this work creates the places where we live, work, and play.

Local regulatory oversight also increases the value and marketability of the projects that complete the development process. Proper reviews and permits show that a project was undertaken with safety and community goals in mind. This adds value through lower insurance costs, improved marketability for future sale, and ensures that, for years to come, those who use compliant structures and spaces feel welcome and safe.

The following table provides an overview of the Development Services programs, their staffing, and each program's role in development review (staffing is listed as full-time-equivalent employees, or FTE).

	
Current Land Use Planning	Building Codes
14 FTE	52 FTE
Reviews residential, institutional, commercial and industrial development land use permits. In addition, reviews building, grading, septic and state agency permits for land use compliance and	Issues, reviews and inspects permits for structural, mechanical, plumbing, electrical, grading and erosion control. In addition, administers the code enforcement program for Clackamas County.

administers the County's addressing and road naming functions.



Development Engineering

16 FTE

To ensure the safety and quality of the transportation system, this program reviews, issues, and inspects permits. These permits are for civil work on private property related to land use, dedications of public right-of-way, new or modified driveways, and work completed by property owners, developers, contractors, and utility companies in the right-of-way.



Septic

6 FTE

As agents of Oregon DEQ, issues, reviews and inspects permits for new and replacement septic systems for residential, commercial and industrial development. The program investigates complaints of septic violations and initiates enforcement action when violations occur.



Surveyor and Public Land Corner (PLC)

7 FTE

For incorporated and unincorporated Clackamas County, reviews, inspects and approves plats and other records of survey; sets and maintains public land corners. Maintains the library of survey, plat and county road records from prior to statehood.

How Regulations are Developed

The regulations enforced by the County are based on authority and direction given through the Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR). The five programs in Development Services oversee administration of hundreds of provisions of the

OAR and ORS, eight state building codes and six related standards, four County-developed codes, 15 County Code chapters plus the entirety of Titles 12 and 13, Federal rules and laws, and multiple technical and other standards. Additionally, engineering and surveying reviews are guided by the Oregon licensing board's Rules of Professional Conduct to "safeguard the life, health and property, to promote the public welfare, and to establish and maintain a high standard of integrity and practice".

How specific regulations are developed from state statutes varies by area of work.

Land Use Planning

The Clackamas County Zoning and Development Ordinance (ZDO) is developed by the County under the direction and approval of the Board of Commissioners, with broad community comment and outreach (with the requirement that ZDO provisions comply with Oregon's statewide land use planning goals, state law, and Metro land use laws). This code creation process makes the ZDO a document that reflects, and regulates, past and present community and Board values and concerns.

Oregon has a complex land use system with the grounding framework being the [19 Statewide Land Use Planning Goals](#). Many provisions in our ZDO come directly from state law, while others are developed locally through formal processes outlined in state law. Local governments have some authority to create and amend land use rules; however, state law restricts local control in several areas, most notably in exclusive farm use and forest zones and, more recently, in the development of urban housing.

Building Codes

In Oregon, the Oregon Building Codes Division (BCD) oversees building code programs statewide. Programs are delegated to local governments by BCD but remain under State administration.

The state adopts and amends the building and construction codes used throughout Oregon. This process ensures every community in the state uses the same codes and standards. Oregon has "max/min" codes ensuring local governments cannot go above or below the standards set at the state level.

The state does allow a few minor local amendments on a subset of topics not directly related to buildings, but optional to regulate under the building codes (like retaining walls and tanks placed outside a structure). Additionally, the adopted codes allow the Building Official to interpret the codes and approve alternate means and methods for specific project-based technical decisions.

The codes are updated on a three-year cycle, and the Oregon Building Codes Division provides continuing education to certified plans examiners and inspectors to ensure staff remain up to date on the current codes.

Development Engineering

Development Engineering follows standards that are written by local jurisdictions to enforce state regulations and laws regarding the development of roads and County right-of-way. Local regulations must comply with state law, including land use laws. Development Engineering involves the practices of transportation and civil engineering; therefore, engineering standards also apply.

Clackamas County administers Development Engineering work through the County Roadway Standards. The County develops these Standards to incorporate state laws, rules, and engineering practices, and they are available for local amendment.

Septic

Like Building Codes, the Septic program is delegated to the County by the State through the Oregon Department of Environmental Quality (DEQ). Clackamas County has the largest program in the state, issuing 1000 permits and performing 950 inspections annually. (The next largest programs are Deschutes and Lane Counties, which perform 25% and 45% less, respectively, of the volume of the work undertaken by Clackamas staff).

Septic regulations are written and adopted at the state level with no ability for local amendment. Unlike building codes, there is very limited ability for local technical interpretations.

Surveyor

Surveying regulations are contained within state statutes, with this program overseeing development work regulated in multiple OAR and ORS. Like engineering, surveying is overseen statewide by the [Oregon State Board of Examiners for Engineering and Land Surveying \(OSBEELS\)](#), and surveyors operate under the principles of their profession.

Because surveying rules are established in state law and professional practice, local amendments are limited.

Other municipal and agency regulations

In addition to the regulations that are enforced by the County, there are other municipal and agency regulations that can apply. Examples of these include:

- The Oregon Fire Code (administered through local fire districts),

- Regulations around wastewater services and stormwater management as enforced by individual service districts, and
- Partnership with ODOT, cities within the county, and adjacent counties to implement rules and regulations for properties that include multiple jurisdictions. This work includes coordination for pre-application meetings, land use reviews, plan reviews, construction, and inspections.

For other municipalities and agencies, each entity determines and assesses compliance with these rules and requirements, and approval is needed for permit issuance. Except for Clackamas Water Environment Services, the County cannot affect these regulations or their review; however, these requirements directly impact development.

Legislatively Developed Regulations

An additional avenue for creating regulations and rules is legislative action. Each year, the State Legislature develops new bills which enact changes to professional practices, health and safety codes, and land use regulations, all of which can affect the means and methods of how development rules are implemented by our programs. Over the past several years with the legislature's focus on providing solutions for the housing crisis, the pace of legislatively generated regulatory change has dramatically increased. Changes made by lawmakers each year need to be enacted locally, which often requires extensive time and resources for implementation. Recent examples include [middle housing mandates under HB 2001](#) (2019) and the rules related to [Climate Friendly and Equitable Communities \(CFEC\)](#).

Judicial Changes

To a lesser degree than the methods above, judicial rulings can also affect development regulations and how they are administered by our programs. Like legislative changes, judicial decisions and those from the Land Use Board of Appeals can significantly affect regulations within our programs. Often these events are harder to interpret and to adjust to than legislative changes and can take significant staff time to implement.

State Control Over How Development Review is Performed

In addition to state rules being the foundation for how the community develops land and builds projects, state rules also dictate how local governments perform development reviews.

Current Land Use Planning

State law establishes strong oversight over how land use review and regulation is performed.

- **Timelines.** Statutory timelines apply for most applications, requiring a final local decision within 120 (urban area) or 150 (rural area) days of the date the application is deemed complete. More recently, a series of new state laws have added shortened timelines for various housing-related reviews. To ensure there is time to conduct the hearing process in the event of an appeal, DTD has an internal goal of issuing the staff decision within 45 days of completeness. Unfortunately, staffing levels, exacerbated by staff turnover, have resulted in falling short of this goal in many cases.
- **Public Involvement.** Historically, state law has provided for strong public involvement in the land use process, including the ability to appeal decisions. Recent legislation has reduced public involvement opportunities for some housing-related reviews, but these changes have made our internal processes more complex and reduced efficiency. State law also dictates how we inform the community about land use issues. Local decision makers can increase notification in many cases but cannot reduce it below the thresholds set in state law. Over the years, zoning code amendments have trended toward requiring more mailed notices than state law requires. DTD mails a significant number of public notices annually; for example, for fiscal year 2025-2026 DTD sent approximately 28,000 mailed notices.
- **Oregon Housing Accountability and Production Office (HAPO).** The Housing Accountability and Production Office (HAPO) was established by the governor's housing production package, [Senate Bill 1537](#). HAPO ensures compliance with state housing laws by working with local governments to navigate complex state housing laws related to land use and permitting. This office has regulatory oversight over housing in Oregon.

HAPO is currently conducting two research studies that “1) *examine opportunities to reduce state-level barriers to more housing and strategically maximize the use of agency resources and programs to increase housing production and* 2) *evaluate local building permit, zoning, and public works permitting processes to streamline housing development.*”¹ Based upon the findings from these studies, additional regulations could be developed that impact how the County reviews and processes residential development applications.

¹ Oregon Department of Land Conservation & Development. (2025, December 23). *Housing Accountability and Production Office Open Forum email announcement*.
<https://content.govdelivery.com/accounts/ORDLCD/bulletins/401549a>

Building Codes

Oregon BCD administers building code programs statewide under ORS 455 and OAR 918. Every four years, each jurisdictional building program must be recertified by the state, ensuring local programs are in compliance with these statutes.

ORS 455 and OAR 918 provide detailed administrative rules for how local government enforces the building codes. Some highlights include:

- **Certifications.** Staff must be certified in the areas where they perform work. County staff hold multiple certifications and licenses according to their classifications and experience. Building Officials have specialized certifications and responsibilities; the County has three staff capable of providing this level of administration.
- **Review timelines.** Review timelines are established in ORS 455.467 and are based on the population of the jurisdiction. The plan review team provides timely reviews based on the size and complexity of the project. Plan reviews are provided for projects as wide-ranging as installation of a new door, constructing an ADU, building a new single-family home, to complex commercial buildings like industrial facilities and state-of-the-art high-rise hospitals. Timelines vary based upon the completeness of plans, the necessity of outside reviews such as water/sewer providers, fire districts, and city sign-off. The plan review team works diligently to minimize timelines and delays. Electrical plan review for commercial structures must be completed per OAR 918-311-0020. Plumbing plan reviews are only required for complex structures per ORS 918-780-0040.
- **HAPO.** Similar to Land Use Planning, building codes programs are under the oversight of HAPO to ensure compliance with state housing rules.

Development Engineering

Although not all regulations for the Development Engineering Program are set through state law, some are:

- **County Roads** - ORS 368, 373, 374 set rules regarding the standards and maintenance of County roads, roads through cities, and access to public highways. ORS 810.200 and 810.210 set standards for and placement of traffic control devices.
- **Engineering** – ORS 672 and OAR 820 sets rules for practicing as professional engineers
- **Utility requirements** – ORS 758.010 set rules regarding utilities in county right-of-way. OAR 952 set rules regarding the Oregon Utility Notification Center

- **Timelines –**
 - Providing technical engineering information to Current Land Use Planning must meet the statutory guidelines for issuing a decision as mentioned in the Current Land Use Planning section.
 - With the passage in 2025 of Senate Bill (SB) 974 the state legislature established statutory timelines for development review (as described below).

Senate bill 974 (signed into law in 2025) requires that all final engineering plans for development be reviewed for completeness within 30 days, and that review of the plans and issuance or denial of permits be performed within a 120-day review period excluding the time the permits are sent back to the applicant (the legislation allows for the applicant to provide a written request for one or more extensions and the total of all extensions cannot exceed 245 days). These rules took effect on July 1, 2026, and DTD Development Engineering staff have established tracking systems and completed process improvements to meet these requirements.

SB 974 provided an opportunity for regional collaboration. Clackamas County took the lead in bringing together development engineering professionals from across the metro area to discuss SB 974, build consistency in determining what constitutes a complete application, and determine how to administer SB 974. The initial gathering of this group was very successful and there are plans for ongoing collaboration.

