



A modern  
connection  
for a growing  
community



## **Interstate Bridge Replacement program**

Community Advisory Group and Equity Advisory Group

# CAG AND EAG MEMBER ORIENTATION AGENDA

January 30, 2021, 10:00 a.m. to 3:00 p.m.

## ACCESS

Members of the public can view the orientation on [YouTube Live](#)

## PARTICIPANTS

- **CAG Co-Chairs:** Lynn Valenter, Ed Washington
- **Program Administrator:** Greg Johnson
- **Facilitators:** Johnell Bell, Dr. Roberta Hunte, and Lisa Keohokalole Schauer
- **Community Advisory Group Members and Equity Advisory Group Members**

## OUTCOMES

- Creation of an inclusive climate
- Recognition of historic and environmental context of the program
- Commitment to centering equity
- Understanding of work plan and program activities, including Purpose and Need/ community Vision and Values
- Input on draft community engagement approach

## AGENDA

Time	Item	Lead
10:00 – 11:00 am	<b>Welcome</b> <b>Introductions</b> ( <i>1 – 2 minutes</i> ) <ul style="list-style-type: none"> <li>• Name, EAG / CAG</li> <li>• What is your connection to the bridge?</li> </ul>	Co-Chairs Facilitators
11:00 – 12:00 pm	<b>Centering Equity</b> <ul style="list-style-type: none"> <li>• What does equity mean for IBR?</li> <li>• Understanding our history</li> </ul> <i>*Five-minute break</i>	Program Administrator Chief Equity Officer

Time	Item	Lead
12:00 – 12:30 pm	Break + Lunch Small group discussion (working lunch)	Facilitators
12:30 – 1:15 pm	<b>Decision Making</b> <ul style="list-style-type: none"> <li>• Small group discussion: What does consensus mean to you? How will we create an inclusive climate in our work together?</li> <li>• Creating our consensus model</li> </ul>	Facilitators Program Administrator
1:15 – 1:50 pm	<b>IBR: A Vision For the Future</b> <ul style="list-style-type: none"> <li>• Current conditions</li> <li>• Creating a place for the future</li> </ul>	Program Team
1:50 – 2:00 pm	<b>Break</b>	
2:00– 2:30 pm	<b>Shaping the Program</b> <ul style="list-style-type: none"> <li>• Purpose &amp; Need, Vision &amp; Values</li> <li>• Key Milestones and schedule alternatives development</li> <li>• The role of the CAG + EAG in this process</li> </ul>	Program Team
2:30 – 2:55 pm	<b>Community Engagement</b> <ul style="list-style-type: none"> <li>• Overview</li> <li>• Small group discussion: How do we encourage engagement with broad representation of our community? What outreach strategies and approaches have you seen work well?</li> </ul>	Program Team
2:55 – 3:00 pm	<b>Wrap Up</b> <ul style="list-style-type: none"> <li>• What worked well? What can be improved?</li> <li>• CAG Meeting: February 10, 4:00 – 6:00 pm</li> <li>• EAG Meeting: February 25, 2021: 4:00 – 6:00 pm (time tentative)</li> </ul>	Facilitators



# A modern connection for a growing community

The Interstate Bridge is a vital transportation link for the greater Portland-Vancouver region. The bridge connects tens of thousands of people daily to offices, industries, schools, sporting events, places of worship, stores, restaurants and entertainment venues. It connects families, friends and neighbors.

## **It connects communities.**

As the only continuous north-south freeway between Canada and Mexico on the West Coast, the Interstate Bridge is part of a critical trade route for regional, national and international commerce. Beyond the concrete, asphalt and steel of the Interstate Bridge is a thriving background of scenic views, natural systems, and a rich history of our region's national heritage.

The states of Oregon and Washington are working together to replace the aging Interstate Bridge with a modern, seismically resilient, multimodal structure that provides improved mobility for people, goods and services well into the next century.

## **Why we need a replacement bridge**

The Interstate Bridge is two bridge spans, side by side. The northbound span is over 100 years old, dating back to 1917. The southbound span opened in 1958. The existing structures were not designed to support the needs of today's transportation system. The program is in the early stages of working with stakeholders and the public to identify the problems we need to solve. We already know, however, that problems identified over the past decades remain and have not been addressed.



## Problems we still face



**Congestion:** Over 138,000 vehicles crossed the Interstate Bridge each weekday in 2018, resulting in 7 to 10 hours of congestion during peak travel times.



**Safety:** Narrow lanes, no shoulders, poor sight distances on and near the bridge, frequent bridge lifts, and substandard ramp merging and diverging contribute to an increase in accidents.



**Earthquake vulnerability:** The current bridge's foundations are set in sandy soil and do not reach bedrock. In a major earthquake, the bridge could be significantly damaged.



**Impaired freight movement:** Congestion and bridge lifts on the Interstate Bridge slow down freight trucks carrying goods along I-5, a critical economic trade route on the West Coast.



**Inadequate bicycle and pedestrian pathways:** The bridge's narrow shared-use paths, low railing heights, and lack of dedicated pathways on either side of the bridge impede safe travel for pedestrians and cyclists.



**Limited public transportation:** There are limited transit options across the bridge, and existing bus service can be unreliable due to traffic congestion or bridge lifts.

## A bi-state commitment to mobility

Replacing the aging Interstate Bridge across the Columbia River is a high priority for Oregon and Washington. Leaders from both states recognize that regional transportation issues and necessary improvements to the Interstate Bridge remain unaddressed, and as of January 2021 have dedicated a combined \$50 million for initial Interstate Bridge replacement planning work. A bi-state legislative committee, composed of 16 Oregon and Washington lawmakers, provides additional guidance and oversight for the program.

## Program partners

To provide coordinated regional leadership, the Oregon and Washington Departments of Transportation are jointly leading the Interstate Bridge Replacement program work in collaboration with eight other bi-state public agencies.

The eight agencies are:

- ▶ TriMet
- ▶ C-Tran
- ▶ Oregon Metro
- ▶ Southwest Washington Regional Transportation Council
- ▶ Cities of Portland and Vancouver
- ▶ Ports of Portland and Vancouver

## Environmental review process

How our transportation infrastructure is developed has an impact on the character and health of our communities, and that of the natural environment. **The Interstate Bridge Replacement program is committed to promoting best ways to minimize, avoid, and mitigate impacts of replacing and operating this key connection within our community.**

Based on previous planning activities, it is estimated that it will take three to five years to complete the planning and federal environmental review process and obtain federal approval before beginning construction. The federal environmental review process is required under the National Environmental Policy Act (NEPA) of 1969 and requires federal agencies to assess and disclose the environmental effects of federal actions prior to making decisions.

The Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) will oversee the federal environmental review process, NEPA, and may have a funding



role if federal funding sources are identified. These agencies are responsible for ensuring that the program complies with the requirements of NEPA along with other applicable federal regulations.

## Our commitment to equity

**The Interstate Bridge Replacement program is committed to centering equity in our processes and our outcomes. We will engage the community by elevating the voices of historically marginalized communities throughout our processes and ensuring that these communities can realize the program's economic and transportation benefits. We commit to not furthering harm to these communities.**

The program team will build its own capacity and understanding of Diversity, Equity, and Inclusion (DEI) and is committed to learning directly from the region's diverse communities, their lived experiences and stories. To help ensure our program is meeting our equity commitment, we've hired an equity team, led by a Chief Equity Officer.

## A community-driven process is key to success

To ensure a bridge replacement solution meets the region's needs, the program will seek to understand the priorities of individual travelers, from riding a bus or bike across the bridge, relying on wheelchair access, transporting freight from one of our ports, or commuting to work. Engagement with historically marginalized communities is core to the success of this effort.

Two advisory groups will provide input and feedback to help shape program work. The Equity Advisory Group will help ensure that the IBR program remains centered on equity. The group will make recommendations to the program regarding processes, policies and decisions that have the potential to affect historically underrepresented and underserved communities. The Community Advisory Group will develop recommendations on key issues to ensure that program outcomes reflect community needs, values and priorities.



