## **MEETING AGENDA**



## TUALATIN PARK ADVISORY COMMITTEE February 12, 2019 - 6:00 PM

### Juanita Pohl Center 8513 SW Tualatin Road

A. Call to Orde	Α.	Call	το	UI	raei
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1. Roll Call

#### **B.** Approval of Minutes

1. January 8,2018

#### C. Communication

- 1. Chair
- 2. Staff
- 3. Public

#### D. Old Business

- 1. Mission Statement
- 2. Member Profiles
- 3. Parks System Development Charge Methodology
- 4. Annual Report
- 5. Committee Member Applications
- 6. Project Prioritization Discussion

#### E. New Business

- 1. Master Plan Funding Sources
- 2. Recreation Services
- 3. Park Maintenance
- 4. Park Projects
- F. Future Agenda Items
- **G.** Committee Member Communications
- H. Adjournment

#### **Draft Minutes**



## Tualatin Park Advisory Committee January 8, 2019

#### Juanita Pohl Center 8513 SW Tualatin Road

Members Present: Beth Dittman, Dana Paulino, Valerie Pratt, Christen Sacco,

Anthony Warren, Dennis Wells

**Members Absent:** 

**Staff Present:** Ross Hoover, Parks & Recreation Director

Julie Ludemann, Recreation Manger

Rich Mueller, Parks Planning & Development Manager

**Public Present:** 

#### A. Call to Order

Chair Dennis Wells called the meeting to order at 6:05 pm.

Officers were nominated, and Dennis Wells was elected Chair on a motion from Dana Paulino, and second by Anthony Warren. Beth Ditman was elected as Vice-Chair on a motion from Anthony Warren, and second by Dana Paulino.

#### **B.** Approval of Minutes

The minutes of the December 4, 2018 meeting was unanimously approved, on a motion from Dennis Wells, and second by Beth Dittman.

#### C. Announcements

1. Chair

None

#### 2. Staff

Rich Mueller shared the Balsalt Creek Comprehensive Plan meeting, and volunteer planting at Saum Creek Greenway. Julie Ludemann provided a program and event update. Ross Hoover shared the status of promoting the vacant advisory committee position.

3. Public None

#### D. Old Business

1. TPARK 2019 Goals and Direction

Ross Hoover and Julie Ludemann led discussion on the purpose, goals and future direction of TPARK. Committee members developed the following words and phrases.

The next step is to craft a mission statement that incorporates these ideas, thoughts and aspirations.

#### Who We Are:

- Enthusiastic
- Well-Informed
- Strategic
- Accountable
- Representative
- Advocates

#### What We Do:

- Communicate with community & other committees
- Provide conduit for information to Council & Council recommendations
- Implement a coordinated, strategic approach to designating responsibilities and communication
- Advise staff
- Volunteer

#### Why We Do It:

- To better the community
- Need to do the work to make it better civilian vs. citizen
- To protect, preserve and defend natural areas and parks
- To demonstrate and model support
- To be of service to community give back
- Provide for future generations

#### Other Ideas:

- Joint committee meetings
- Subcommittees
- 2. Parks System Development Charge (SDC) Update

Committee members discussed the upcoming January 14 Council meeting where the Park System Development Charge Methodology final ordinance will be considered.

#### E. New Business

1. Staff 2019 Work Plan

Ross Hoover provided an overview of the staff work plan in 2019, which includes the following:

Recreation Services – program alignment, park use expectations/fees, and updating rental/service provider agreements

Parks Maintenance – asset inventory update, system-wide asset grading/scoring, and Atfalati playground repairs

Parks Planning & Development – funding sources resource/strategy, parks research of acquisition history/encumbrances, and Ibach play area & Commons fountain projects

#### 2. Project Prioritization

The project prioritization criteria was reviewed and a graphic showing the three levels of project evaluation results was shared. There were questions and discussion about the master plan project prioritization sequencing. The projects are dependent upon available

funding sources. Quality parks and facilities are dependent upon funding. The committee asked to see the funding opportunities information at the next meeting.

3. Parks System Development Charge (SDC) Annual Report
Rich Mueller summarized the annual SDC report that goes to Council on January 14.
The annual report shows the total amount of Parks SDC funds collected, and spent in fiscal year 2017-2018.