Septic

Oregon DEQ sets septic rules, OARs 340-071 and 340-073, including administration of septic review. These administrative rules dictate minimum application requirements and required procedures for septic permits and approvals, as well as construction and material standards for all types of septic systems.

Oregon DEQ additionally controls licensing of most septic industry professionals, such as installers and maintenance providers, as well as approvals for proprietary septic system components, such as septic tanks and pre-treatment systems.

Timelines and other admin restrictions

- **Licensing.** The County's contract with DEQ requires field staff to be registered as Environmental Health Specialists (REHS) or Wastewater Specialists (WWS) with the Oregon Health Authority.
- **Septic permits.** All permit applications must be reviewed within 20 days of a complete application per OAR 340-071-0160(3). In FY 24-25, the time to first plan review of septic permits averaged seven days.

- **Inspections.** OAR 340-071-0175(3) requires the County to respond to inspection requests within seven days. The Septic Program has an internal policy to respond to all inspection requests on the first day.

Additionally, for site evaluation applications, OAR 340-071-0150 requires the county to make “as many site inspections within ninety days of the initial inspection as necessary to determine the suitability” of a site as necessary to determine septic feasibility. With the high development pressures in Clackamas County, there are many problematic sites that cannot be approved at the first site visit and require multiple inspections.

- **Maintenance Reporting.** OAR 340-071-0132 requires owners of specific types of advanced treatment septic systems to contract with a professional maintenance provider to service their system and report to the Septic Program annually. Staff must process approximately 1,000 reports annually and are seeking compliance for approximately 1,000 additional systems that have failed to report.

Surveying

Surveying regulations are set through state law. These laws require:

- **Maintaining a County Surveyor.** ORS 204.005 requires each county to have a County Surveyor, and ORS 209.070 outlines the County Surveyor's duties.
- **Staff certifications.** ORS Chapter 672 and OAR 820 define the practice of land surveying and ORS 672.025 requires those performing surveying be licensed in this field. DTD Development Services has four licensed surveyors and one registered land surveying intern.
- **Timelines.** The timelines for review and recording processes are primarily outlined in ORS 92 and ORS 209.250. Generally, map review timelines follow a 30-day requirement for both the County and the submitting surveyor. However, various timelines related to the surveying of land developments, and filing of plats and surveys, are included throughout those two chapters.

The Regulatory Environment

The preceding sections of this report provided an overview of development review, identified the teams responsible for this work, and described how the applicable regulations are developed and administered. Building on that context, the tables that follow summarize the broader regulatory environment and identify the key areas where changes may be undertaken at the County level.

The following regulatory environment review summarizes the many regulations that impact development within Clackamas County. Each summary below, presented by program,

shows the regulations the county enforces and identifies areas where the county could take action.



Land Use Planning

Program Element	Description
Staff size	14 FTE
Funding	Funding source is County General Fund, application fees, and fees for services to other county programs or departments.
Regulations enforced by the program	• County Comprehensive Plan and Zoning and Development Ordinance • County Code Chapter 7.05, <i>Addressing and Road Naming</i> • ORS Chapters 92, 195, 197, 197A, 215 • OAR Chapter 660 • Metro Code Chapter 3.07, <i>Urban Growth Management Functional Plan</i> • Volume 44 of the Code of Federal Regulations governing the National Flood Insurance Program
Regulations enforced that are under County control for amendment	• County Comprehensive Plan and Zoning and Development Ordinance • County Code Chapter 7.05, <i>Addressing and Road Naming</i> Any amendments must remain consistent with applicable federal, state and regional law.
Any regulatory reviews/changes underway	• Ongoing Minor and Time-Sensitive Amendments to the Comprehensive Plan and ZDO; • ZDO Diagnostic Report; • ZDO and Plan amendments to implement clear and objective standards for housing
Summary:	<i>The County has authority to tailor many land use regulations to fit local goals and priorities. However, the ZDO must implement the Statewide Planning Goals, and state and Metro requirements constrain County authority in a number of ways, most notably for urban housing and in exclusive farm use and forest zones.</i>



Building Codes

Program Element	Description
Staff size	52 FTE
Funding	Funding source is application fees and fees for services to other jurisdictions, county programs, or departments. In accordance with ORS 455.210 and OAR 918-020-0080, state rules require maintaining building code revenue in a dedicated fund, with revenue from state building code-related activities only used for performing the work of enforcing these codes.
Regulations enforced by the program	OAR and ORS ○ 13 chapters of Oregon Revised Statutes ○ 42 Chapters of Oregon Administrative Rules Oregon Specialty Codes ○ Oregon Electrical Specialty Code ○ Oregon Energy Efficiency Specialty Code ○ Oregon Manufactured Dwelling Installation Code ○ Oregon Manufactured Dwelling and Parks Specialty Code ○ Oregon Mechanical Specialty Code ○ Oregon Plumbing Specialty Code ○ Oregon Residential Specialty Code ○ Oregon Structural Specialty Code County Codes ○ Title 9- Buildings
Regulations enforced that are under County control for amendment	County Code Title 9- Buildings
Any regulatory reviews/changes underway	Underway are minor and housekeeping amendments to County Code 9.02 Building Codes
Summary:	<i>Because the state of Oregon delegates building code functions to the County, the County administers state statutes, rules, and the Oregon Specialty Codes.</i> <i>This delegation limits the County's ability to add or subtract regulations outside the scope of the state adopted building codes.</i>



Development Engineering

Program Element	Description
Staff size	16 FTE
Funding	Funding sources are road funds, application fees, fees for services to other jurisdictions, and county programs or departments.
Regulations enforced by the program	• Clackamas County Roadway Standards and Standard Drawings • County Comprehensive Plan ○ County Active Transportation Plan (ATP) ○ County Transportation System Plan (TSP) ○ County Capital Improvement Plan (CIP) • County Zoning and Development Ordinance • County Intelligent Transportation System Action (ITS) Plan • County Transportation Safety Action Plan (TSAP) • Water Environment Services Stormwater Standards • County Code ○ Chapter 4.02 ○ Chapter 7.03 ○ Chapter 11.01 • Public Right-of-Way Accessibility Guidelines (PROWAG) • Oregon Standard Specifications for Construction • ORS 92, 192, 197, 197A.400, 368, 373.110, 373.120, 373.130, 373.260, 374.305, 374.307, 374.309, 672, 758.010, 810.200, 810.210 • OAR Chapters 660, division 12; 820; 952 • Manual on Uniform Traffic Control Devices (MUTCD)
Regulations enforced that are under County control for amendment	• Clackamas County Roadway Standards and Standard Drawings • County Comprehensive Plan ○ County Active Transportation Plan (ATP) ○ County Transportation System Plan (TSP) ○ County Capital Improvement Plan (CIP) • County Zoning and Development Ordinance • County Intelligent Transportation System Action (ITS) Plan • County Transportation Safety Action Plan (TSAP) • Water Environment Services Stormwater Standards • County Code ○ Chapter 4.02 ○ Chapter 7.03 ○ Chapter 11.01

	Any amendments must remain consistent with applicable federal, state and regional law.
Any regulatory reviews/changes underway	• Ongoing updates to the Clackamas County Roadway Standards • Changes to practices to reflect requirements of 2025 Senate Bill 974 and 2024 Senate Bill 1566 • Reviewing, and possibly updating, County Code Chapter 7 in relations to utilities and entry permits
Summary:	<i>The County has authority to tailor many development engineering regulations to fit local goals and priorities. However, the program must meet state land use planning regulations; state engineering, utility, road, and record retention requirements; new state plan review timeline; and federal ADA laws.</i>



Septic

Program Element	Description
Staff size	6 FTE
Funding	Funding source is application fees, fees for services. In accordance with ORS 454.745(2) Septic is managed as a dedicated fund.
Regulations enforced by the program	• Oregon Onsite Wastewater Treatment Rules - OAR 340-071, OAR 340-073 ◦ Above rules adopted into Clackamas County Code 9.02.040 (K)
Regulations enforced that are under County control for amendment	County Code 9.02.0260
Any regulatory reviews/changes underway	Changes to OAR 340-071 effective January 1, 2026 include: • Sewer availability requirements that grant sewer providers (such as WES) more discretion when determining whether to require a sewer connection, or allow septic permitting to proceed. • Clarification of requirements for ADUs (previously were not addressed), consistent with current Clackamas County Septic procedure/interpretation
Summary:	<i>Except for the limited County Code section identified above, with the County providing septic services as agents of DEQ, the County cannot amend septic regulations.</i>



County Surveyor and Public Land Corner

Program Element	Description
Staff size	7 FTE
Funding	Funding source is County General Funds, review fees and public land corner recording fees. ORS 203.148 requires the Public Land Corner program to be a dedicated fund, with revenue generated from a fee collected when land-related documents are recorded with the County Clerk. The documents subject to this fee are defined in ORS205.130(2).
Regulations enforced by the program	• ORS 92, 93.312, 93.600, portions of 94, 97.310-97.460, 100, 105.170-105.185, 105.705 -105.725, 194.280(8), 203.148, 205.320(1)(C)(j), 209, 215.010, 215.080, 221.040(3)(a), 227.120, 266.380(3)(B)(c) and 266.380(4), 271.150 - 271.230, 311.411, portions of 368, 478.225(4)(C)(d) and 478.225(5), 549.330-549.350, 672 • OAR 734 DIV 5, 166-150-0005, 166-150-0205, 820 • Bureau of Land Management – 2009 Manual of Surveying Instructions • Clackamas County Zoning and Development Ordinance (ZDO) 1100 (1102, 1105, 1107) • County Code Title 11 (11.01 and 11.02) • County Road Standards Section 150 & 160 • Clackamas County Surveyor Standards • Tri-county Drafting Standards
Regulations enforced that are under County control for amendment	• ZDO 1100 (1102, 1105, 1107) • County Code Title 11 (11.01 and 11.02) • County Road Standards Section 150 & 160 • Clackamas County Surveyor Standards • Tri-county Drafting Standards Any amendments must remain consistent with applicable federal, state and regional law.
Any regulatory reviews/changes underway	Statewide there is a review of coordinate system related rules subject to updates due to rollout of new national coordinate system which is currently underway. Nationally, ADA compliance laws may affect the review and recording process for survey maps. An understanding of the requirements which must be implemented is underway with a deadline of May 2027.

Summary:	<i>The County Surveyor program enforces many rules and regulations set by state law, with little room for local amendments.</i>
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Regulatory Changes Currently Underway

As we review the regulatory environment for areas available for local amendment, it is important to consider the regulatory updates that are currently underway or have recently been completed. These projects all look to streamline regulations, so they are consistent, clear and support development. The list below highlights this work that impacts the regulatory landscape.

- **Zoning and Development Ordinance (ZDO) Diagnostic Report.** This project (led by DTD's Long-Range Planning program) reviewed the County's zoning and development rules that apply within the Portland Metropolitan urban growth boundary (UGB) and identified opportunities for improved clarity, usability and consistency with state law. Following the assessment, a report was completed with recommendations to enhance ZDO clarity, organization, and consistency. The project also gathered information on various software packages that could make the ZDO more easily accessible online.

Modernizing the urban zoning and development rules will:

- Make the ZDO clearer and easier to use by the public and staff.
- Remove barriers to producing housing and buildings for employment.
- Bring the ZDO into compliance with state requirements

Now that the final ZDO Diagnostic Report is complete, staff will identify next steps to update the ZDO, likely including a series of amendment packages during 2026 and 2027.