## Key goals of our community engagement

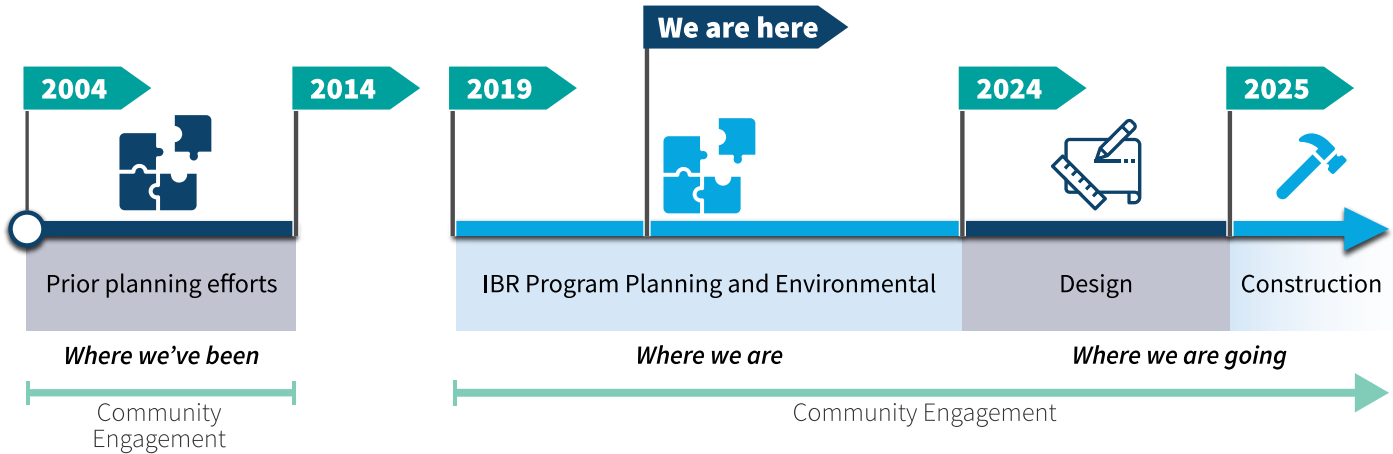
- ▶ Seek feedback from a diverse range of stakeholders
- ▶ Include underrepresented and/or underserved populations
- ▶ Embrace innovation
- ▶ Minimize barriers to engagement
- ▶ Demonstrate accountability through transparency and feedback
- ▶ Establish credibility and trust with stakeholders and the community
- ▶ Provide opportunities to meaningfully shape program work

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**The program is planning numerous activities throughout 2021** to seek public feedback and engage the community in a variety of ways. The program will meet you where you are - let us know if you would like to schedule a briefing with your organization. Please visit [www.interstatebridge.org](http://www.interstatebridge.org) for updates and to connect with us.

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# Program timeline



## How to stay engaged with us



### GET EMAIL UPDATES

- ▶ [Sign up](#) for our monthly e-newsletter and periodic email updates

### PROVIDE FEEDBACK

- ▶ Use our online [comment form](#)
- ▶ Email us at [info@interstatebridge.org](mailto:info@interstatebridge.org)
- ▶ Call our program office at
  - 360-859-0494 (Washington)
  - 503-897-9218 (Oregon)
  - 888-503-6735 (toll-free)

### VISIT THE WEBSITE

- ▶ Regularly check the IBR program website at [www.interstatebridge.org](http://www.interstatebridge.org)

### FOLLOW US

- ▶ Follow us on Twitter, Facebook, and Instagram



### OREGON

For ADA (Americans with Disabilities Act) or Civil Rights Title VI accommodations, translation/interpretation services, or more information call 503-731-4128, TTY 800-735-2900 or Oregon Relay Service 7-1-1.

### WASHINGTON

Accommodation requests for people with disabilities in Washington can be made by contacting the WSDOT Diversity/ADA Affairs team at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll-free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO) Title VI Coordinator by contacting (360) 705-7090.

## COMMUNITY ADVISORY GROUP MEMBERS

Draft: 1/21/2021

This document will be updated and re-sent with member photos and bios prior to the second CAG meeting.

### MEMBERS

- Michelle Brewer, Vice President – Human Resources + Facilities, Zoominfo - Columbia River Economic Development Council
- Sheri Call, Executive Vice President - Washington Trucking Association
- Robert Camarillo - Oregon State Building and Construction Trades Council
- Randali Desantos-Benromdhane – Community member
- Dr. Karin Edwards, President - Clark College
- Thomas W. Gentry – Community member
- Sarah Hall – Community member
- Dena Horton, Governmental Relations Manager - Pacific Northwest Waterways Association
- Bill Iyall, former Chairman – Cowlitz Indian Tribe
- Jana Jarvis, President / CEO - Oregon Trucking Association
- Michael Kelly, Director of Transportation - Human Services Council
- Sam Kim – Community member
- Michael Martin-Tellis - Vancouver Neighborhood Association/Neighborhood Traffic Safety Alliance
- Marcus Mundy, Executive Director - Coalition of Communities of Color
- Javier Navarro, Owner, State Farm Insurance - League of United Latin American Citizens (LULAC)
- Diana Nunez, Executive Director - Oregon Environmental Council
- Kevin Perkey, Chief Executive Officer - Workforce Southwest Washington
- Irina Phillips – Community member
- Bill Prows, Director of Business Development / Events - Oregon Association of Minority Entrepreneurs
- Robin Jay Richardson – Community member
- Mark Riker, Executive Secretary - Washington State Building and Construction Trades Council



- Jimmy Rotharmel – Community member
- Ashton Simpson, Executive Director - Oregon Walks
- Jeffrey Temple, Director of Corporate Affairs - Fred Meyer
- Jasmine Tolbert, President - Vancouver NAACP
- Martha Wiley - Public transit representative WA
- Mikaela Williams – Community member
- TBD - Confederated Tribes of Grand Ronde Tribe
- TBD - Native American Youth and Family Center
- TBD - Neighborhood Association
- TBD - Portland Business Alliance
- TBD - Public transit representative OR

DRAFT

# COMMUNITY ADVISORY GROUP (CAG) PROPOSED FRAMEWORK

## PURPOSE

The Community Advisory Group (CAG) for the Interstate Bridge Replacement (IBR) program will provide input and feedback reflective of the community's needs, issues and concerns for the replacement of the Interstate 5 Bridge. The CAG will be a forum for community dialogue with a commitment to meaningful, two-way feedback. The program outcomes will be influenced by the advice and feedback of the CAG. The CAG will be led by two co-chairs, one representing each state, and will include a diverse and inclusive membership with balanced representation of both Washington and Oregon.

The CAG will advise the IBRP on program topics of concern to the community, such as program vision and values, purpose and need, community engagement strategies, the development of program performance measures, transportation demand management, locally preferred alternative development, high capacity transit modes, multimodal river crossing structures, finance plan strategies, and more. The CAG is critical to a comprehensive community engagement strategy to ensure ongoing, extensive, intentional, and inclusive public dialogue throughout program development. The CAG charge will be reviewed and reconsidered when the Program is nearing NEPA completion.

## MEMBERSHIP

- Two co-chairs identified by ODOT and WSDOT, with validation from partner agencies.
- To ensure diverse community representation, members will be selected through a process including both nominations and applications.
- Around 80% of members will live in the Southwest Washington / Portland Metro Region.
- The CAG will include approximately 25 members. All efforts will be made to ensure a diverse range of perspectives, including identifying individuals that represent more than one interest.
- Five members of the CAG will be at-large positions considered through an application process.
- When members are selected, it will be clearly identified whether they are acting as an individual representative or on behalf of an organization.
- Organizations participating will have the opportunity to replace members if a member resigns by meeting the selection criteria.
- Individuals that resign will be replaced through an application process.
- CAG members will be from both states and come from a variety of stakeholder groups, which may include some of the following:
  - Environmental (climate action, environmental justice)
  - Historic (National Parks Service-Fort Vancouver)
  - River Interest
  - Neighborhood(s) in Southwest Washington and North/Northeast Portland
  - Trucking / Freight

November 30, 2020

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- Civic / Professional / Economic Development
- DBE / Minority contractors
- Contractor / AGC
- Community Based Organizations (CBOs)
- Social Services / Non-Profit
- Education
- Business Organizations
- BIPOC-led organization
- Tribal
- Labor
- Active Transportation
- Transit Dependent
- Tourism
- Art Community

## MEMBERSHIP ELIGIBILITY CRITERIA

Member eligibility criteria will be used to guide the identification of candidates for CAG membership consideration. Members will be selected by the IBRP team in coordination with regional partner agencies.