#### 4. Annual Reports

The 2018 annual TPARK report was discussed, and annual reports from Metro and Tualatin Soil & Water Conservation District were shared.

#### F. Future Agenda Items

#### **G.** Committee Member Communications

At the request of Valerie Pratt, an update on the development application activity for the former RV Park of Portland project was provided.

#### H. Adjournment

Chair Dennis Wells adjourned the meeting at 8:00 pm, on a motion from Valerie Pratt, and second by Anthony Warren.

From: Garet Prior

Subject: Tualatin: Housing and Jobs/Vivienda y Empleo
Date: Wednesday, February 06, 2019 9:36:35 AM

## In 20-years, what housing and jobs will be in Tualatin?

<u>Tualatin 2040</u> is a 20-year look ahead to inform updates to housing and economic data, policies, and regulations.

We need help from the Tualatin-area development community (contractors, engineers, financers, architects, etc.) to let us know how to improve our goals and rules to better achieve the community's vision.

¿Hablas español? Haga clic aquí

Building upon <u>Tualatin Tomorrow</u> (vision setting) and <u>Phase I Tualatin Development Code Improvement Project</u> (code modernization), Tualatin 2040 will take a 20-year look ahead to review and update the Comprehensive Plan and the Development Code. Together these documents, referred to as the <u>Tualatin Development Code</u> (TDC), serve as the legal framework that governs important aspects like housing, jobs, community design, and the environment, which shape Tualatin's future.

### Call to Action!

- Complete a community engagement application by February 18th! Share your thoughts by joining the Community Advisory Committee or stakeholder interviews.
   Read about it and complete the application [<u>English</u> or <u>Español</u>] by February 18th.
- Visit the project website and sign up. The project webpage [Tualatin2040.com] will be the hub for all information. Follow Tualatin's social media (Twitter, Instagram, or Facebook), share posts, forward emails, and when the times comes, show up to City Council to share your opinion.

Thank you and have a good day.

#### Garet S. Prior AICP

Management Analyst II City of Tualatin | Community Development 503.691.3020 | www.tualatinoregon.gov From: Lynette Sanford

Cc: <u>Karen Perl Fox</u>; <u>Steve Koper</u>

Subject: February 2019 (Second Notice): Tualatin 2040

Date: Monday, February 11, 2019 10:04:19 AM

Attachments: image001.png



February 11, 2019

#### Greetings:

Thank you for your interest in the **Tualatin 2040 project.** This project was formerly known as Phase 2 and 3 of the Tualatin Development Code Improvement Project. **Meeting Rescheduled:** The upcoming meeting for the Tualatin 2040 project (Introductory Presentation and Outreach to Advisory Committees) has been **rescheduled to March 12, 2019 at 6:30PM**. Please see the rescheduled meeting details below.

#### **Upcoming Meetings:**

The Tualatin 2040 project will host an Outreach to Advisory Committees Meeting on March 12, 2019 from 6:30PM to 8:30PM. City staff and consultant, Angelo Planning Group, will give an introductory presentation on the Tualatin 2040 project and will seek early input on the project from members of the Tualatin Planning Commission (TPC), Tualatin Arts Advisory Committee (TAAC), Tualatin Park Advisory Committee (TPARK), Architectural Review Board (ARB) and Youth Advisory Council (YAC).

The presentation will provide a broad overview of this long-range planning policy and development code project and will focus on Housing Needs Analysis, Economic Opportunity Analysis, Community Engagement and Policy Identification.

**Meeting location:** Tualatin Police Services Building in the Police Training Room at 8650 SW Tualatin Rd, Tualatin, OR 97062. Materials will be posted one week in advance on the City's website at <a href="https://www.tualatinoregon.gov/meetings">https://www.tualatinoregon.gov/meetings</a>.

The public is invited to attend this meeting. For more information on how to participate in the Tualatin 2040 project, please contact <u>Karen Perl Fox, Senior Long-Range Planner, 503-691-3027 or kperlfox@tualatin.gov.</u>

For information about the Tualatin 2040 project, please go to the project webpage on the City's website at <a href="https://www.tualatinoregon.gov/planning/Tualatin-2040">www.tualatinoregon.gov/planning/Tualatin-2040</a>. Additional information may be found at <a href="https://www.tualatin2040.com">www.tualatin2040.com</a>.