- **Clackamas County Service District No.5 Street Lighting Rules Update.** Clackamas County Service District No. 5 is the District responsible for street lighting services within the unincorporated area of Clackamas County and, by agreement, within the City of Happy Valley. District Rules and Regulations were established in 1970 pursuant to Ordinance No. 70-1078 and, until 2025, had not been updated since adoption. Over time several procedural changes occurred that made the existing rules and regulations outdated.

To address the outdated rules and regulations, DTD developed a comprehensive amendment package. The Street Lighting District presented revised code language to the Board in a [December 2, 2025 Policy Session](#), and held the first reading of the new ordinance at the [January 15, 2026 Business Meeting](#). The second reading, and adoption, of the new ordinance occurred at the [January 29, 2026 Business Meeting](#).

The approved code changes were coordinated with Land Use Planning (ZDO Section 1006/Comp Plan Chapters 4, 5, 7, and 10) and Development Engineering (Roadway Standards Chapter 6) to remove conflicting provisions, reduce redundancy, and improve clarity, resulting in a more efficient permitting process for the community.

- **WES Rules and Regulations.** In 2023, Clackamas County Water Environment Services (WES) made a significant update to its rules and regulations and design standards (Ordinance # 02-2023 on May 4, 2023; Policy Sessions on [March 15, 2023](#) and [March 29, 2023](#)). This work was undertaken to provide clear and predictable requirements for customers and users of WES's systems, and design standards for the development community. WES is currently working on a package of Rule amendments that will be presented to the Board in 2026 to ensure WES regulatory requirements continue to support the environment and development community.
- **SB 974 Changes.** On July 1, 2026, SB 974 took effect. Because of this bill, the Development Engineering program has changed how development permits (DP) are reviewed. This bill is specifically related to final engineering plans for projects that have been through land use, are within the urban growth boundary, and are residential. For consistency, the Development Engineering program has made the decision to treat all DPs the same.

In implementing SB 974 several new processes and tool were implemented including:

- A new tracking system for staff to use and reference in order to ensure they are meeting the timeline requirements of the bill.
- A new completeness step in the process where staff review an application to make sure the application includes all the materials and information needed in order to perform the plan review. Staff must complete the completeness step within 30 days of receiving an application.
- Following the completeness step, there is a new timeline for plan review. Development Engineering has 120 days to either issue or deny a permit. The time clock stops whenever the permit is back in the applicant's possession to make corrections, provide additional submittals, schedule pre-construction meetings, etc.

The Development Engineering program is now closely tracking completeness and plan reviews to ensure we meet all required timelines.

- **Roadway Standards Updates.** The Development Engineering program is leading updates to the Roadway Standards. The program identified the need to update the

standards because of requests for clarification and ideas to improve usability. As program staff draft updates, they have had further conversations about other areas of the standards that will need updating. The Transportation System Plan (TSP) will be updated, which will require amendments to the ZDO. The combination of improvements to the TSP and ZDO will require further updates to the Roadway Standards. Development Engineering is coordinating with Long Range Planning and Current Planning to discuss and incorporate the proposed changes in the TSP and ZDO to improve consistency and clarity for customers and staff.

- **Road Official Delegations.** DTD has learned that multiple Road Official duties are assigned in the Clackamas County Code and Roadway Standards. Delegating some of those responsibilities can improve processes by reducing the number of decisions that must be directed to the Road Official. This change will streamline approvals for customers.
- **SB 1566 Implementation.** The Development Engineering program plans to partner with County Counsel to propose changes to the County Code that will allow the program to charge for utility permitting. This optional change is allowed under SB 1566. Changes to the County Code will allow the program to then bring forward a fee proposal to the Board for utility permits. The program currently reviews and inspects about 2,000 utility permits a year without any compensation. The fees collected would help fund the Development Engineering program which would reduce the amount of Road Fund funding that the program uses to operate. This would allow more of the Road Fund to be utilized in other areas on transportation within the department.

Conclusions and Recommendations

Clackamas County plays an important role in local development by supporting the public through the development process and providing critical regulatory oversight to ensure development aligns with federal, state and local regulations. Development aligned with these requirements supports the health, life safety, and livability of communities.

As this report shows, the regulatory landscape is vast, complex, and largely driven by federal and state requirements. Additionally, because development is a major topic for the state legislature, more layers of regulation have been added with each legislative session.

With most of the regulations enforced by the County dictated directly from state and federal rules, codes and laws, there are few areas for direct County action. Our analysis shows that the County's Zoning and Development Ordinance and Roadway Standards are the regulatory areas where the County can make direct changes.

The County has authority to tailor many land use regulations to fit local goals and priorities. Changes to the ZDO must implement the Statewide Planning Goals, and state and Metro requirements constrain County authority in several ways, most notably for urban housing and in exclusive farm use and forest zones.

The County Roadway Standards can also be amended at the County level to fit local goals and priorities. Changes made to the Roadway Standards must meet state land use planning regulations, state engineering, utility, and road requirements, and preserve the state-mandated plan review timeline and federal ADA laws.

Because legislative action drives many new development regulations, advocacy during state legislative sessions offers the best opportunity for Clackamas County to voice our values on future statewide laws and regulations.

Based upon this review of the development regulatory environment, staff recommend the following actions to advance the Board's goal.

Recommendation 1 - Continued support for the current Zoning and Development Ordinance amendment projects

Amending the ZDO is a primary way to enact local regulatory change. Two projects are underway that can advance this goal.

Zoning and Development Ordinance (ZDO) Diagnostic Report

The ZDO Diagnostic Report project (Planning File #ZDO-298) is reviewing the County's zoning and development rules that apply within the Portland Metropolitan urban growth boundary (UGB) to identify opportunities to make the ZDO clearer and easier to use by the public and staff, and to remove barriers to producing housing and buildings for employment.

On March 31, 2026, the Board was briefed on the project's status in an informational Policy Session. The consultants leading this work have completed the final report, known as the Diagnostic Report.

Planning staff has begun implementing the report's recommendations. The first step will be to identify how to group the expected ZDO amendments into at least two "packages," considering both the structural and substantive changes recommended in the consultant's Diagnostic Report. Work on these amendment packages is expected to begin in 2026 and continue throughout 2027.

Clear and Objective Standards for Implementation of Statewide Planning Goals 5, 6, 7 and 15.

Also underway is the consultant-led project on Planning File ZDO-290: Clear and Objective Standards for Implementation of Statewide Planning Goals 5, 6, 7 and 15. This project focuses on standards that regulate development in environmentally sensitive areas, areas prone to natural hazards, or areas designated to protect certain critical resources.

State law requires local governments to apply clear, objective standards to housing development. Alternative discretionary standards may be provided for a developer to opt into, but a clear and objective pathway must be available.

In recent years, this requirement has expanded from some urban lands to apply to all urban lands and, more recently, unincorporated communities and rural residential areas; only the county's Exclusive Farm Use, Timber and Ag/Forest zones outside urban growth boundaries are exempt. This project is underway to bring the county's Zoning and Development Ordinance (ZDO) into compliance.

Supporting and engaging with these projects provides a substantial way for the County to streamline regulations and improve usability for staff and the development community, directly improving the regulatory environment.

Recommendation 2 – Support amendments to the County’s Roadway Standards

As the ZDO assessment projects move forward, the Roadway Standards will need corresponding changes. Staff recommends pairing updates to the Roadway Standards with the ZDO assessment projects to ensure the codes align, remove inconsistencies, and improve clarity and usability for staff and the development community.

Recommendation 3 – Legislative Advocacy

In a March 10, 2026, Policy Session (File ZDO-293: Minor Comprehensive Plan and ZDO Amendments Update), the Board discussed increasing advocacy in the State legislature to offer the best opportunity for Clackamas County’s voice and values to be shared when future statewide laws and regulations are considered. Because the state legislature is a primary source of new development regulations, advocacy could provide a direct way to influence future changes. It is staff’s recommendation that Public and Government Affairs collaborate with DTD and WES to develop a legislative strategy for the Board’s review and that development regulation advocacy be elevated as a Board legislative priority.

Performance Clackamas: Implementation Team Report October 13, 2026

STRATEGIC GOAL: Vibrant Economy (Child Care)

By 2027 in conjunction with our communities and community partners, the County will develop strategies to retain, expand and recruit new childcare opportunities.

DEPARTMENT LEAD: Mary Rumbaugh, H3S and Dan Johnson, DTD

SUMMARY OF PROGRESS TO DATE:

- Continued focus on the 3 zip codes in Clackamas County with a heavy manufacturing presence that are also child care deserts. These are: 97015 (Clackamas), 97222 (Milwaukie), and 97023 (Estacada).
 - With support of GIS, we created a heat map for child care density for each of the three zip codes. These maps highlight how far away child care is in each zip code from the industrial areas where manufacturing employers are.
 - *While the heat map is informative, it does not take into account whether existing providers are affordable or have openings.*
- Development of a Strategic Opportunities Workflow-this document answers questions from the February session specific to the role of state, county and local entities

IDENTIFIED OBSTACLES:

- Building costs- including land, housing, or commercial space to host child care are high in Clackamas County and in surrounding areas
- The ongoing waitlist for Oregon's only child care subsidy, Employment Related Day Care (ERDC), which supports Oregon's working families is a barrier for families, but also for employers and child care providers who rely on this stable income to be able to enroll and maintain families
- Availability of educators due to near poverty wages
- Start up costs related to licensing requirements

External Threat: Federal changes to Head Start are a risk to long term federal funding and destabilizing the program

REQUEST FOR BOARD CLARIFICATION:

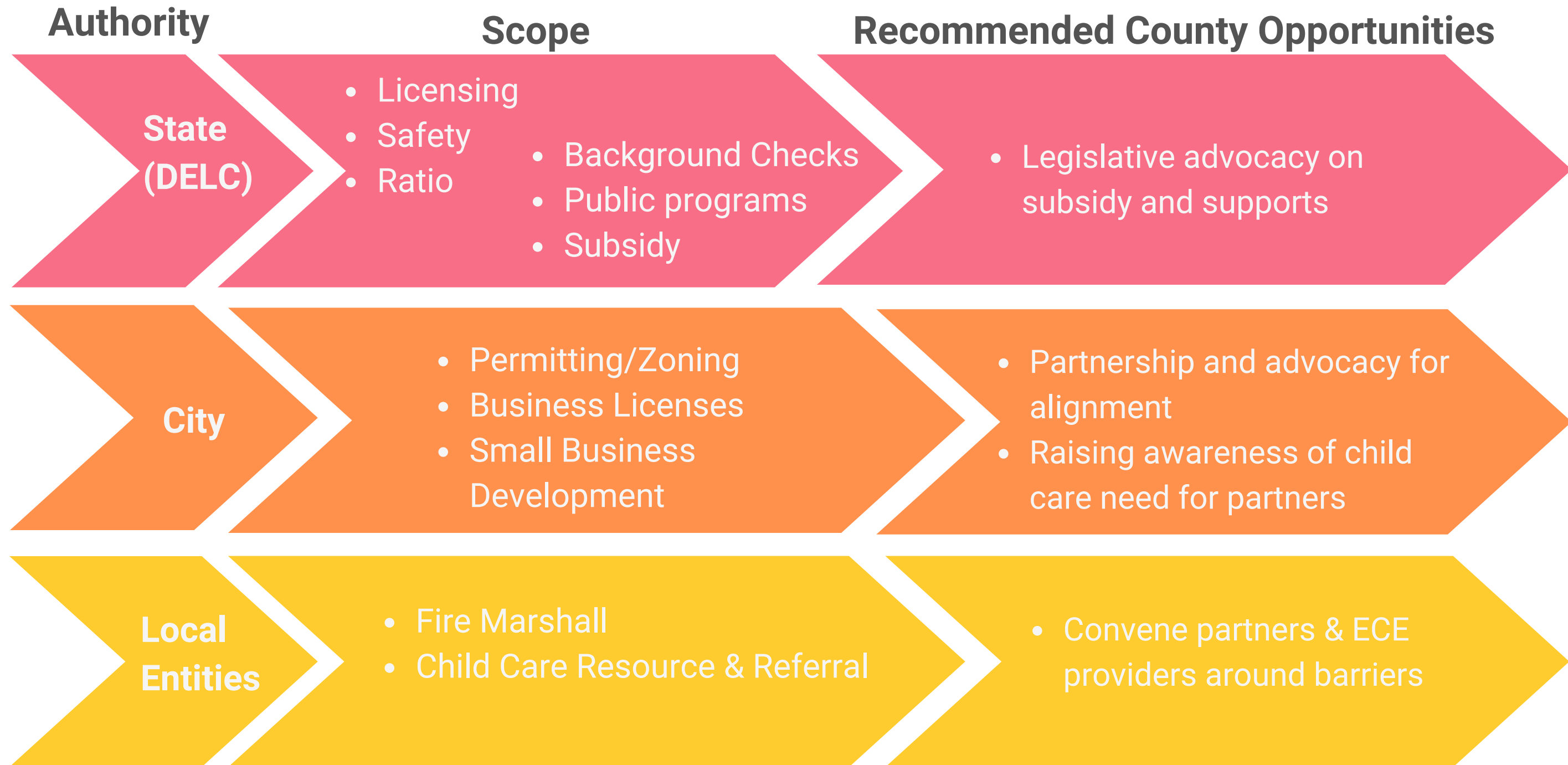
None

Next Steps

- Monitor any 2027 legislative bills related to Child Care and early learning
- Finalize recommendations to the board about possible impacts and outcomes
- Monitor Federal and State impacts to Child Care, Early Learning and Head Start

Attachment: Strategic O

Clackamas County Child Care: Strategic Opportunities



Highlights of actions already taken:

- Early Learning Hub supported revision of child care rules to address barriers through rulemaking advisory committees for family and outdoor child care
- The Early Learning Hub partners with CCR&R regularly to provide professional and business development for ECE
- C5 developed a Concept Paper, which presented a unique vision for statewide universal child care, including a Return on Investment (ROI) calculation.

Clackamas County Child Care: Strategic Opportunities



Highlights of actions already taken:

- Created the Child Care Coalition of Clackamas County (C5) in partnership with Clackamas Workforce Partnership (CWP) and Clackamas Education Service District (ESD)
- Business Engagement Summit- hosted by C5the Child Care Coalition of Clackamas County (Clackamas County/ELH-CWP-CESD) in 2023
- C5 conducted an analysis of and recommendations for improving the county’s child care system.
- Zoning Code changes to allow child care in more zones
- The Early Learning Hub has been able to offer scholarships for families paid directly to providers in the past
- Partnered in Milwaukie Design Lab’s Employer Supported Child Care road map, funded by County’s Prosperity Initiative



CLACKAMAS COUNTY STRATEGIC PLAN

Implementation Team Report

Child Care

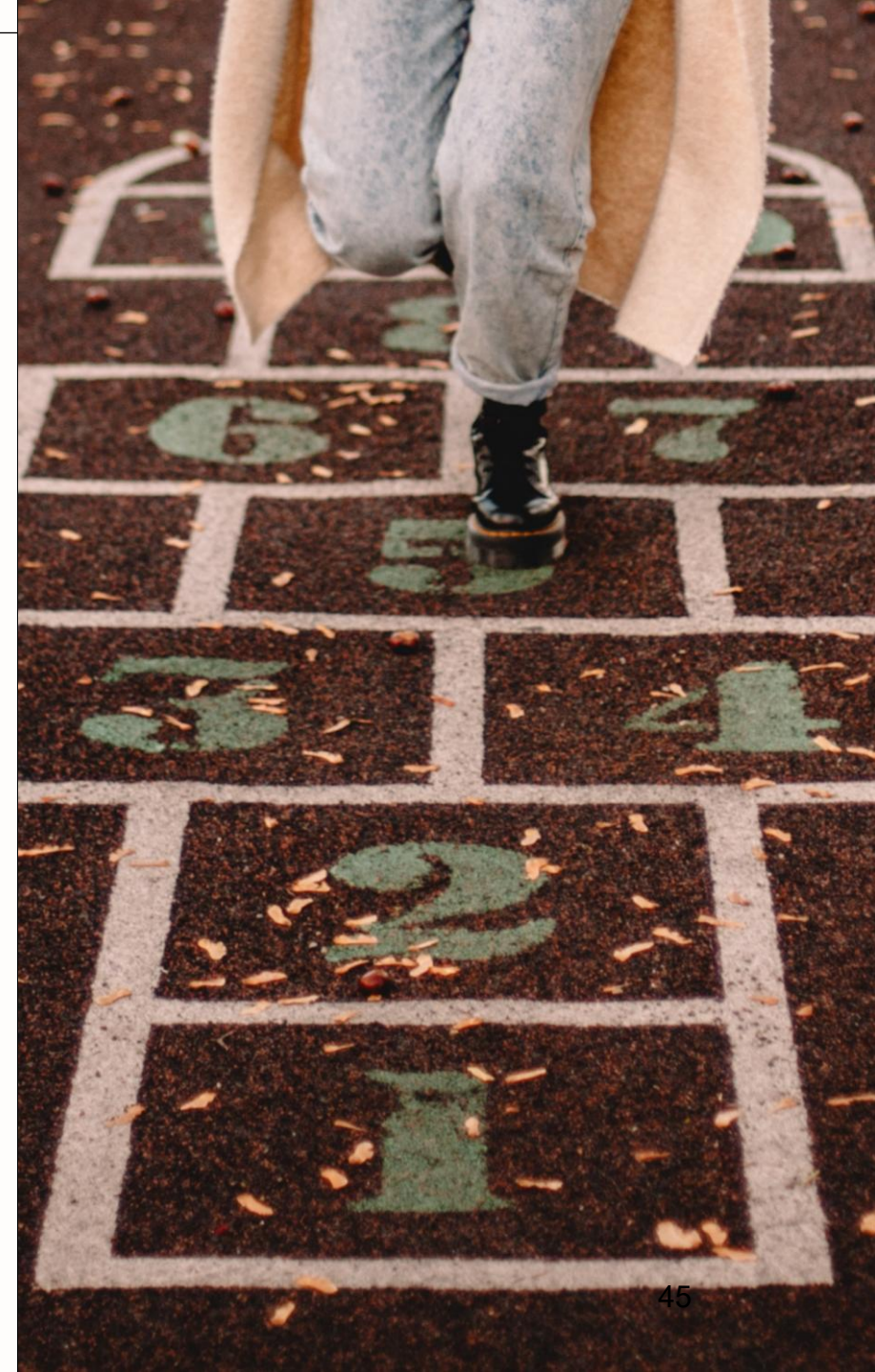
October 13, 2026

VIBRANT ECONOMY

By 2027, in conjunction with our communities and community partners, the County will develop strategies to retain, expand and recruit new childcare opportunities.

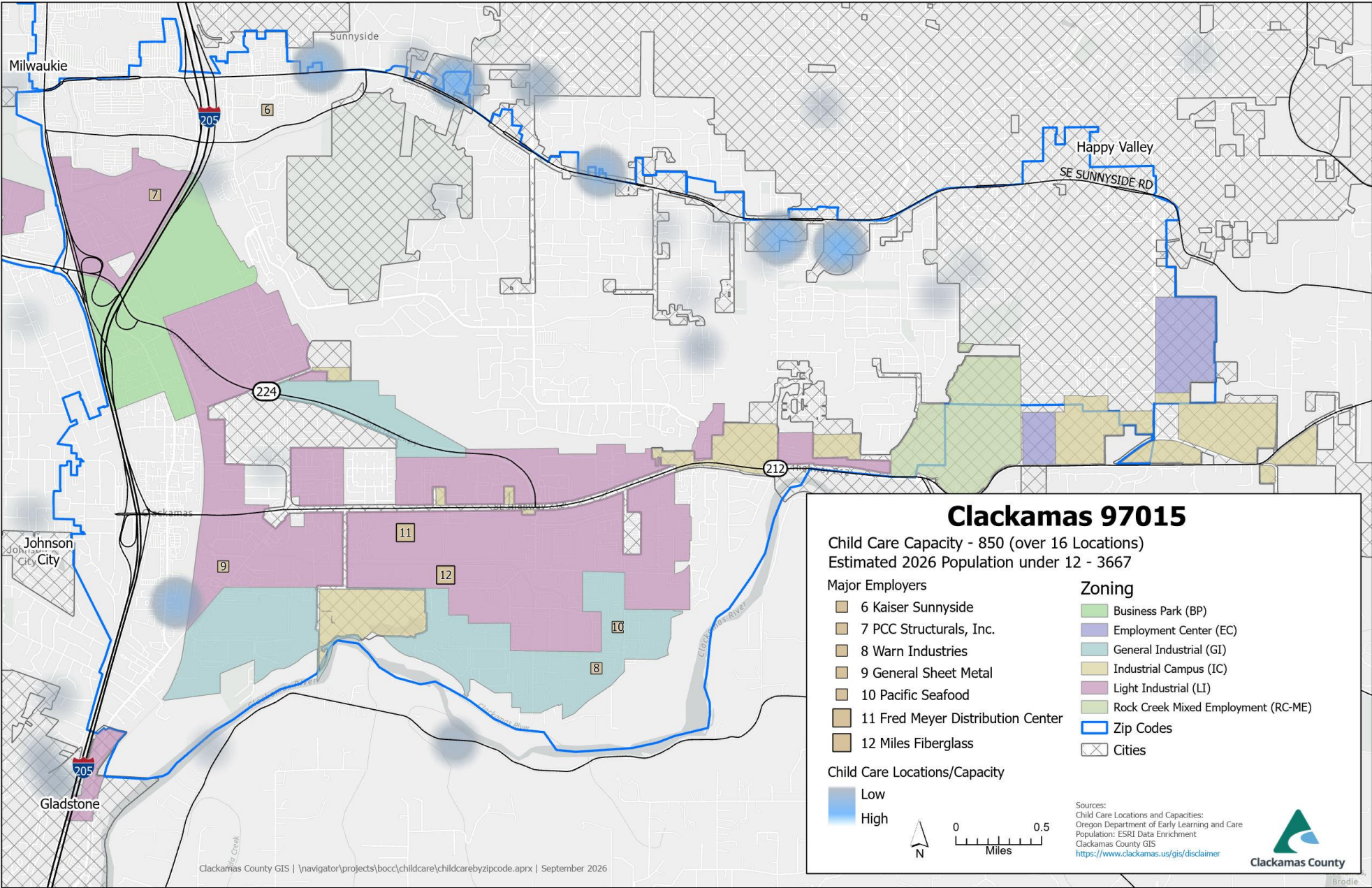
PROGRESS

- Focused on 3 zip codes with heavy manufacturing presence
 - 97015 (Clackamas)
 - 97222 (Milwaukie)
 - 97023 (Estacada)
- With support of GIS created a heat map for child care density
- Drafted Strategic Opportunities Work Flow
 - Suggested future strategies
 - Examples of strategies already taken/in place