Applicants should have demonstrated ability to:

- Work together in a collaborative and constructive way to advance the best possible bridge replacement project for I-5
- Learn about the transportation issues facing the region, and be interested in the project
- Embrace program values of transparency, equity in transportation, listening to understand, and active participation in meetings
- Be engaged / interested in the project
- Seek solutions through consensus
- Create a two-way dialogue with their constituents if specifically representing a stakeholder group or organization

The group as a whole should be made up of:

- Communities of concern (i.e. communities of color, low-income, older adults, people with disabilities, Limited English Proficient)
- Those who are regular users of the existing Interstate Bridge
- Those impacted by the program
- A representative cross-section of the community with users of the regional network (business or industry) including representation of economic considerations along parallel routes including or such as the I-205 corridor, regionally impacting travel patterns (commuter), and diverse ages (youth perspective).
- Balanced representation from both Washington and Oregon

## ADVISORY GROUP STRUCTURE

The Community Advisory Group will work directly with the IBRP team and future working groups. The CAG co-chairs will provide input and advice from the CAG to the Executive Steering Group (ESG) by serving as members on the ESG. Two additional seats are available, as needed, for CAG co-chairs to invite other CAG members to provide updates, participate in information-sharing, and offer additional context or perspectives on CAG activities and advice.

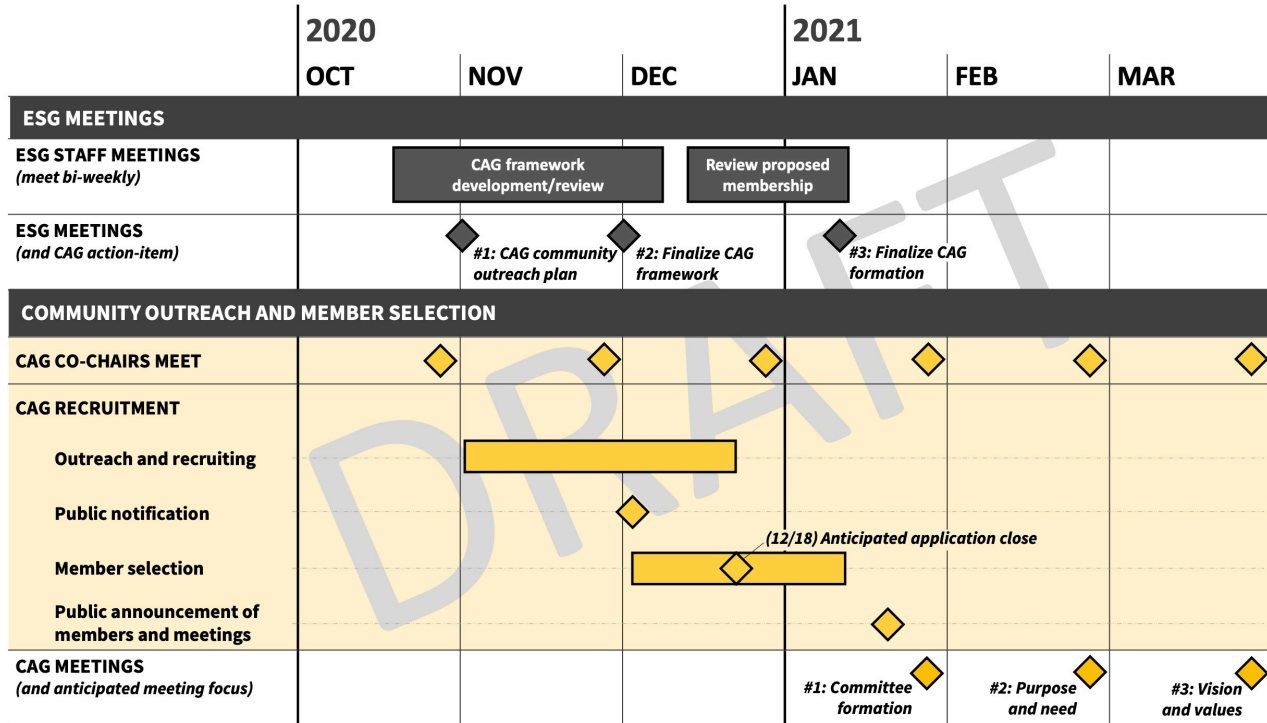
## MEETINGS

- The CAG will host regular meetings. It is anticipated the CAG will initially meet monthly lasting 2 – 3 hours.
- Once health guidelines no longer necessitate virtual meetings, in-person meetings will be held in the Portland-Vancouver metro area and will rotate between states.
- All meetings will be open to the public and will include an opportunity for public input.
- Program plans to reimburse CAG members for their participation; logistical details are being finalized.
- Translation of materials, interpretation services and other ADA accommodations will be provided at meetings, as needed.
- Topical subgroups may be formed, as needed, to more fully explore specific subjects under the CAG's purview. These subgroups will report to the full CAG, be comprised of representative community members, and sunsetted after the topic of interest has been addressed.



November 30, 2020

## Activating the Community Advisory Group



v3b, 10/07/2020

## SELECTION / APPLICATION PROCESS

### *Beginning early November*

- A CAG recruitment team will be formed with experience recruiting diverse and broad community members.
- Nomination forms / recruitment flyers will be widely distributed. We will seek support and assistance from our ESG partners to utilize their outreach channels to publicize this opportunity.
- Invitations will be sent to potential CAG members to participate in informational sessions with program staff / CAG Co-Chairs and interested applicants.
- Following initial information session, an individual may decide to complete a CAG application and / or community member may be recommended for appointment.
- Community members may also apply directly for a community-at-large position.
- All applicants, whether recruited, nominated or self-interested, must apply by Dec. 18, 2020.
- Members will be screened using the eligibility criteria during both the written application and small group conversation.
- CAG membership will be shared with ESG members prior to appointment.

## IBR CAG AND EAG CONTACTS

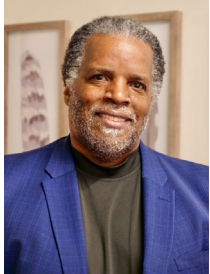

Photo	Name and Title	Bio
	<p><b>Greg Johnson</b>, IBR Program Administrator</p>	<p>Gregory “Greg” C. Johnson is the program administrator for the Interstate Bridge Replacement (IBR) program. In his role, Johnson jointly represents both the Oregon Department of Transportation (ODOT) and the Washington Department of Transportation (WSDOT) to lead the bi-state IBR program in replacing the aging Interstate Bridge across the Columbia River with a seismically resilient, multimodal structure that provides improved mobility for people, goods and services.</p> <p>Greg is a licensed professional engineer with a Bachelor of Science in Civil Engineering from the University of Michigan and a Masters of Public Administration from Western Michigan University. Most recently, he served as a Senior Vice President at WSP USA, one of the nation’s largest engineering firms, as the National Director for Construction Management &amp; Services in Michigan. Prior to working in the private sector, he served as the State Highway Administrator for the Maryland Department of Transportation, and as the Deputy Director for the Michigan Department of Transportation.</p> <p>Greg assumed his position with the IBR program in July 2020, having moved to the Portland metropolitan area from Michigan. He is leading the IBR program using a transparent, data-driven process that prioritizes equity, inclusion, and two-way communication with the public.</p>
	<p><b>Lynn Valenter</b>, Community Advisory Group Co-chair (WA)</p>	<p>Lynn Valenter is Vice Chancellor for Finance and Operations at Washington State University Vancouver, where she has responsibility for the university’s budget and accounting, capitol planning and development, dining services, facilities operations, human resource services, and public safety. Her Board service includes Camas Civil Service, Greater Portland, Inc., and the Columbia River Economic Development Council. Lynn holds a Master of Business Administration from Washington State University and a Bachelor of Science in Hotel Administration from Cornell University.</p>

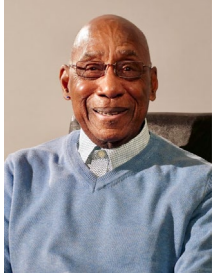



Photo	Name and title	Bio
	<p><b>Ed Washington,</b> Community Advisory Group Co- chair (OR)</p>	<p>Ed Washington is the Director of Outreach &amp; Community Engagement in the Global Diversity and Inclusion division for Portland State University. He has served as an adjunct professor for Portland Community College. Ed was the first African-American elected to the Metro Council where he served from 1991 – 2011. He has contributed to Metro He previously held positions at U.S. West Communications, Continental Airlines, and Portland Public Schools. Ed holds a Bachelor of Science from Portland State University. As a boy, Ed moved to Vanport, Oregon and lost his home and possessions in the 1948 flood.</p>
	<p><b>Johnell Bell,</b> Community Advisory Group Co- facilitator &amp; Chief Equity Advisor</p>	<p>Johnell Bell is the Chief Equity Officer for the Interstate Bridge Replacement Program and President/Founder of Espousal Strategies, LLC. He has spent over 16 years in public policy, government affairs, equity, contracting, and community engagement. Johnell served as Field Director for United States Senator Jeff Merkley from 2015-2019 and Director of Diversity &amp; Transit Equity at TriMet from 2011-2015.</p> <p><a href="mailto:johnell.bell@interstatebridge.org">johnell.bell@interstatebridge.org</a></p>
	<p><b>Lisa Schauer,</b> Community Advisory Group Co- facilitator &amp; Communications Lead</p>	<p>Lisa is the IBR Communications Lead for the program’s GEC team. She works hand in hand with Kimberly Pincheria and Meghan Hodges to lead our communications program. She is the President of PointNorth Consulting, a strategic communications and organizational development firm in Vancouver, Washington. Lisa previously lead a regional civil engineering and construction management firm where she was a major shareholder serving as Senior Vice President and Chief Operating Officer.</p> <p><a href="mailto:lisa.schauer@interstatebridge.org">lisa.schauer@interstatebridge.org</a></p>