## \* FEE INCREASE\*

Per Tualatin Municipal Code Section 2-6, effective February 1, 2018 the **Water System Development Charge** (SDC) will be increasing. This adjustment is based on the 2019 *Engineering News Record* Construction Cost Index for Seattle, WA. All building permits issued on and after February 1, 2019 pay the new charge.

METER SIZE	METER EQUIVALENT	CURRENT SDC	NEW SDC	
5/8"	1	\$4,428	\$4,645	
3/4"	1.5	\$6,641	\$6,966	
1"	2.5	\$11,069	\$11,611	
1½"	5	\$22,138	\$23,223	
2"	8	\$35,421	\$37,157	
3"	16	\$70,841	\$74,312	
4"	25	\$110,690	\$116,114	
6"	50	\$221,379	\$232,227	
8"	80	\$354,207	\$371,563	
10"	115	\$509,173	\$534,122	

Per Tualatin Municipal Code Section 2-6, the **Parks System Development Charge (SDC)** will be increasing. This charge is assessed to equitably spread the cost of essential park capital improvements to new development. The increase is based on the 2019 *Engineering News Record* Construction Cost Index for Seattle, WA and the change in Average Market Value (AMV) for undeveloped residential land in the Tualatin sub-area for the prior tax year (between January 2017 and January 2018). All residential building permits issued on and after February 1, 2019 pay the new charge.

	2018 SDC	2019 SDC
PARKS SDC- per residential unit	\$5,565	\$5,973

## **TPARK 2018 Annual Report**

## Slide 1 Title Slide

#### Slide 2

#### **Committee Members**

- Dennis Wells, Chair
- Valerie Pratt, Vice-Chair
- Beth Dittman
- Krista Nanton
- Dana Paulino
- Christen Sacco
- Anthony Warren

#### Slide 3

#### **Committee Role**

- Recommend, Advise & Make Suggestions to Council
- Public Engagement, Involvement & Outreach
- Formulate Parks System & Recreation Programs to Serve Community Needs
- Consider City Plans & Projects
- Community Forestry Tree Board

#### Slide 4

#### Recommendations to Council

- Parks & Recreation Master Plan Adoption
- Park System Development Charge Adoption
- Oregon State Parks & Recreation Department Grant for Ibach Park
- Intergovernmental Agreement for School District Field Joint Use
- Parks & Recreation Month Proclamation

#### Slide 5

## Master Plan Public Engagement & Outreach

- Members of Master Plan Project Advisory Committee 5 meetings
- Council Master Plan Presentations & Discussion 10 meetings
- Volunteered or Attended Pop Up Events, Open Houses, Meetings & Events
- Draft Plan Public Engagement -
- Public Involvement (# people, # events, # hours)

#### Slide 6

## **Comprehensive Parks System & Recreation Programs**

- Parks & Recreation Master Plan Update Acceptance
- Ice Age Tonquin Trail Easement Acquisition

- Projects (playground renovation, river erosion control, trails)
- Park Property Acquisition (Jurgens Park expansion)
- Recreation Programs & Services (summer commons & recreation)
- Special & Community Events (Crawfish, Pumpkin Regatta, ArtSplash)
- Park Maintenance Services (volunteer projects, repairs & renovation)

#### Slide 7

#### **Consider City Plans and Projects**

- Parks and Recreation Master Plan
- Basalt Creek Concept Plan
- Ice Age Tonquin Trail
- Capital Improvement Plan
- Tualatin Tomorrow
- Transient Lodging Tax
- Clean Water Services Interceptor & Siphon Project

#### Slide 8

#### **Parks & Recreation Master Plan**

- Community Outreach Themes
- Vision, Values, Mission, Goals, Objectives & Recommendations
- Project Prioritization Criteria & Project Cost Matrix
- Funding Sources
- System Development Charge Methodology
- Draft Plan Public Engagement
- Plan Implementation
- Plan Review, Recommendation & Adoption

#### Slide 9

#### Tree Board Recommendations

- Arbor Week Presentation & Proclamation
- Tree City USA Presentation & Recognition
- Heritage Tree Designation

#### Slide 10

#### 2019 Committee Action Plan

- Committee Mission Statement & Goals
- Implement Master Plan
- Public Engagement for Projects, Programs & Services

#### Slide 11

## 2019 Council Recommendations

- Fully Implement Master Plan
- SDC Rates to Include Nonresidential Development

• Project Prioritization Involvement

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## Slide 12 Questions & Comments

Notes:

Provide numbers
Include graphics with numbers
Committee volunteer hours
Amount of grant funds
Number of rentals & programs



# 6 IMPLEMENTATION

The City must take a strategic approach to investing in parks and recreation to achieve the community's vision and goals. This chapter identifies cost assumptions for implementing recommendations, reviews potential funding sources and strategies, and provides prioritization criteria and an approach to sequence new projects. It concludes with a short-term action plan for moving forward.