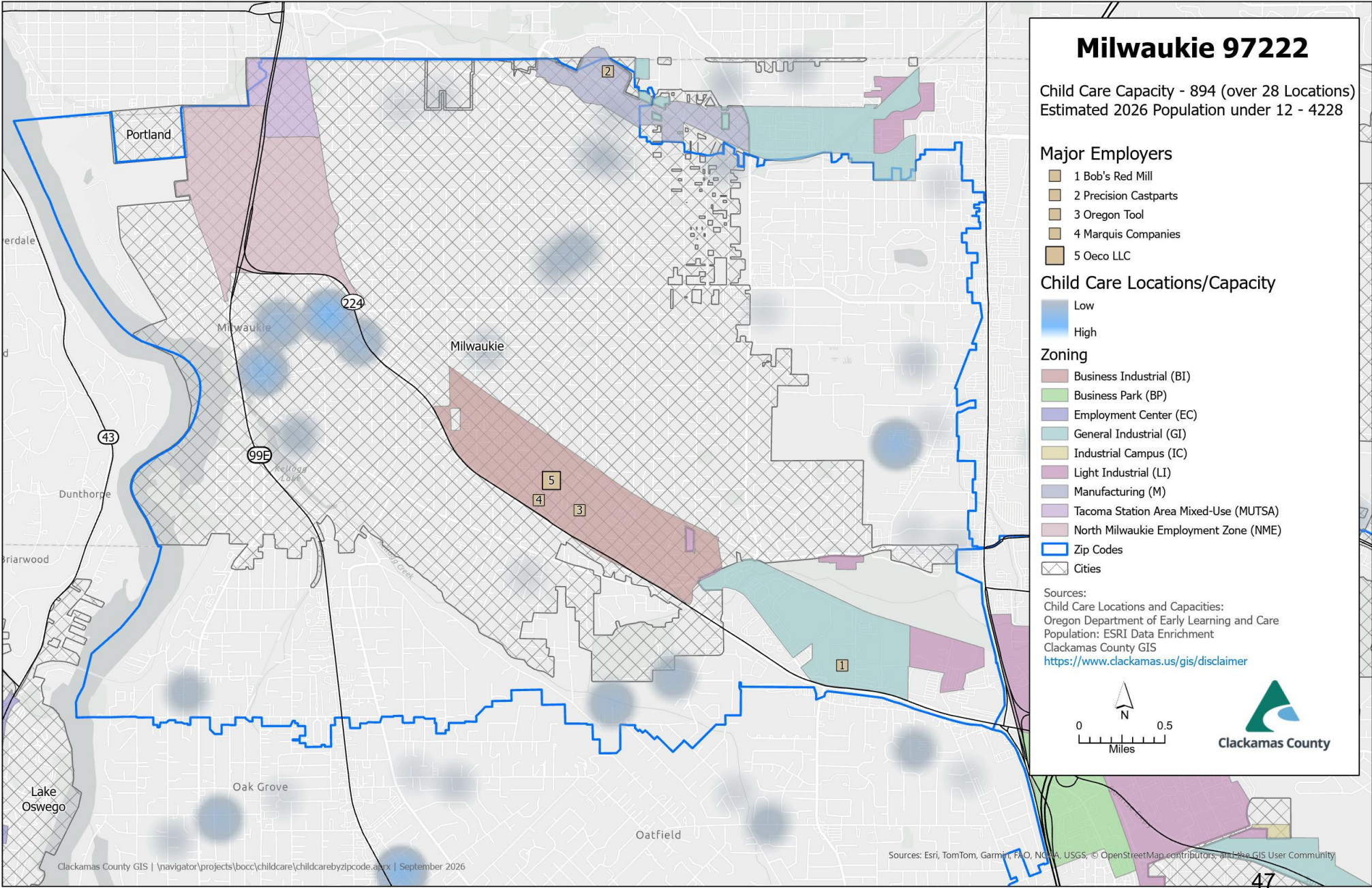
97015

- Unincorporated area- Clackamas County
- 850 child care slots
- More than 3800 children under 12



97222

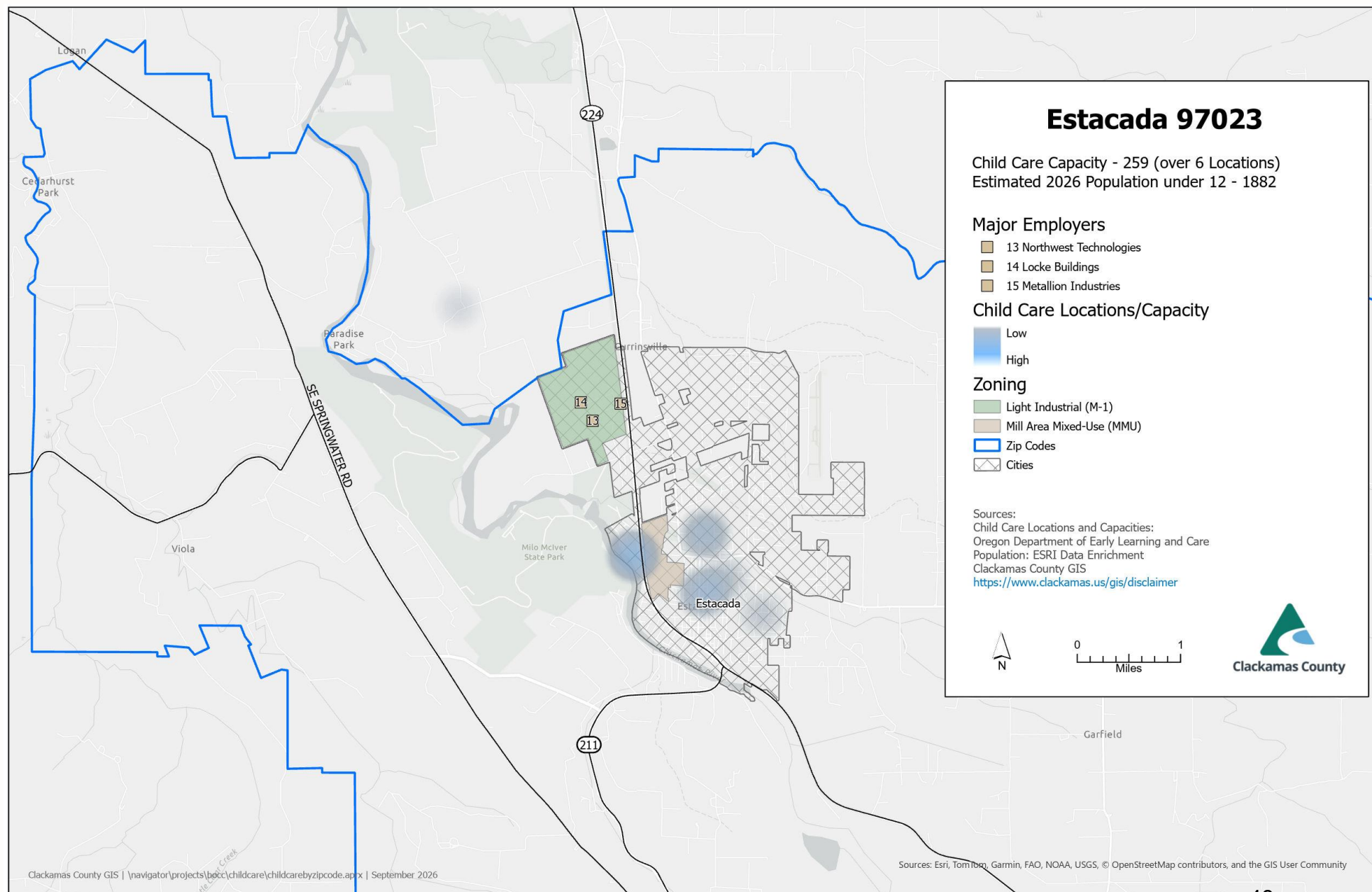
- Mix of unincorporated areas and City of Milwaukie
- 894 child care slots
- More than 4300 children under 12



97023

- Mix of unincorporated areas and City of Estacada
- 259 child care slots
- More than 1990 children under 12

Note* Many new homes are being built each year in Estacada, while there has been little child care growth



BARRIERS TO INCREASING ACCESS

- **Building Costs**
 - Land
 - Housing
 - Commercial space
- **Employment Related Day Care (EDRC) Waitlist**
- **Head Start proposed changes at Federal level**

STRATEGIC OPPORTUNITIES

Highlights of steps already taken:

- Clackamas County is the backbone for our regions Early Learning Hub, which has a significant focus on child care in their scope of work
 - C5 conducted, with a contractor, a study and analysis of child care supply and opportunities (report available)
 - Design lab guide on employer supported child care
- Recent code revisions now allow for child care in light industrial zones

Future facing steps:

- ERDC waitlist is impacting the entire system, advocating with state legislature for funding there to reduce strain across the board
- Convene partners & child care providers around barriers
- Legislative session for 2027 coming soon

**See handout for more

NEXT 6 MONTHS

Finalize recommendations to the board about possible impacts and outcomes

Monitor 2027 Legislative Session for Child Care and Economic Opportunities

Monitor any Federal and State impacts to Child Care, Early Learning and Head Start

Questions?

Performance Clackamas: Implementation Team Report

October 13, 2026

STRATEGIC GOAL: Healthy People (Recovery Campus)

By 2027, the County will continue to address homelessness, mental health and substance use disorders through the completion and operations of the Clackamas County Recovery Campus.

DEPARTMENT LEAD: Mary Rumbaugh, H3S

SUMMARY OF PROGRESS TO DATE:

- Complete Design and Development by June 2026-Done
- Secure funding by August 2026-Done
- Begin Construction-In Progress
- Identify Critical Success Factors, strategies that make the campus successful
 - Good Neighbor Group-Ongoing
 - CCRC Task Group (made up of system partners and providers)-Ongoing
 - Creation of workflows through the coordination of county-led workgroups across several topic areas. Current active groups are focused on: 1) Warm Hand-offs between Peers, Transition to the Community and Housing and 2) Data and Information Sharing between Systems

IDENTIFIED OBSTACLES:

None

REQUEST FOR BOARD CLARIFICATION:

No clarification needed

Next Steps:

- The Implementation Team will launch the next set of county led workgroups focused on:
 - Medical/Dental/Community Benefit
 - Police Drop-off and Deflection/Impact Court
 - Jail Referrals
- With support from county staff, Fora Health will present a draft of the Good Neighbor Agreement with the Good Neighbor Group as well as other businesses and neighbors who may not be on the Good Neighbor Group.