Photo	Name and title	Bio
 A portrait photograph of Roberta Hunte, a Black woman with braided hair, wearing a patterned jacket and a blue scarf, smiling at the camera.	<b>Roberta Hunte,</b> Equity Advisory Group Facilitator	<p>Roberta Hunte is a facilitator, researcher, educator, mother, and cultural worker. She is an Assistant Professor in Child, Youth and Family Studies at Portland State University and facilitates workshops on equity, diversity and inclusion. Roberta is a collaborator on the play We are BRAVE, My Walk Has Never Been Average, and the short film Sista in the Brotherhood, the latter two projects are informed by her research on Black tradeswomen. Her focus areas are Black women in the building trades, the impacts of racism-related stress on Black maternal health, Reproductive Justice, and higher education access for adult learners of color. She is a board member for Partnership for Safety and Justice.</p> <p><a href="mailto:rhsuzette@gmail.com">rhsuzette@gmail.com</a></p>



# IBR EQUITY ADVISORY GROUP (EAG) FRAMEWORK

## PURPOSE

The Interstate Bridge Replacement (IBR) program will consider the needs of historically underrepresented and underserved communities and the barriers those communities face so that the project improves access to jobs, goods, services, and key destinations while supporting community development goals. The Equity Advisory Group (EAG) helps fulfill IBRP Leadership’s commitment to prioritize equity throughout the course of the project. The EAG will monitor and provide guidance on equity considerations throughout project in all elements. They will make recommendations to the IBR program Administrator regarding the project’s processes, policies, and decisions that have the potential to impact communities of concern (either positively or negatively).

## WORKING DEFINITIONS

“Equity” for transportation projects is the just and proportional allocation of burdens and benefits within a transportation system. Systemic disparities exist in our transportation system and it is important to recognize that past decisions have continued to disproportionately harm the most vulnerable users of our transportation system. The EAG will develop a project-specific definition of equity that considers equity in terms of both *process* and *outcomes*.<sup>1</sup>

**Process equity** means that the planning process, from design through to post-implementation monitoring and evaluation, actively and successfully encourages the meaningful participation of individuals and groups from historically underrepresented and underserved communities.

**Outcome equity** means that the IBRP will acknowledge existing inequities and will strive to prevent historically underrepresented and underserved communities from bearing the burden of negative effects that directly or indirectly result from the project, and will further seek to improve overall transportation affordability, accessible opportunity, and community health.

## CHARGE

- Develop a working definition of “equity” for the project, building upon existing efforts like the I-5/205 toll program.

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<sup>1</sup> Based largely on I-5 and I-205 Toll Projects “Equity Framework” (October, 2020) see:  
[https://www.oregon.gov/odot/tolling/Documents/Draft\\_Toll\\_Projects\\_Equity\\_Framework\\_100220\\_clean.pdf](https://www.oregon.gov/odot/tolling/Documents/Draft_Toll_Projects_Equity_Framework_100220_clean.pdf)

- Identify outcomes in support of this definition and advise on the development of metrics/indicators to define program success and prepare for the NEPA analysis.
- Frame the historical context, i.e. tribal communities, Vanport, I-5 construction, gentrification, and displacement, etc.
- Recommend strategies for how the IBRP can advance regional equity goals
- Consult on and provide on-going support for the implementation of the IBRP community engagement strategy
- Advise on mitigation strategies (NEPA), financing implications, bridge and roadway design

## MEMBERSHIP

Membership consists of equity leads from partner jurisdictions, representatives of community based organizations, and community members with an interest in transportation equity, including those who have limited transportation options.

- Equity practitioners from jurisdictional partners
  - ODOT
  - WSDOT
  - TriMet
  - C-Tran
  - Metro
  - RTC
  - City of Portland
  - City of Vancouver
  - Port of Vancouver
  - Port of Portland
- Representatives of community-based organizations
  - Climate justice advocacy
  - BIPOC-serving non-profits
  - Affordable housing
  - Civil rights
  - Disability rights
- Community members, selected by an application process

## TIMELINE

The EAG will meet at least monthly beginning in late January 2021 and continuing throughout the course of the program (expected duration of 6-10 years). Members are appointed for two year terms, with an option to continue serving thereafter.