## **CAPITAL AND OPERATIONS COSTS**

It is estimated that more than \$215 million will be needed to implement all recommendations in the Master Plan. Some recommended projects are needed to support existing level of park use and some are more aspirational.

The Master Plan identifies planning-level cost estimates to implement recommendations for acquisition, development, and improvements. The estimates are based on a general order-of-magnitude in costs and are intended to assist in evaluating and prioritizing projects. Costs are in 2018 dollars not accounting for inflation. The costs are divided into three types (capital projects, reinvestment/replacement costs, and maintenance costs) to ensure

that the City has the funds to develop, maintain, and replace amenities, facilities, and landscaping when needed.

Table 6-1 summarizes all costs for recommended projects by category. It distinguishes the level of investment needed in existing parkland versus proposed parks and facilities. For details, see Appendix D, which identifies the cost basis for these estimates and breaks down costs by site and category. Costs are presented in an updateable matrix that allows the City to adjust per-unit costs to account for changing land values, changing construction costs, and inflation.

## \$215.9 MILLION

COST OF ALL CAPITAL PROJECTS, INCLUDING LAND ACQUISITION AND IMPROVEMENTS

## \$2.1 MILLION

AMOUNT THAT WILL BE NEEDED ANNUALLY TO MAINTAIN ALL SITES AFTER DEVELOPMENT AND RENOVATION

## \$2 MILLION

ADDITIONAL AMOUNT THAT SHOULD BE SET ASIDE ANNUALLY TO REPAIR AND REPLACE FACILITIES WHEN NEEDED



Table 6-1: Cost Matrix Summary					
	ACQUISITION OR EASEMENTS	IMPROVEMENT COSTS	TOTAL CAPITAL COST	TOTAL REINVESTMENT & REPLACEMENT COST	TOTAL MAINTENANCE COST
Existing Parks & Facilities					
Parks & Facilities	-	\$49,729,787	\$49,729,787	\$554,538	\$699,87
Natural Parks & Natural Areas	-	\$35,230,852	\$35,230,852	\$456,300	\$340,04
Greenways	-	\$16,204,180	\$16,204,180	\$448,613	\$478,52
Joint-Use Facilities	-	\$605,889	\$605,889	-	\$13,70
Shared Use Paths	-	\$1,185,500	\$1,185,500	\$18,113	\$19,11
Total Existing Parkland	-	\$102,350,319	\$102,350,319	\$1,477,563	\$1,537,54
Proposed Parks & Facilities					
Proposed Parks & Facilities	\$15,987,500	\$69,995,000	\$85,982,500	\$424,688	\$471,92
Proposed Natural Parks & Areas	\$2,540,000	\$5,115,000	\$7,655,000	\$63,500	\$31,75
Proposed Greenways & Shared Use Paths	\$4,025,000	\$14,890,000	\$18,915,000	\$60,375	\$63,40
Total Proposed Parkland	\$22,552,500	\$90,000,000	\$112,552,500	\$548,563	\$567,07
Proposed Additional Planning					
Additional Planning	_	\$400,000	\$400,000	-	
TOTAL EXISTING PARKLAND, PROPOSED PARKLAND & ADDITIONAL PLANNING	\$22,552,500	\$193,356,208	\$215,908,708	\$2,026,125	\$2,118,315

Consistent with community priorities, the most extensive capital investment is in developed parks and trails. The project costs support the following:

- \$49.7 million: Developed Park
  Improvements: Improvements to
  developed parks to renovate sites, address
- deferred maintenance, improve Americans with Disabilities Act (ADA) accessibility, increase recreation use, and improve or replace aging and worn facilities.
- \$35.2 million: Improvements to Developed Facilities in Natural Areas: Improvements to natural parks and natural

areas, focusing on building renovations and improvements to indoor facilities (Brown's Ferry Community Center and Heritage Center), ADA improvements, and added recreation uses to support nature programming.