Clackamas County Strategic Plan

Implementation Team Report
Recovery Orientated System of Care
October 13, 2026



Healthy People

- By 2027, the County will continue to address homelessness, mental health and substance use disorders through the completion and operations of the Clackamas County Recovery Campus.
- ROSC: a coordinated network of community-based services and supports that is person-centered and builds on the strengths and resiliencies of individuals, families, and communities

Opioid Settlement Funding

- Current investments support a recovery-oriented system of care (ROSC)
- Funds have been allocated to programs and services that help build upon the entire service continuum including prevention, treatment, warm hand-off, and recovery programs.
- Many of these programs have worked as part of a larger system to create a treatment and recovery infrastructure within Clackamas County.
- These programs will be critical to ensuring individuals are connected to the Recovery Campus:
 - Jail – Provision of medications for opioid use disorder (MOUD)
 - Project Hope- Connections to care: peer recovery support & case management
 - Health Centers- Patients supports & transitions to care
 - Juvenile Department- Screening, Brief Intervention & Referral to Treatment (SBIRT)





Stabilization Center

23-hour crisis stabilization for up to 8 people at a time; 13 beds for people who need short-term stabilization, up to 60 days

Health and Housing Case Conferencing

Connects people receiving homeless services to primary care, specialist care, behavioral healthcare, long-term services, health insurance, and other resources



Behavioral Health Housing Retention Team

Clackamas County pilot connecting people in permanent supportive housing to behavioral healthcare supports to avoid returns to homelessness

Medical Respite

Safe place for people to heal after hospital or emergency room discharge, with 3 meals per day, 24/7 staffing, and basic care provided by a registered nurse (RN)



Coordinated Connection to Resources and Supports

- System mapping of the current continuum of care and vision of future state with a focus on treatment, recovery housing and sectors that work with people experiencing an SUD or co-occurring disorder.
- Participation across Clackamas County:
 - Substance Use Disorder (SUD) treatment providers
 - Behavioral Health Regional Network (BHRN) providers
 - Peer providers
 - Fora Health
 - DA's office and Deflection team
 - Sheriff's Office
 - Alcohol and Drug Policy Commission
 - Behavioral Health Division
 - Public Health Division



Recovery Campus

Progress to Date:

- Construction Underway
- Financing Secured
- Good Neighbor Group
- Recovery Campus Task Group

Workflow Workgroups:

- Peers/Transition to Community/Housing
- Data and Information Sharing

Next 6 months

Workgroups continue and new ones to launch

Good Neighbor Agreement Draft

Task Group Continue

Construction well underway

Questions?

Performance Clackamas: Implementation Team Report October 13, 2026

STRATEGIC GOAL: Public Trust in Good Government (Governance)

By 2026, convene a review committee to evaluate best practice county governance models.

DEPARTMENT LEAD:

Nancy Bush, COO

SUMMARY OF PROGRESS TO DATE:

Team members have completed research and provided the information to the BCC at the previous update on February 3, 2026. The BCC directed staff to convene a committee that includes previous county commissioners, CPO members, local government attorney, business representatives, special district officials, government officials from neighboring counties and members at large. The BCC approved the members of the committee during Issues on September 29, 2026.

The committee is planning to meet for two to three sessions by the end of 2026 and provide the BCC with a recommendation for three areas: elected or appointed chair, voting districts and partisan or nonpartisan.

IDENTIFIED OBSTACLES:

None

REQUEST FOR BOARD CLARIFICATION:

None

Next Steps

Convene committee meetings and provide BCC with recommendations from the discussion.

Performance Clackamas: Implementation Team Report

October 13, 2026

STRATEGIC GOAL: Public Trust in Government (Communications and Engagement)

By 2026, through the development of a strategic communications and engagement plan, the Clackamas County community will experience greater transparency and accountability from its county government.

DEPARTMENT LEAD: Nancy Bush, COO

SUMMARY OF PROGRESS TO DATE:

The initiative integrates two distinct but intersecting objectives:

- Communication Plan: Focuses on information delivery and telling our story.
- Engagement Plan: Focuses on two-way conversations, shared decision-making, and building trust.

The initial plans – reviewed by the Board in February - focused more on “how to” and guidelines for developing these plans.

This second phase will focus on the plans themselves. For example, the “Engagement Plan” will include a shared calendar that lists both county-sponsored and local community activities that will provide opportunities for engagement by the Board and county staff. The calendar will also help identify gaps and overlaps that the Board and departments may want to proactively address. The Communication Plan will emphasize key messages, stories, frequency, and vehicles for delivering this information timely, in multiple ways, and to multiple audiences.

NEXT STEPS:

Engagement Plan:

- Calendar
 - Staff are collecting information on events/activities
 - A process is being developed to input and review events/activities
- Proactive engagement activities/plans to address gaps will be identified

Communication Plan

- A matrix of messages, stories, delivery modes and frequency is being developed

IDENTIFIED OBSTACLES: None

REQUEST FOR BOARD CLARIFICATION: None

Performance Clackamas: Implementation Team Report

October 13, 2026

STRATEGIC GOAL: Strong Infrastructure (Sunrise Corridor)

Sunrise Corridor: By 2030, funding for the next phase of the Sunrise Gateway Corridor/Hwy 212 project will be committed from federal, state, regional, and local funding sources.

DEPARTMENT LEAD:

Dan Johnson, Director of DTD

SUMMARY OF PROGRESS TO DATE:

- Applied for \$24 million in federal funding via the BUILD grant for Rock Creek Junction work (Stage 2 of the project) in partnership with ODOT and the City of Happy Valley.
 - *Note: While the County did not receive this grant, Happy Valley committed \$1.25 million in match funding, demonstrating significant local support.*
- Continued work with Metro and ODOT toward development of an IGA for Metro RFFA funding (\$12.5 million received for NEPA reevaluation in July 2025).
- Worked with the R1ACT (chaired by Commissioner Savas) to ensure that the Sunrise Corridor was nominated as a top 5 priority project for ODOT's new 10-year Capital Investment Plan (CIP). Preparing for the call for projects process within Metro's next Regional Transportation Plan (RTP).
- Received the PROTECT federal grant program NOFO and have developed a proposal for a grant application for the Rock Creek Junction Project in partnership with Happy Valley and ODOT.
- Vision Plan implementation with Sunrise Community Coalition:
 - Continued working with the Sunrise Community Coalition Leadership Group to implement priorities from the Vision Plan while strengthening the Coalition's long-term community leadership structure, including update of goals, member roles, partnerships, and future work-plan priorities.
 - Worked toward implementing visible community investments including installation of 38 cooling devices and 90 air purifiers, to mitigate heat and wildfire smoke for high-risk households, design of wayfinding and placemaking signage for the Clackamas Industrial Shuttle and Riverside Park, worked with local partners to connect businesses to local job seekers and youth interns.
 - Expanded community leadership and cultural engagement through the youth training & civic engagement program, in partnership with the Happy Valley Youth Council.

- Completion of the Indigenous sculpture installation project at Riverside Park on August 12, with a celebration among Tribal, Coalition, and community partners.

IDENTIFIED OBSTACLES:

- Budget limitations at the state level – both within ODOT and more broadly throughout Oregon – significantly reduce the likelihood of securing funding through near-term state grants or state legislative appropriations.
 - This is showing up in the development of ODOT’s new draft CIP projects list that does not include the Sunrise Corridor despite it being nominated as a top 5 priority project by the R1ACT. Projects over \$100 Million dollars have been placed on a secondary “major projects” list and remain with out a funding path.
- ODOT’s funding challenges have caused limited ODOT staff capacity to lead the conversations on the IGA for Metro RFFA funding. County staff are taking the lead and consulting with ODOT similar to the approach for the Visioning project.

REQUEST FOR BOARD CLARIFICATION:

None

Next Steps

- Continue advocating for inclusion of the Sunrise Corridor in long-term state (ODOT’s 10-year CIP) and regional (Metro’s RTP) planning.
- Advance completion of the IGA for Metro RFFA funding in partnership with ODOT.
- Monitor the 2027 legislative session for opportunities related to funding for the Sunrise Corridor, including a potential significant transportation package.
- Apply for a PROTECT grant for the Rock Creek Junction phase of the project.

Performance Clackamas: Implementation Team Report October 13, 2026

STRATEGIC GOAL: Strong Infrastructure (Transit)

By 2027, the County will provide a plan for what efficient, accessible and affordable transit looks like in Clackamas County.

DEPARTMENT LEAD:

Dan Johnson, DTD and Mary Rumbaugh, H3S

SUMMARY OF PROGRESS TO DATE:

Funding for the project has been secured. It is being funded by local STIF funds and a \$70,000 allocation from the BCC.

During the Strategic Goal project update meeting held on July 14, 2026, the Board supported the following the definitions of “efficient, accessible and affordable”.

Clackamas County believes that a thriving future depends on a transit system that is efficient, accessible, and affordable; a transit system that empowers residents to reach jobs, services, and community life while strengthening resilience and system connectivity.

Efficient: A reliable and well-coordinated network that maximizes resources.

Accessible: Designed and delivered so all individuals can safely and independently use and understand it.

Affordable: Maintains fare and operational costs that do not create financial burdens for riders or threaten long-term system sustainability.

Currently, consultant selection for the update the County’s Transit Development Plan (TDP) is underway and a consultant is expected to be under contract by the end of October. The primary tasks include identifying efficient and accessible transit needs and opportunities, and will include short- and long-term operations recommendations and strategies, including:

- Short-term (one-to-three years) system maps and conceptual operating plans;
- Long-term strategies describing service types, coverages and levels-of-service;
- Order-of-magnitude operating and capital costs (rolling stock and transit facilities); and
- Itemization of supporting Transportation Demand Management, land use, and bicycle and pedestrian transportation programs and investments.

During the course of the project, alternative models for providing transit service that align with the BCC transit goal of affordability will be identified. The consultant will build upon the Governance and Funding Strategies Memo (7.1.4) of the Metro Community Connector Study and analyze the regionally focused findings and case studies with a local lens so that they are relevant to Clackamas County needs and context. The analysis will focus on how transit service is provided within the area currently served by the TriMet service district within Clackamas County as well as the areas outside of existing rural and small transit provider service districts.

The project is expected to be completed in 12 months.

IDENTIFIED OBSTACLES:

- In August, TriMet made significant cuts to service, impacting many areas in Clackamas County.
- At the state level, there continues to be uncertainty related to the STIF program and how the funds are distributed.
 - Status of the Transportation bill
 - Changes to transit funding occurring at the federal level making it difficult to estimate future funding availability.
 - Status of Regional Coordination-funding of small transit providers

REQUEST FOR BOARD CLARIFICATION:

- How does the Board want to be involved in the Transit Development Plan update project?