# Joint Interim Committee on the Interstate 5 Bridge

DRAFT: 01/15/2021

## Washington Senators



**Sen. Annette Cleveland**  
*Committee Co-Chair*  
49th Legislative District



**Sen. Steve Hobbs**  
44th Legislative District



**Sen. Ann Rivers**  
*Republican Caucus Chair*  
18th Legislative District



**Sen. Lynda Wilson**  
*Committee Co-Chair*  
17th Legislative District

## Washington Representatives



**Rep. Jake Fey**  
27th Legislative District



**Rep. Paul Harris**  
*Minority Caucus Chair*  
17th Legislative District



**Rep. Brandon Vick**  
*Committee Co-Chair*  
18th Legislative District



**Rep. Sharon Wylie**  
*Committee Co-Chair*  
49th Legislative District

## Oregon Senators



**Sen. Lee Beyer**  
*Committee Co-Chair*  
6th Legislative District



**Sen. Brian Boquist**  
12th Legislative District



**Sen. Lynn Findley**  
30th Legislative District



**Sen. Lew Frederick**  
22nd Legislative District

## Oregon Representatives



**Rep. Susan McLain**  
*Committee Co-Chair*  
29th Legislative District



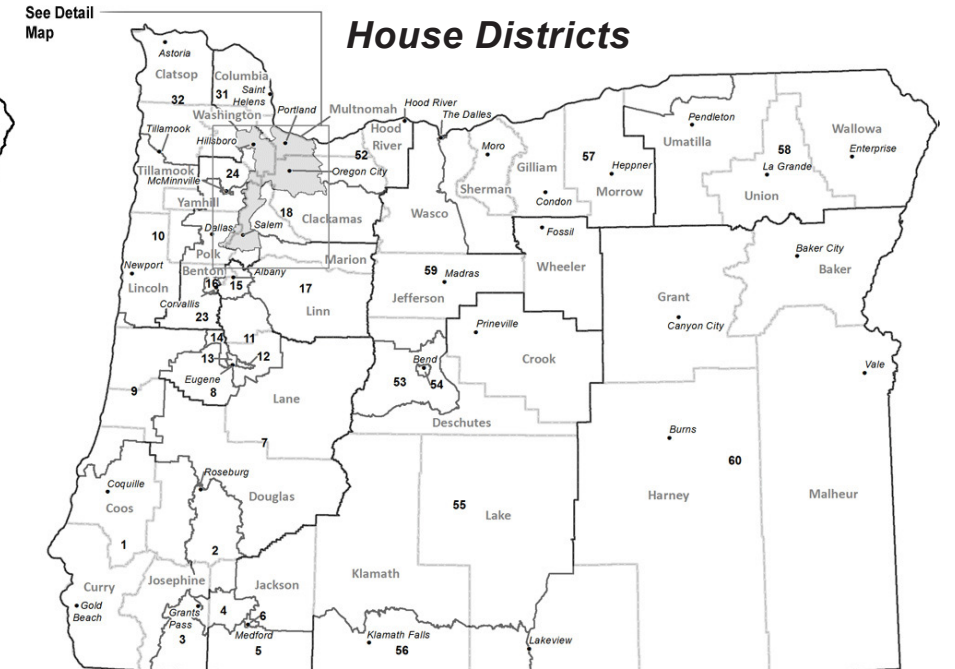
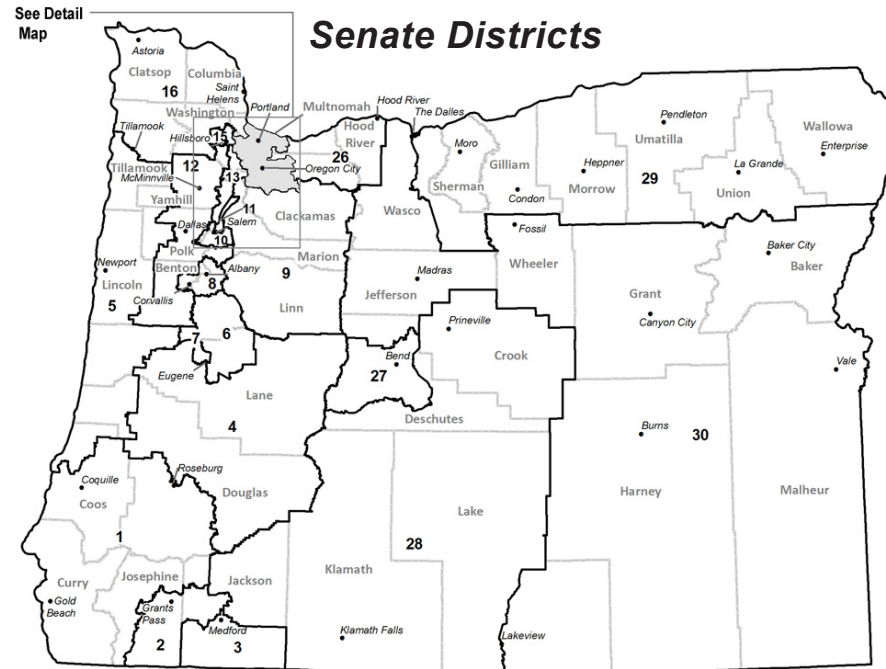
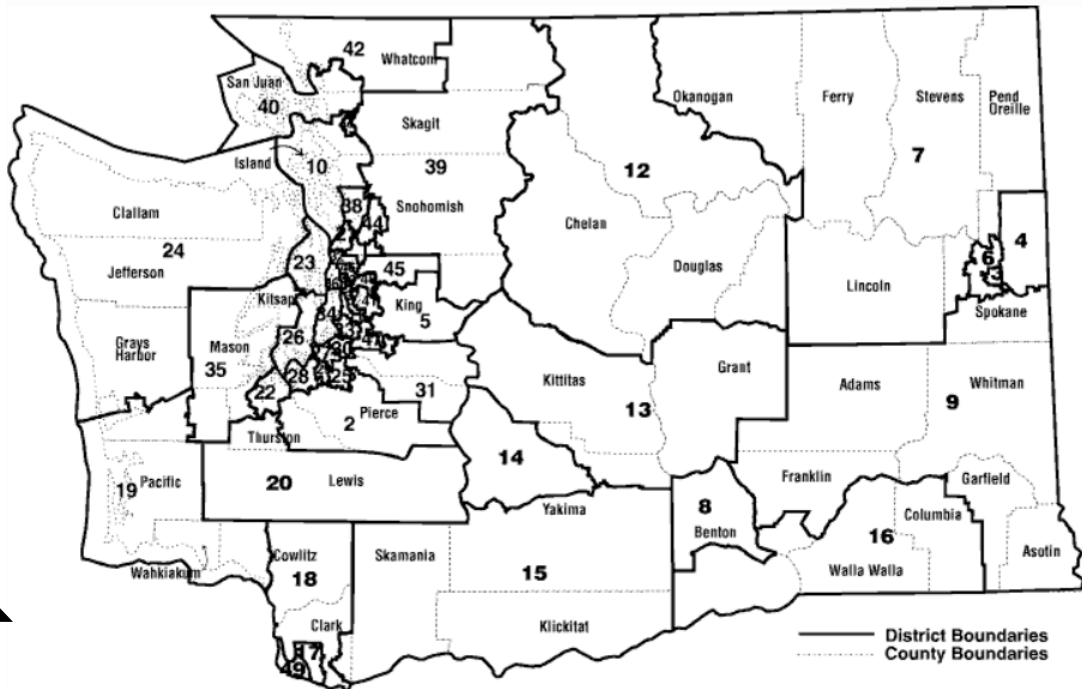
**Rep. Shelley Boshart Davis**  
15th Legislative District



**Rep. Karin Power**  
41st Legislative District



**Rep. Greg Smith**  
57th Legislative District







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Title VI Notice to Public: It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7090.

## EXECUTIVE STEERING GROUP

Agency	Member and title	Photo	Alternate
Oregon Department of Transportation (ODOT)	Kris Strickler, Director		Brendan Finn, Office of Urban Mobility Director
Washington State Department of Transportation (WSDOT)	Roger Millar, Secretary		Carley Francis, SW Region Administrator
TriMet	Doug Kelsey, General Manager		JC Vannatta, Public Affairs Director
C-TRAN	Shawn Donaghy, CEO		Monica Fowler, Deputy CEO
Oregon Metro	Lynn Peterson, Council President		Mary Nolan, Metro Councilor
Southwest Washington Regional Transportation Council	Scott Hughes, Board Chair		Matt Ransom, Executive Director
City of Portland	Ted Wheeler, Mayor		Sonia Schmanski, Deputy Chief of Staff and Chris Warner, PBOT Director
City of Vancouver	Anne McEnery-Ogle, Mayor		Eric Holmes, City Manager



Agency	Member and title	Photo	Alternate
Port of Portland	Kristen Leonard, Chief Public Affairs Officer		Ivo Trummer, State Affairs Manager
Port of Vancouver	Julianna Marler, CEO		Jack Burkman, Commissioner
Community Advisory Group Co-chair (WA)	Lynn Valenter		N/A
Community Advisory Group Co-chair (OR)	Ed Washington		N/A

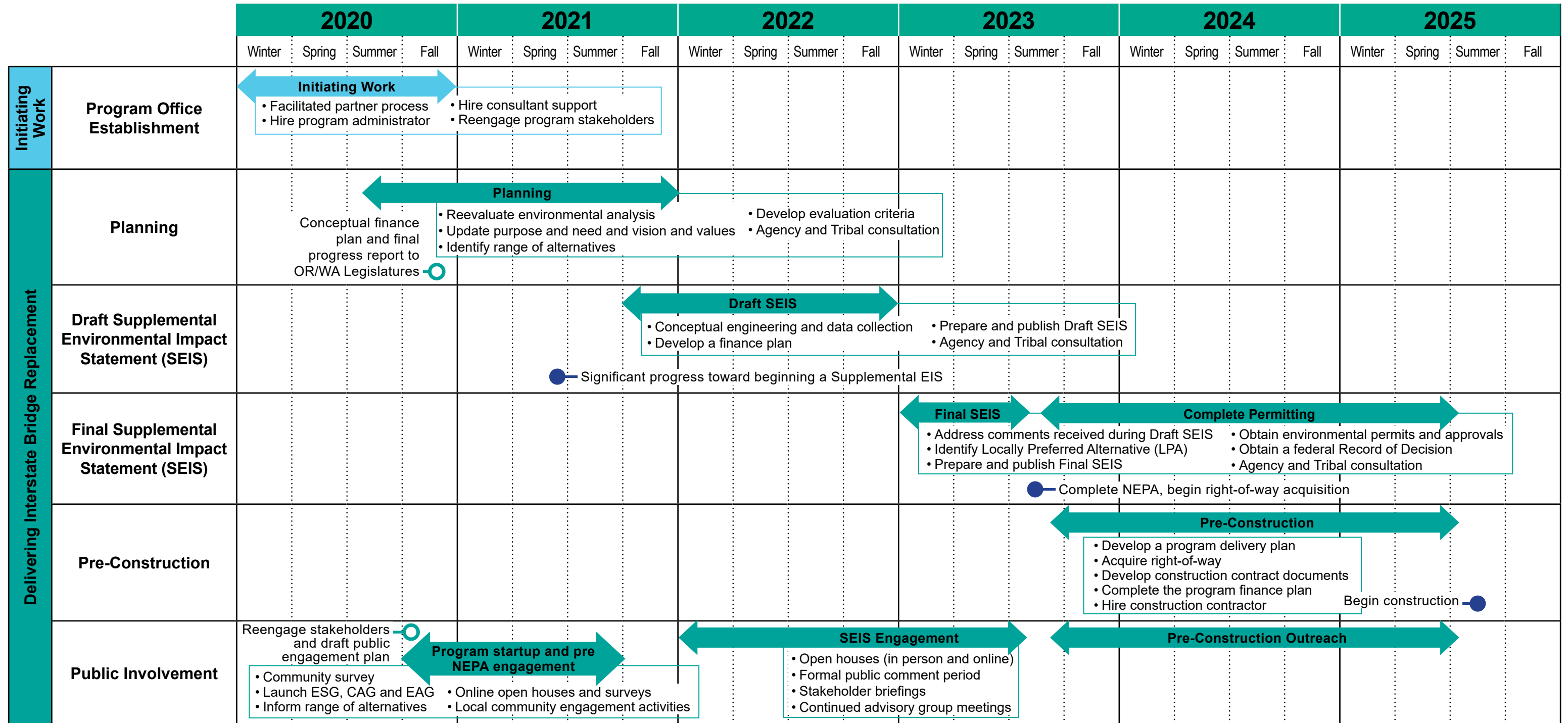
## PROGRAM LOCATION





# Interstate Bridge Replacement Program Timeline

DRAFT: 01/19/2021



**KEY** ○ Legislative Milestone ● Milestone Submitted to FHWA

**NOTE:** All milestones shown are contingent upon funding and bi-state agreement. FHWA milestones were submitted by ODOT/WSDOT as part of the 2019 federal repayment extension request. FHWA extended the repayment deadline to September 30, 2024.