- \$36.3 million: Trail Development:
   Extension or development of trails at existing City-owned sites and new trail corridors (greenways and shared use paths).
- \$86.0 million: New Land and Facilities to Support Standard for Developed
  Parks: Acquisition and development of new parks and major facilities to provide close-to-home parks, indoor recreation center, sports fields, a new community park in the Basalt Creek Concept Plan Area, and other new recreation opportunities.
- **\$7.7 million:** Natural Area Acquisition and Protection.
- \$1.0 million: Other Planning and Partnerships.

### **FUNDING SOURCES**

There are a variety of funding sources available for recreation services (operations) and capital improvements (projects) in Oregon, many of which are already used by Tualatin.

- Capital funding supports new construction, expansion, renovation, or replacement projects for existing parks and facilities.
- Operations funding supports ongoing services, such as maintenance, facility operations, recreation programming, events, marketing, and management.

To implement Master Plan recommendations, the City will need to diversify funding sources and increase revenues from existing sources. Both capital and operations funding should be expanded to ensure the City is able to operate and maintain existing and new assets in the long term.

Table 6-2 and the text below summarize potential funding sources. This list is not all-inclusive and new funding sources will be utilized and considered as they become available or projects qualify.

### **Property Taxes**

Property taxes are the most significant source of operating revenue for Oregon cities. Property taxes make up almost half of Tualatin's General Fund revenues, though the City has one of the lowest permanent tax rates in the Portland Metropolitan Area (\$2.2665 per \$1,000 of assessed value). Property tax revenues are based upon the assessed value of a property, which differs from the property's real market value (the estimated value it would sell for), due





Table 6-2: Summary of Funding Sources and Potential Applications					
FUNDING SOURCE	CURRENTLY USED BY TUALATIN?	MAY BE USED FOR OPERATIONS	MAY BE USED FOR CAPITAL IMPROVEMENTS	RESTRICTIONS ON USE	
Property Taxes	Y	$\sqrt{}$	$\sqrt{}$		
Charges for Services	Y	√	$\sqrt{}$		
Parks System Development Charges	Y		$\sqrt{}$	Capacity enhancement projects	
Transient Lodging Tax	Y	√	$\sqrt{}$	70% for tourism-related projects	
General Obligation Bond	Y		$\sqrt{}$		
Operating Levy	N	$\sqrt{}$			
Park Utility Fee	N	$\sqrt{}$			
Public Agency Grants			√	Specified by grant	
Philanthropic Grants		√	V	Specified by grant	
Donations	Y	√	$\sqrt{}$	May be specified by donor	

Note: Funding amounts and revenues may be limited by other factors, such as market considerations, tax limits/compression, voter support, amount of new development, etc.

to the limitations put in place by Measures 5 and 50 (passed by Oregon voters in the 1990s).

## **Charges for Services**

Fees and charges are generated from recreation programs and facility rental fees, providing a source of operating funding. Within Tualatin's budget, these General Fund revenues are categorized as "Recreation program fees" and "Recreation user fees." In addition to costs for recreation program registration, Tualatin has an established fee schedule for facility rentals.

Within the budget document, fees are tracked as line items in the following categories:

- Picnic shelter fees
- · Ballfield fees
- Juanita Pohl Center use fees
- Browns' Ferry Community Center
- · Heritage Center
- · Concession fee
- Street Tree fees
- Community room rental



## Parks - System Development Charges

Section 4 of Tualatin's charter grants the City authority to impose Systems Development Charges, known as SDCs, to equitably spread the cost of essential capital improvements to new development and pay for infrastructure expansion required to serve the additional demand. Oregon State Law allows local jurisdictions to charge SDCs for parks and recreation facilities, and Tualatin has had Parks SDCs in place for residential development. The Parks SDC is a main source of revenue for the Park Development Fund, which is used to fund park improvements. In conjunction with the Parks & Recreation Master Plan Update, Tualatin's SDC methodology is being updated. The new methodology considers the park impacts associated with development in residential and non-residential areas.