Next Steps

- Finalize consultant selection (Late Sept-Nov)
- Project kickoff and creation of public engagement plan (Nov-Jan)
- Existing conditions analysis and development of goals, objectives, and performance measures (Feb-Mar)
- Identification of needs and service opportunities, funding and project prioritization (Mar-Jun)
- Affordable transit and service model analysis (Jun-Sep)
- Final Plan Completion and Adoption (Sep-Dec)



Clackamas County Strategic Plan

Implementation Team Report

Transit

October 13, 2026

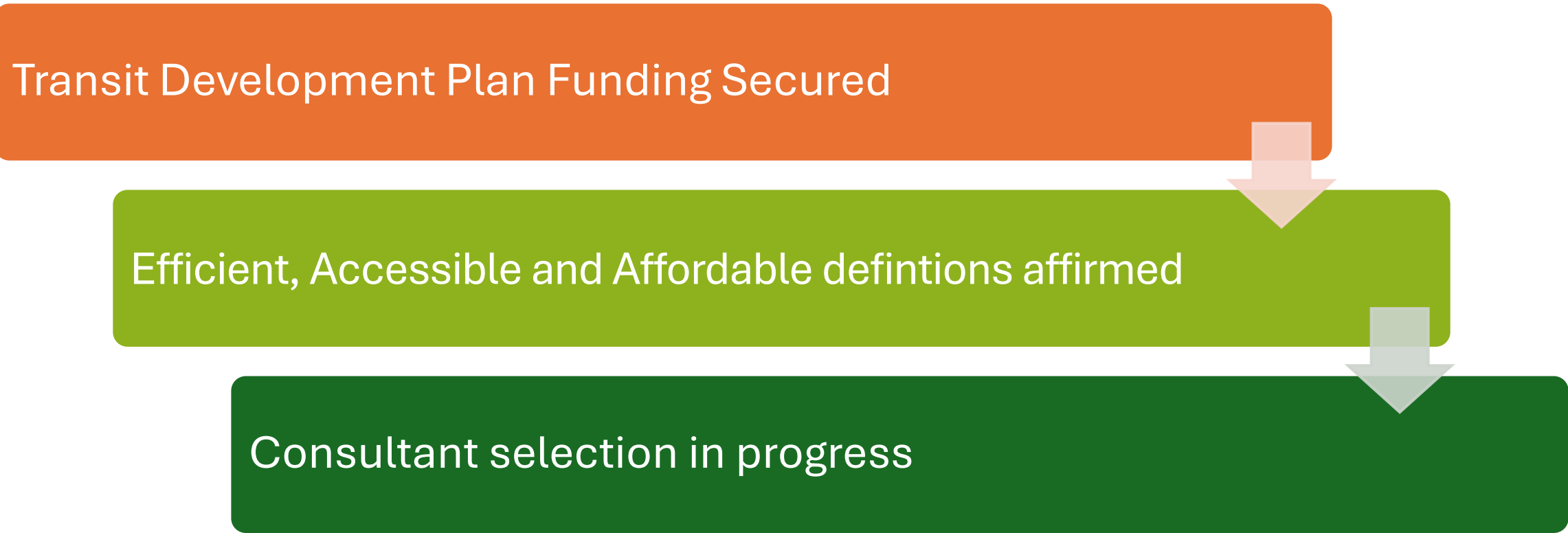


Strong Infrastructure

By 2027, the County will provide a plan for what efficient, accessible and affordable transit looks like in Clackamas County

Progress to Date

Transit Development Plan Funding Secured



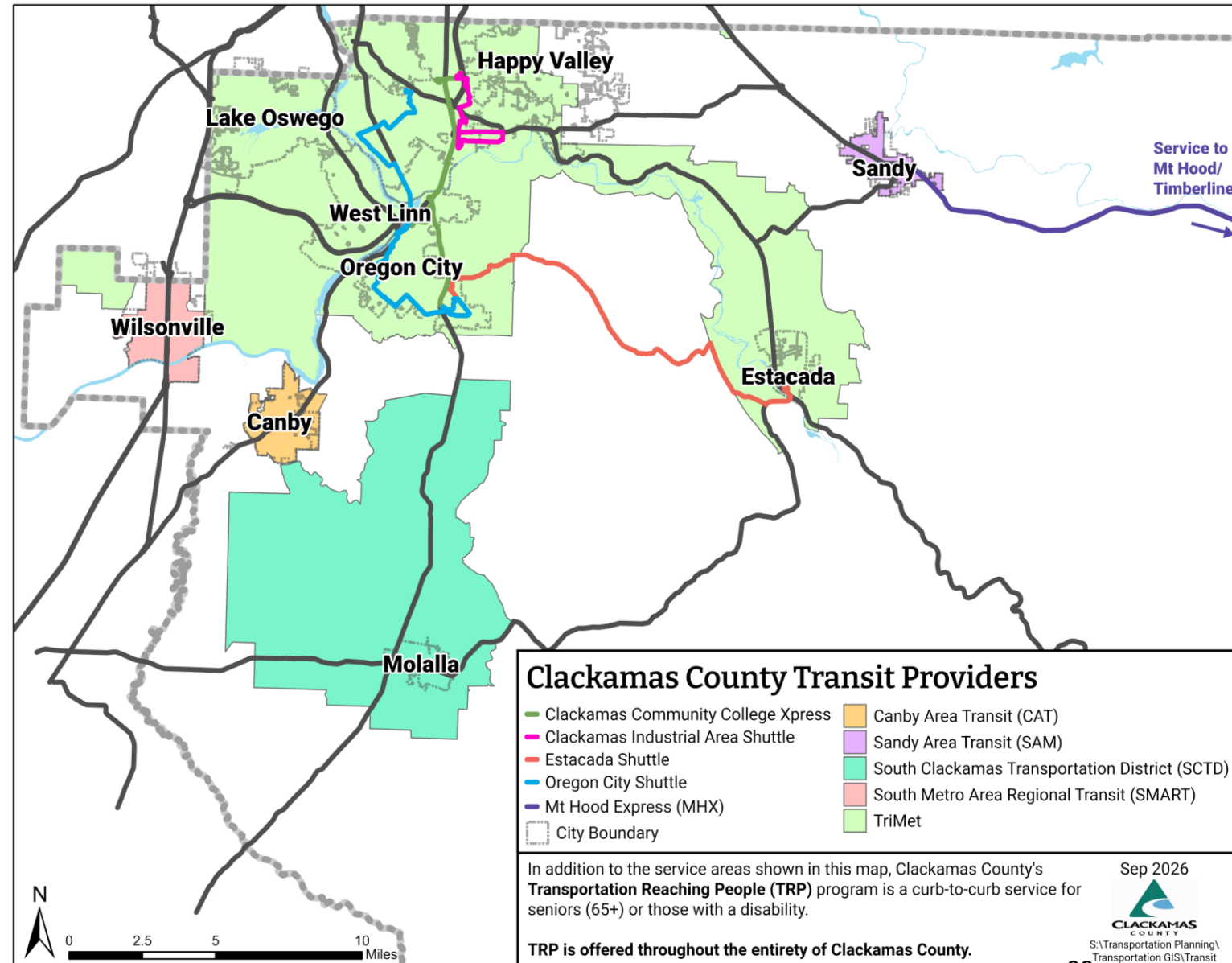
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graph TD; A[Transit Development Plan Funding Secured] --> B[Efficient, Accessible and Affordable definitions affirmed]; B --> C[Consultant selection in progress];
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Efficient, Accessible and Affordable definitions affirmed

Consultant selection in progress

Transit in Clackamas County

- Clackamas County
 - Transportation Reaching People
 - ClackCo Shuttles
 - Mt. Hood Express and Village Shuttle
- Canby Area Transit (CAT)
- Sandy Area Metro (SAM)
- South Clackamas Transportation District (SCTD)
- South Metro Area Regional Transit (SMART)
- TriMet



Next 6 Months

- Finalize Consultant Selection (Oct)
- Project kick-off (November)
- Public Engagement Plan (Nov-Jan)
- Existing conditions analysis (Feb-March)
- Project is expected to be completed in 12 months

Questions?

Performance Clackamas: Implementation Team Report October 13, 2026

STRATEGIC GOAL: Safe, Secure and Livable Communities (Affordable Housing)

By 2030, 900 affordable housing units will be developed, including an emphasis on the senior population and underserved parts of the county

DEPARTMENT LEAD: Mary Rumbaugh, H3S

SUMMARY OF PROGRESS TO DATE:

- 3 projects are in pre-development (Hillside Park-Shortstack and Bridge Meadows plus scattered site repositioning): 145
- 3 projects are in construction (El Nido, Clackamas Heights, Hillside Park D&E): 419
- 3 projects are complete (Vuela, Hillside Park Phase 1, Shortstack Milwaukie): 411

Total affordable units in the pipeline: 975. The county is well on the way to meeting and exceeding the goal of 900 units by 2030.

IDENTIFIED OBSTACLES:

The county and the state continue to prioritize affordable housing while budgets get tighter.

While looking for expansion and development opportunities, we will need to balance sustainability of current investments.

REQUEST FOR BOARD CLARIFICATION:

No clarification needed at this time

Next Steps:

The team is actively looking at available land and buildings for both senior housing as well as unmet needs in the rural communities.

Looking at housing models, such as manufacturing homes, as well as identifying funding opportunities outside of Metro-eligible region.

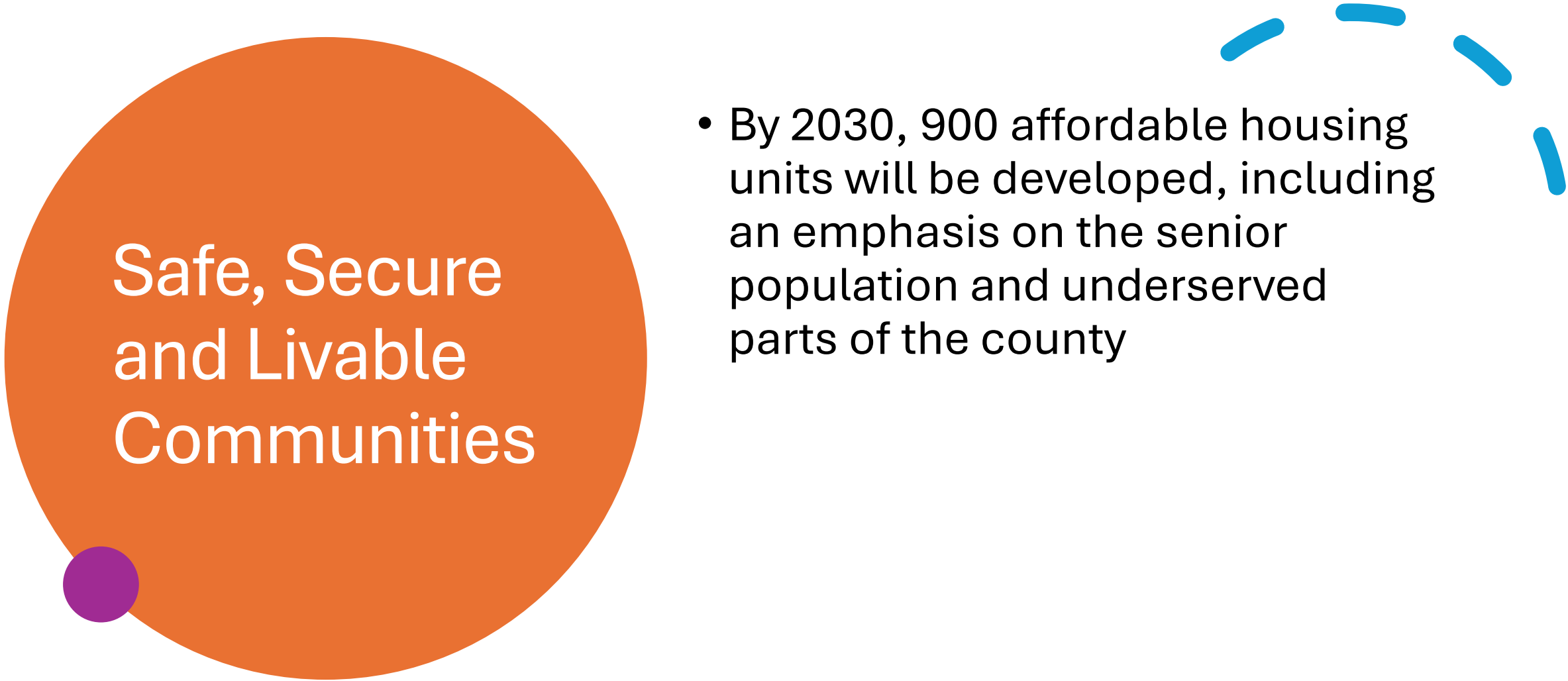


Clackamas County Strategic Plan

Implementation Team Report

Affordable Housing

October 13, 2026



Safe, Secure and Livable Communities

- By 2030, 900 affordable housing units will be developed, including an emphasis on the senior population and underserved parts of the county