**OREGON**

For ADA (Americans with Disabilities Act) or Civil Rights Title VI accommodations, translation/interpretation services, or more information call 503-731-4128, TTY 800-735-2900 or Oregon Relay Service 7-1-1.

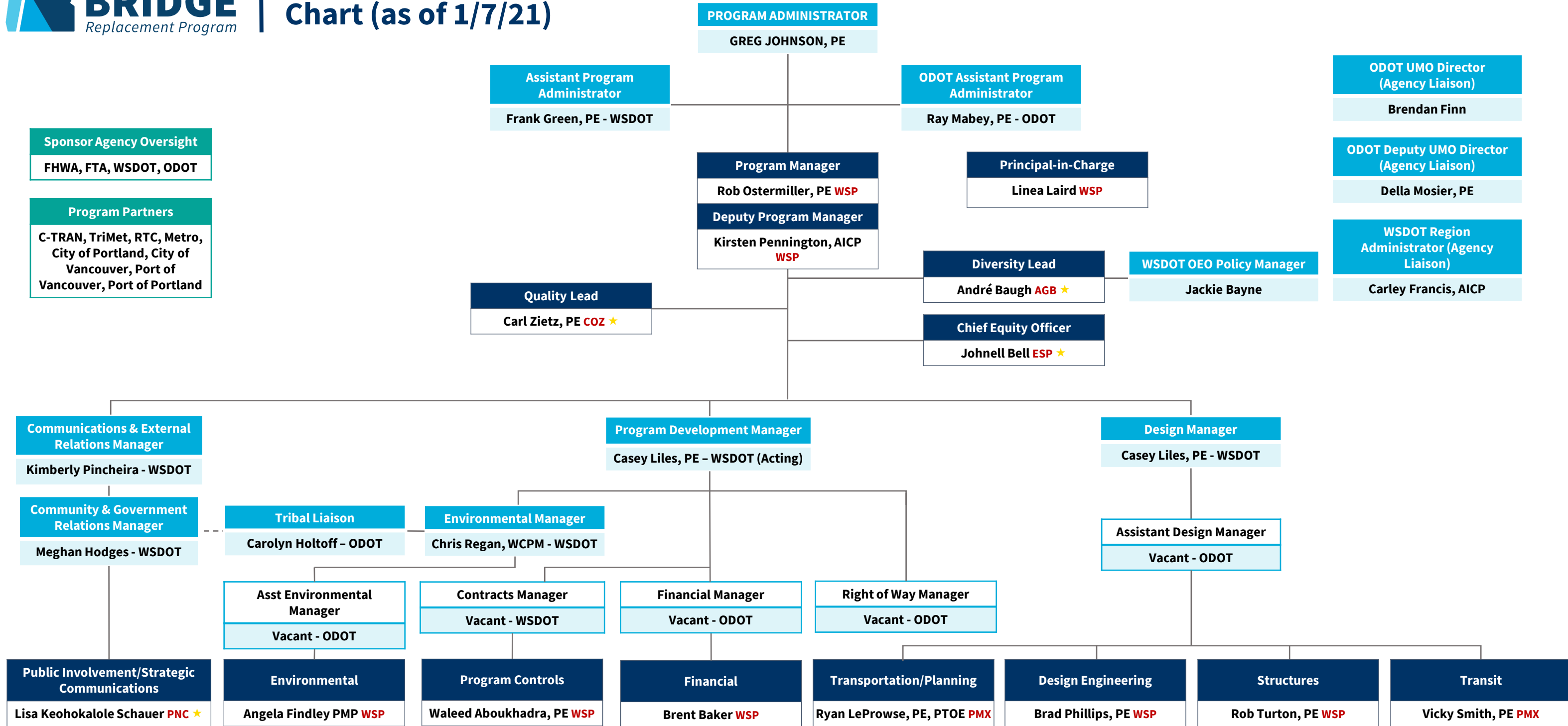
**WASHINGTON**

Americans with Disabilities Act (ADA) Information: This material can be made available in an alternate format by emailing the Office of Equal Opportunity at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free, 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

Title VI Notice to Public: It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at (360) 705-7090.



# Organization Leadership Chart (as of 1/7/21)



★ DBE Partner  
Team Firms (specific personnel resources to be added as needed to support program tasks)

- |                                       |   |   |  |                                    |
|---------------------------------------|---|---|--|------------------------------------|
| <b>WSP</b> WSP USA                    | <b>ENV</b> EnviroIssues ★                 | <b>LAP</b> LEEKA, Architecture & Planning ★           | <b>S&amp;W</b> Shannon & Wilson          | <b>WML</b> The Winning Mark        |
| <b>PMX</b> Parametrix                 | <b>ELS</b> Epic Land Solutions ★          | <b>NRC</b> Tom K. Iverson Natural Resource Consulting | <b>SCS</b> Stantec Consulting Services   | <b>WWR</b> Wolfe Water Resources ★ |
| <b>ACS</b> Armeni Consulting Services | <b>ESP</b> Espousal Strategies ★          | <b>OEI</b> O'Bunko Engineering ★                      | <b>SMS</b> Steven M. Siegel              | <b>ZGF</b> ZGF Architects          |
| <b>AGB</b> Group AGB ★                | <b>GKM</b> GKM dba/Amico Public Relations | <b>OTT</b> Ott-Sakai & Associates ★                   | <b>TCC</b> TCC & Associates ★            |                                    |
| <b>APD</b> Alta Planning + Design     | <b>IML</b> IML Services ★                 | <b>PKS</b> PKS Intl. ★                                | <b>TTC</b> Thuy Tu Consulting ★          |                                    |
| <b>COZ</b> Cooper Zietz (Akana) ★     | <b>K&amp;W</b> Kearns & West              | <b>PNC</b> Point North Consulting ★                   | <b>TRI</b> Triunity ★                    |                                    |
| <b>EDL</b> Emerio Design ★            | <b>KAL</b> Knight Architects              | <b>ROL</b> RhinoOne ★                                 | <b>WCR</b> Willamette Cultural Resources |                                    |

Note: This is a functional organizational chart as of 1/08/21 and does not denote all program team positions or necessarily indicate specific hierarchy. Vacant positions noted above will be pursued by the program as work progresses.