## **Transient Lodging Tax**

Chapter 09-09 of Tualatin's Municipal Code authorizes a Transient Lodging Tax, which requires all transient lodging within Tualatin to pay a tax. Hotels, motels, inns, campgrounds, and short-term rentals (such as AirBnB) are subject to this tax. This is a new revenue source for City of Tualatin, and it requires that at least 70% of these funds must be used for tourism promotion or tourism-related facilities. Since some Parks and Recreation programs and projects are tourism and visitor-related, they may be eligible for TLT funds.

## General Obligation Bond (Bond Measure)

General Obligation Bonds are voter-approved bonds with the authority to levy an assessment on real and personal property. The proceeds can be used for capital improvements but not maintenance. This property tax is levied for a specified period of time. Tualatin has passed bonds in the past, notably the bond measure passed after the Tualatin Facilities Visioning





project to fund the new library and variety of parks improvement. Tualatin voters most recently passed a bond (57% in favor) on the May 2018 ballot for traffic congestion and safety improvements.

## **Operating Levy**

Levies are voter-approved assessments on real property that extend for up to a 5-year term and can be used for maintenance and operations. Locally, voters have passed operating levies for parks and recreation, including the November 2016 renewal of Metro's parks and natural areas levy.

## **Park Utility Fee**

A park utility fee creates dedicated funds to help offset the cost of park maintenance. Most City residents pay water and sewer utility fees. Park utility fees apply the same concepts to City parks, and a fee can be assessed to all businesses and households. The monthly fee would be paid upon connection to the water

and sewer system. Creating a new source of maintenance funding could free up General Fund dollars for other capital project uses. Park utility fees have the potential to be a significant and stable revenue stream for local jurisdictions. For example, Medford assesses a per unit/monthly fee that is charged on the water bill and West Linn charges a monthly residential park maintenance fee of \$13.01 per month per household, charged on the utility bill.

## **Public Agency Grants**

Federal, state, and other public agency grant funding may be available for parks and recreation improvements. These sources are competitive, and generally require matching funds. The Federal Land and Water Conservation Fund (LWCF) is administered by Oregon Parks and Recreation Department (OPRD) and is one of the most common funding sources. The Recreational Trails

Program (RTP) grant provides funds to develop and maintain recreational trails and trail-related facilities, including non-motorized recreational trail uses. The lottery-funded Local Government Grant Program helps local government agencies fund outdoor park and recreation areas and facilities and acquire property for park purposes. The Oregon Department of Fish and Wildlife also offers grants for land conservation and habitat improvements.

Transportation improvements can improve connectivity to parks and provide recreation benefits. Oregon's Statewide Transportation Improvement (STIP) grants provide transportation improvement funding for projects identified in the local transportation plan. Travel Oregon's Competitive Grant program also provides funding support for projects that are linked to tourism and demonstrate a direct tie to the mission of Travel Oregon.

## **Philanthropic Grants**

Some foundations offer grant funding to support their mission and objectives, funding projects or programs in local communities. Philanthropic foundations such as the Ford Family Foundation and Meyer Memorial Trust provide funding to support initiatives that improve local communities, typically to non-profit organizations rather than to local governments. The Tualatin Library Foundation is a 501(c)(3), but there is no non-profit specifically for Tualatin's parks and arts.

#### **Donations**

The donations of labor/in-kind services, land, or cash by service agencies, private groups, or individuals can provide sources of revenue,

most typically for specific projects or programs. Service agencies such as Lions and Rotary often fund small projects such as playground improvements or shelter. The City has garnered donations for projects from service clubs, businesses, and individuals. In addition, Tualatin has a volunteer program. Generally, a 501(c)(3) organization makes donations more appealing to potential donors, because they may benefit from the tax deduction.

Currently, Tualatin tracks donations within both the General Fund and the Park Development Fund. Volunteer labor is not tracked within the budget. The Park Development Fund tracks donations to Parks and Recreation as a line item. There are line items within the Miscellaneous Revenue category of the General Fund for:

- Donations Art
- Donations Parks and Recreation
- Donations Concerts Commons
- Donations Library

#### PRIORITIZATION CRITERIA

As part of its annual budgeting and development of a short-term capital improvement plan, Parks & Recreation Department staff will evaluate funding and prioritize projects for implementation. The Master Plan presents a two-step evaluation process for prioritizing capital projects. The initial screening can be used to establish project priorities. The secondary evaluation will help sequence projects to support project phasing and scheduling for implementation in coming years.