PERFORMANCE CLACKAMAS UNIT PROGRESS

	PRE- DEVELOPMENT	IN CONSTRUCTION	COMPLETE
Vuela, Wilsonville			121
Hillside Park Redevelopment Phase 1, Milwaukie			275
Shortstack Milwaukie, Milwaukie			15
El Nido, Lake Oswego		55	
Clackamas Heights Redevelopment, Oregon City		200	
Hillside Park Redevelopment Phase 2, Buildings D&E		164	
Hillside Park Redevelopment Phase 2, Shortstack	20		
Hillside Park Redevelopment Phase 2, Bridge Meadows	65		
Scattered Site Repositioning to Affordable Homeownership - via Community Land Trust partnership - County-wide	60		
TOTAL AFFORDABLE UNITS IN PIPELINE: 975	145	419	411



El Nido Groundbreaking

Shortstack Milwaukie Grand Opening

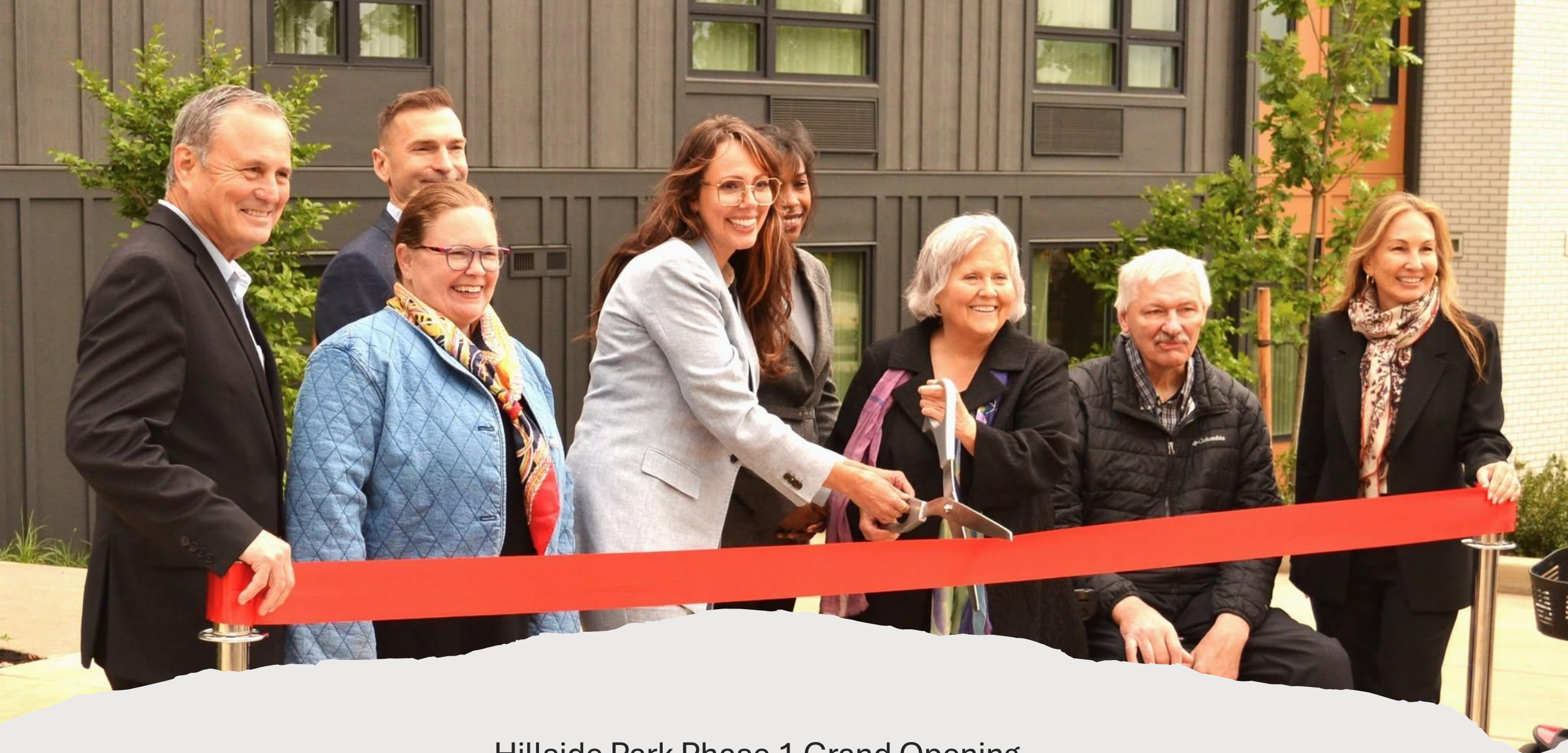


Clackamas Heights Redevelopment Groundbreaking





Vuela Grand Opening

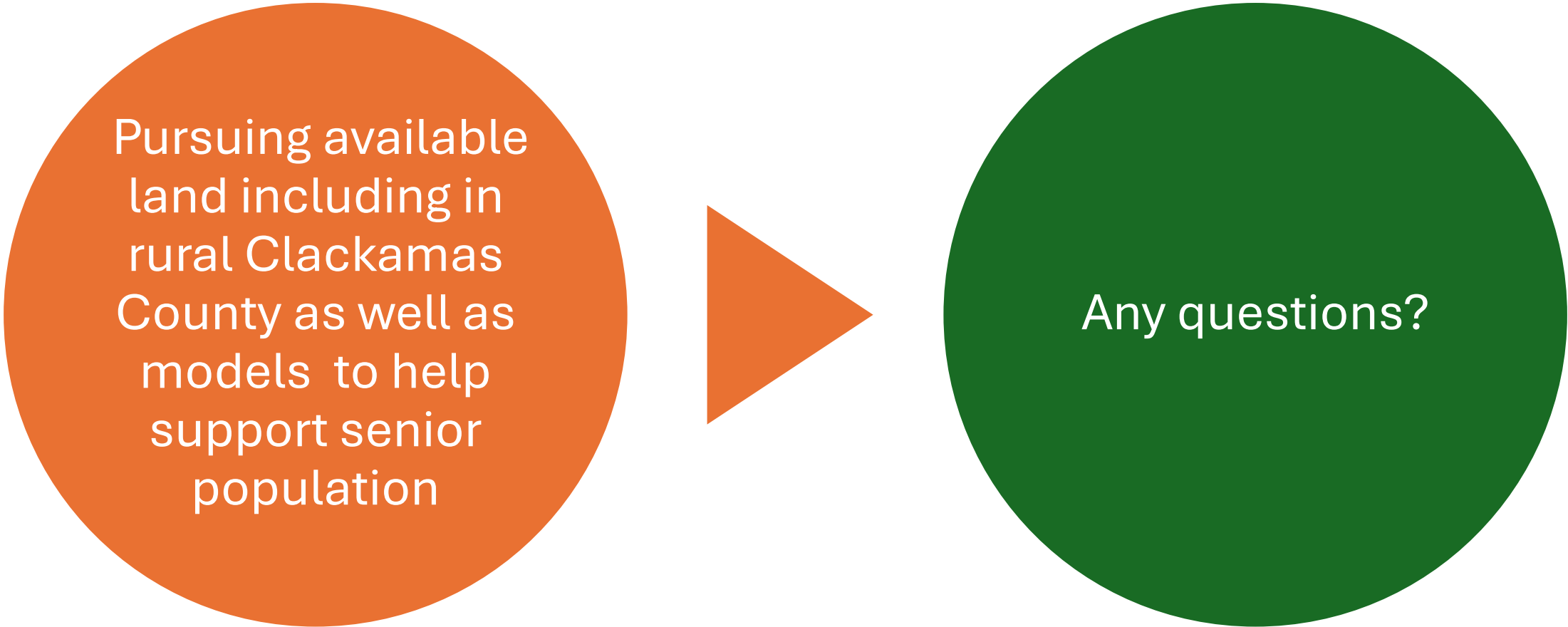


Hillside Park Phase 1 Grand Opening



Hillside Park Phase 2 Groundbreaking

Next 6 months



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graph LR; A((Pursuing available land including in rural Clackamas County as well as models to help support senior population)) --> B((Any questions?))
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Pursuing available land including in rural Clackamas County as well as models to help support senior population

Any questions?

Performance Clackamas: Implementation Team Report

October 13, 2026

STRATEGIC GOAL: Safe, Secure and Livable Communities (Jail)

By 2028, based upon best practices, the County will complete preliminary design concepts and estimates for a new Clackamas County Jail.

DEPARTMENT LEAD: Nancy Bush, COO

SUMMARY OF PROGRESS TO DATE:

The team provided the Board of County Commissioners (BCC) with an update on June 23, 2026. At that time, the team presented the need for funding to advance the goal and requested direction from the BCC on how to proceed.

The BCC asked the team to pause efforts to move forward with the goal for six to eight months. In the meantime, the team was directed to explore and identify potential funding opportunities for the project.

A meeting regarding funding was convened with staff from the Sheriff's Office, County Administration, Public Government Affairs, Department of Transportation and Development and Water Environment Services to discuss possible funding avenues. Below are the takeaways:

- No funding is currently available from state or federal sources for construction of jails.
- More likely to find state dollars for design, but none seem to be available currently.
- Grants are possible for portions of the jail. Examples include:
 - Hazard Mitigation Grants- strongest case would be adding seismic resilience to an existing facility; can also cover costs related to backup power and energy resilience like a new generator for the existing facility sized and specified for relocation to the new facility;
 - Energy Incentives / Inflation Reduction Act (IRA) funding - IRA would be a direct cash payment from the IRS for a portion of the County's cost of clean energy investment – this could offset the cost of installing clean power generation and storage for the new facility that would reduce the jail's long-term operating costs. Energy Trust through the State may also have funding available for clean energy infrastructure if it is part of the project's scope.
 - Business Oregon Special Public Works Funds - below-market interest rate loans of up to \$10M for construction, or smaller amounts available for planning – could be a low-cost way to fund the preliminary planning and design or first phase of construction while community engagement efforts are ongoing to build support for a GO bond to fund the remainder. These

loans are intended to support economic development, which a jail doesn't fit the typical profile, there's a case here that it is an essential community facility.

- New Revenue Streams: General Obligation Bond

IDENTIFIED OBSTACLES:

Planning, designing, and constructing a new jail is a significant, long-term undertaking that will require millions of dollars in funding and several years to complete.

Given the scale and impact of the project, strong community support will be essential to moving it forward. Before preliminary design begins, a core committee of key stakeholders should be established to help build a broad community coalition, foster meaningful community engagement, and establish trust and transparency throughout the process.

Building this foundation will require sustained coordination, communication, and dedicated staff time over the next several years. To ensure the work moves forward effectively, there is a need for a dedicated project manager during this critical planning and community engagement phase.

A project manager would provide consistent leadership and coordination, organize stakeholder and community engagement efforts, manage project timelines and deliverables.

REQUEST FOR BOARD CLARIFICATION:

Need guidance on next steps and understanding of what funding is available to move forward.

Next Steps

Team is pausing at this time as directed from the BCC.