## GLOSSARY OF TERMS

Term	Definition
Active Transportation	Human-powered modes of transportation, such as walking, biking, or using a wheelchair.
BLSC	<p>Bi-State Legislative Committee, a panel composed of eight Washington and eight Oregon legislators who provide the IBR program guidance and feedback on key program decisions.</p> <p>Washington legislative members:</p> <ul style="list-style-type: none"> <li>• Co-Chair, Senator Annette Cleveland</li> <li>• Representative Jake Fey</li> <li>• Representative Paul Harris</li> <li>• Senator Steve Hobbs</li> <li>• Senator Ann Rivers</li> <li>• Co-Chair, Representative Brandon Vick</li> <li>• Co-Chair, Senator Lynda Wilson</li> <li>• Co-Chair, Representative Sharon Wylie</li> </ul> <p>Oregon legislative members:</p> <ul style="list-style-type: none"> <li>• Co-Chair, Senator Lee Beyer</li> <li>• Senator Brian Boquist</li> <li>• Senator Lynn Findley</li> <li>• Senator Lew Frederick</li> <li>• Representative Shelly Boshart Davis</li> <li>• Representative Greg Smith</li> <li>• Co-Chair, Representative Susan McLain</li> <li>• Representative Karin Powers</li> </ul>
BRT	Bus Rapid Transit, a term for bus-based transit systems that deliver fast and efficient service that <i>may include</i> dedicated lanes, busways, traffic signal priority, off-board fare collection, elevated platforms and enhanced stations. They are usually larger and can carry more riders per vehicles than standard busses. Bus Rapid Transit currently runs in several corridors throughout Clark County, and is operated by C-Tran.
CAG	Community Advisory Group, a group of community members from the greater Portland and Vancouver region that provides advice and recommendations to the Executive

Term	Definition
	Steering Group and IBR program administrator on issues of importance to the community.
CBO	Community-Based Organizations, groups representing varied local interests and concerns, such as the environment, business, labor, social services, affordable housing, recreation, transit, etc.
Community engagement	The IBR program’s ongoing efforts to hear community concerns, values and interests, maintain open, two-way communications, and reflect community interests in key program decisions.
Community Survey	A data-driven IBR public survey of diverse community members and organizations to assess public concerns and interests related to the region’s transportation system.
CRC	Columbia River Crossing, a 2005-2014 multimodal project conducted by the states of Oregon and Washington that studied options for replacing the Interstate Bridge. The project completed the federal environmental review process and reached a Record of Decision on a locally preferred alternative. It did not move into construction due to lack of funding.
DEI	Diversity, Equity, and Inclusion, core values of the IBR program.
Disability	Defined by the Americans with Disabilities Act (ADA) as a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment.
Diversity	Includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from one another.
Demographics	Statistical data relating to the population and particular groups within it. The IBR program uses demographic data to understand the general characteristics and geographic locations of communities potentially affected by the program, and to inform community engagement strategies.

Term	Definition
DOT	Department of Transportation – Washington (WSDOT) and Oregon (ODOT)
EIS	Environmental Impact Statement, a document that outlines the effects a proposed project has on the surrounding natural and built environment; it describes ways to reduce or mitigate those effects.
ESG	Executive Steering Group, a panel of representatives from regional partner agency and Community Advisory Group co-chairs that provides guidance and recommendations on key IBR program development issues.
EAG	Equity Advisory Group, a diverse group of community members who will make recommendations to IBR program leadership regarding processes, policies and decisions that potentially could affect historically underrepresented and underserved communities.
Environmental Justice (EJ)	<p>US Dept. of Transportation (DOT) definition: The fair treatment and meaningful involvement of all people, regardless of race, ethnicity, income, national origin, or educational level with respect to the development, implementation and enforcement of environmental laws, regulations and policies.</p> <p>The DOT’s guiding EJ principles are:</p> <ul style="list-style-type: none"> <li>• To ensure the full and fair participation by all potentially affected communities in the transportation decision-making process;</li> <li>• To avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority or low-income populations; and</li> </ul> <p>To prevent the denial of, reduction in, or significant delay in the receipt of benefits by minority or low-income populations.</p>
Equity	A core value for the IBR program centered on elevating the voices of historically marginalized communities and ensuring they can realize the program’s economic and transportation benefits, and not suffer further harm from transportation decisions. Broadly, equity is achieved when one’s identity cannot predict the outcome. It is the

Term	Definition
	absence of inequities and injustices in social sectors that are required for all to thrive, and it is both an outcome and a process.
Equity vs. Equality	<p>Equity involves trying to understand and give people what they need to enjoy full, healthy lives. Equality, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives. Like equity, equality aims to promote fairness and justice, but it can only work if everyone starts from the same place and needs the same things.</p> <p><i>–Annie E. Casey Foundation</i></p>
ESA	Endangered Species Act, a 1973 federal law designed to protect threatened and endangered species of fish, wildlife and plants.
Ethnicity	The fact or state of belonging to a social group that has a common national or cultural tradition.
FAA	Federal Aviation Administration, the agency that regulates air traffic in the U.S.
FHWA	Federal Highway Administration, an agency that supports state and local governments in the design, construction and maintenance of the highway system.
FTA	Federal Transit Administration, an agency that provides financial and technical assistance to local public transit systems, including bus, subway, light rail, commuter rail, trolley and ferry systems. The FTA also oversees safety measures.
HCT	High-Capacity Transit, a term that encompasses different transit options, such as Bus Rapid Transit (BRT) and Light Rail Transit (LRT), that will be explored during alternatives development.
HOV	High-occupancy vehicle, a term for motorized vehicles designed to carry numerous passengers – mainly buses, vanpools and carpools.
HOV lanes	High-Occupancy Vehicle lanes, lanes that are reserved for buses, carpools, vanpools, motorcycles, or any vehicle carrying two or more people. They are typically known as

Term	Definition
	carpool or diamond lanes. in some cases, these restrictions may only be imposed during peak travel times or may apply all day.
I-5	Interstate 5, the main north-south interstate highway on the West Coast that runs through both Oregon and Washington
IBR	Interstate Bridge Replacement program, a joint effort by the states of Oregon and Washington to replace the aging Interstate Bridge over the Columbia River with a modern, seismically resilient, multimodal structure that can reliably serve the Portland-Vancouver region into the next century.
Inclusion	Elimination of barriers that prevent the full participation of all people.
ITT	Immersed tube tunnel, an underwater highway or rail tunnel built off site in segments, then placed onto a riverbed or seabed trench; the trench is backfilled to cover and protect the tunnel.
LRT	Light Rail Transit is a form of high capacity transit that operates in its own fixed guideway and is powered by overhead electrical current. Currently light rail connects Portland City Center with Beaverton, Clackamas, Gresham, Hillsboro, Milwaukie, North/Northeast Portland and Portland International Airport and is operated by TriMet.
LPA	Locally Preferred Alternative, the highest-ranked design solution for improving a transportation system; the LPA is selected with the community after a thorough, lengthy screening process of transportation options.
Micromobility	A term encompassing alternate modes of transportation, including bicycles e-bikes, electric scooters, electric skateboards, shared bicycles, and electric pedal-assisted bicycles
NEPA	National Environmental Policy Act, a 1970 federal law that requires federal agencies to assess and disclose the environmental effects of proposed projects or actions prior to making project decisions.
NHPA	National Historic Preservation Act, a 1966 federal law designed to protect historic, cultural and archaeological sites from development.



Term	Definition
NOI	Notice of Intent, a published document informing the public of an upcoming environmental analysis for a proposed project.
Online Open House	A virtual “meeting,” held online, to provide the public with information and solicit public feedback on a project.
Open house	An in-person meeting for providing the public with information on a project and responding directly, one on one, to questions meeting participants may have.
Partner Agency	<p>Regional partner agencies have a direct role in any future improvements due to their position as an owner, operator, policymaker, regulatory agency or public economic development entity reliant on direct access to operations within the Interstate Bridge area. For IBR, the following public agencies make-up our regional partners:</p> <ul style="list-style-type: none"> <li>TriMet</li> <li>C-TRAN</li> <li>Oregon Metro</li> <li>Southwest Washington Regional Transportation Council (RTC)</li> <li>City of Portland</li> <li>City of Vancouver</li> <li>Port of Portland</li> <li>Port of Vancouver</li> </ul>
Project scoping	The process of identifying and documenting a project’s goals, outcomes, milestones, tasks, costs and timelines.
Purpose and Need	A written statement that identifies the key transportation problems that must be addressed by the IBR program.

Term	Definition
Race	<p>Race is a socially constructed system of categorizing humans largely based on observable physical features (phenotypes), such as skin color, and on ancestry. There is no scientific basis for or discernible distinction between racial categories.</p> <p>The ideology of race has become embedded in our identities, institutions and culture and is used as a basis for discrimination and domination.</p> <p>--Annie E. Casey Foundation</p>
Range of alternatives	<p>A set of preliminary options for project solutions to be analyzed as part of the Supplemental Environmental Impact Statement process.</p>
Regulatory Agencies	<p>Federal, state and local agencies that can monitor and enforce laws and regulations affecting a capital project. For the IBR program, key regulatory agencies include:</p> <p>Washington Department of Ecology</p> <p>Oregon Department of Environmental Quality</p> <p>Regional Native American tribes</p> <p>Federal Highway Administration</p> <p>Federal Transit Administration</p> <p>Oregon and Washington State Historic Preservation Office(s) – SHPO</p> <p>U.S. Fish and Wildlife Service</p> <p>National Marine Fisheries Service</p> <p>U.S. Army Corps of Engineers</p> <p>Oregon and Washington departments of Fish and Wildlife</p> <p>Cities of Portland and Vancouver</p> <p>Multnomah County</p> <p>Clark County</p>

Term	Definition
Record of Decision or ROD	A document that records a federal agency’s decision regarding a planned project for which an environmental impact statement was prepared. For the IBR program, the Federal Highway Administration would issue the Record of Decision for a Supplemental EIS.
Screening criteria	A set of transportation components used to evaluate and score the effectiveness of various transportation improvement options, usually weighed against a no-build option.
Section 106	A key section of the National Historic Preservation Act that requires federal agencies to evaluate the effects federally funded projects may have on historic properties.
SEIS	Supplemental Environmental Impact Statement, a review of the findings of an existing EIS, including the introduction of new or changed conditions or planned improvement options that have occurred, often years after the prior EIS was completed.
SEPA	State Environmental Policy Act, a Washington state law that identifies and assesses environmental impacts associated with private or public construction projects.
SLG	Staff Level Group is a group of designated staff from each partner agency that meet regularly to help prepare their agencies for the Executive Steering Group (ESG) meetings
TDM	Transportation Demand Management, the application of strategies and policies to reduce travel demand, or to redistribute this demand in time or location to increase overall transportation efficiency
Title VI	Prohibition against exclusion from participation in, denial of benefits of, and discrimination under federally assisted programs on ground of race, color or national origin
Transit Dependent	Describes someone whose only means of transportation is public transit (i.e. TriMet, C-TRAN). It generally refers to those who do not have the choice to drive a personal vehicle, due to income, age, ability, access, and/or legal restrictions. Transit dependence can be a temporary circumstance.

Term	Definition
Vision & Values	A written statement that identifies community values and goals related to potential transportation improvements.



## I-5 Columbia River Crossing Statement of Purpose and Need

### Project Purpose

The purpose of the proposed action is to improve Interstate 5 corridor mobility by addressing present and future travel demand and mobility needs in the Columbia River crossing Bridge Influence Area (BIA). The BIA extends from approximately Columbia Boulevard in the south to SR 500 in the north. Relative to the No-build alternative, the proposed action is intended to achieve the following objectives: a) improve travel safety and traffic operations on the Interstate 5 crossing's bridges and associated interchanges; b) improve connectivity, reliability, travel times and operations of public transportation modal alternatives in the BIA; c) improve highway freight mobility and address interstate travel and commerce needs in the BIA; and d) improve the Interstate 5 river crossing's structural integrity.

### Project Need

The specific needs to be addressed by the proposed action include:

- **Growing Travel Demand and Congestion:** Existing travel demand exceeds capacity in the I-5 Columbia River crossing and associated interchanges. This corridor experiences heavy congestion and delay lasting 2 to 5 hours during both the morning and afternoon peak travel periods and when traffic accidents, vehicle breakdowns, or bridge-lifts occur. Due to excess travel demand and congestion in the I-5 bridge corridor, many trips take the longer, alternative I-205 route across the river. Spillover traffic from I-5 onto parallel arterials such as Martin Luther King Boulevard, and Interstate Avenue increases local congestion. The two crossings currently carry over 260,000 trips across the Columbia River daily. Daily traffic demand over the I-5 crossing is projected to increase by 40 percent during the next 20 years, with stop-and-go conditions increasing to at least 10 to 12 hours each day if no improvements are made.
- **Impaired freight movement:** I-5 is part of the National Truck Network, and the most important freight freeway on the West Coast linking international, national and regional markets in Canada, Mexico and the Pacific Rim with destinations throughout the western United States. In the center of the project area, I-5 intersects with the Columbia River's deep water shipping and barging as well as two river-level, transcontinental rail lines. The I-5 crossing provides direct and important highway connection to the Port of Vancouver and Port of Portland facilities located on the Columbia River as well as the majority of the area's freight consolidation facilities and distribution terminals. Freight volumes moved by truck to and from the area are projected to more than double over the next 25 years. Vehicle-hours of delay on truck routes in the Portland-Vancouver area are projected to increase by more than



90 percent over the next 20 years. Growing demand and congestion will result in increasing delay, costs and uncertainty for all businesses that rely on this corridor for freight movement.

- **Limited public transportation operation, connectivity and reliability:** Due to limited public transportation options, a number of transportation markets are not well served. The key transit markets include trips between the Portland Central City and the City of Vancouver and Clark County, trips between North/Northeast Portland and the City of Vancouver and Clark County, and trips connecting the City of Vancouver and Clark County with the regional transit system in Oregon. Current congestion in the corridor adversely impacts public transportation service reliability and travel speed. Southbound bus travel times across the bridge are currently up to three times longer during parts of the am peak compared to off peak. Travel times for public transit using general purpose lanes on I-5 in the bridge influence area are expected to increase substantially by 2030.
- **Safety and Vulnerability to Incidents:** The I-5 river crossing and its approach-sections experience crash rates nearly 2.5 times higher than statewide averages for comparable facilities. Incident evaluations generally attribute these crashes to traffic congestion and weaving movements associated with closely spaced interchanges. Without breakdown lanes or shoulders, even minor traffic accidents or stalls cause severe delay or more serious accidents.
- **Substandard bicycle and pedestrian facilities:** The bike/pedestrian lanes on the I-5 Columbia River bridges are 6 to 8 feet wide, narrower than the 10-foot standard, and are located extremely close to traffic lanes thus impacting safety for pedestrians and bicyclists. Direct pedestrian and bicycle connectivity are poor in the BIA.
- **Seismic vulnerability:** The existing I-5 bridges are located in a seismically active zone. They do not meet current seismic standards and are vulnerable to failure in an earthquake.

## Task Force Vision and Values Statement

ADOPTED

10-12-05

### PURPOSE

The Columbia River Crossing Task Force Vision and Values Statement provides the foundation for developing criteria and performance measures that will be used to evaluate the I-5 Bridge Influence Area alternatives. The Columbia River Crossing Project NEPA process will include consideration of: crossing infrastructure; multimodal transportation; connectivity; high capacity transit; land use; funding; community and business interests; under-represented, low income and minority communities; commuter and freight mobility; maritime mobility; and the environment.

### VISION

The Columbia River Crossing project will be developed through an inclusive and collaborative process that considers and gives weight to the work of the I-5 Trade and Transportation Partnership and delivers a financially feasible solution that sustains and stimulates a healthy community by addressing its mobility and transportation needs, increasing its business success and family prosperity, protecting its natural resources, and enhancing its quality of life.

### VALUES

The Columbia River Crossing project should reach this vision through:

#### Community Livability

- Supporting a healthy community.
- Supporting a healthy and vibrant land use mix of residential, commercial, industrial, recreational, cultural, and historic areas.
- Supporting aesthetic quality that achieves a regional landmark.
- Recognizing the history of the community surrounding the I-5 bridge influence area, supporting improved community cohesion, and avoiding neighborhood disruption.
- Preserving parks, historic and cultural resources, and green spaces.

#### Mobility, Reliability, Accessibility, Congestion Reduction and Efficiency

- Providing congestion reduction and mobility, reliability, and accessibility for all users, and recognizing the requirements of local, intra-corridor, and interstate movement now and in the future.

- Providing an efficient transportation system through transportation system management, encouraging reduced reliance on single occupant vehicles, incident management, and increased capacity measures.

### **Modal Choice**

- Providing modal choice for users of the crossing, including highway, transit, high-capacity transit, bicycle, and pedestrian modes.

### **Safety**

- Ensuring safety for vehicles (trucks, autos, emergency, and transit), pedestrians, bicyclists, river users, and air traffic at the crossing.

### **Regional Economy; Freight Mobility**

- Supporting a sound regional economy and job growth.
- Enhancing the I-5 corridor as a global trade gateway by addressing the need to move freight efficiently and reliably through the I-5 bridge influence area, and allowing for river navigational needs.

### **Stewardship of Natural and Human Resources**

- Respecting, protecting, and improving natural resources including fish, wildlife habitat, and water quality.
- Supporting improved air quality.
- Minimizing impacts of noise, light, and glare.
- Supporting energy efficiency through design, construction, and use.

### **Distribution of Impacts and Benefits**

- Ensuring the fair distribution of benefits and adverse effects of the project for the region, communities, and neighborhoods adjacent to the project area.

### **Cost Effectiveness and Financial Resources**

- Ensuring cost effectiveness in design, construction, maintenance, and operation.
- Ensuring a reliable funding plan for the project.

### **Bi-State Cooperation**

- Fostering regional cooperation and planning.
- Supporting existing growth management plans in both states.
- Supporting balanced job growth.