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DRAFT MEMORANDUM

DATE: December 24, 2014
TO: Matt Hermen, AICP, Clark County
FROM: Ray Delahanty, AICP; Derek Moore, EIT

SUBJECT: Clark County TIF Update
Task 3: Best Practices Memorandum

P#14199-000-003

This memo summarizes research on the use and effectiveness of different types of trip generation approaches and transportation impact fees (TIFs) from other jurisdictions. A brief review of TIFs used by seven other jurisdictions primarily located in the state of Washington will help guide Clark County in understanding current practices and developing updated fee options. This memo also provides a rate comparison summary for the different programs presented.

Trip Generation Approaches

As part of TIF calculation, most jurisdictions use a similar approach of applying Institute of Transportation Engineers (ITE) *Trip Generation Manual* rates for varying land uses. The ITE manual is universally recognized as a reference for estimating vehicle trip generation numbers. The manual's procedures consider the new development as a trip attractor, and estimates the number of vehicle trips entering or exiting a site at a given time based on prior observational studies for similar land uses. The rates have been traditionally based on stand-alone uses in suburban settings that fail to account for trip-chaining, alternative modes of travel to reach destinations, location of the development, or other factors that might affect travel behavior. Instead, the ITE manual posts vehicle trip rates as a function of type of development and trips per unit (square foot, dwelling, rooms, etc.), with separate procedures for estimating "pass-by" trips (trips stopping at the land use on the way to somewhere else) and internal trips (trips likely made by walking between adjacent uses). The TIF charge per vehicle trip is determined by each jurisdiction, and is most often based on the projected need for capacity-expanding projects over the life of a capital facilities plan.

In recent years, many jurisdictions have looked at alternative methods for determining trip rates that better fit urban settings. Methods that account for location of the development, surrounding uses, multi-modal travel and other factors have resulted in modified and often lower vehicle trip rates in urban areas. Also, some jurisdictions have added innovative programs to meet their specific transportation goals and needs, such as increasing biking and walking mode shares, encouraging reduced vehicle trips through infill development, or leveraging local funds to meet federal funding matches for large-scale projects. These practices represent ways to create flexibility within development fee schedules.



Some of the successful tools found in a review of other development codes include:

Using Person-Miles: The City of Redmond, WA instituted a new way to calculate trips after deciding that ITE trip rates didn't capture the dense mix of land uses and full range of trip types being made by residents in the central city. Instead, they calculate person miles, or mobility units (MU's). Using this model, trip generation is predicted as before, but account also for multiple modes and their impact on transportation needs rather than just motor vehicle capacity.

Altering traditional LOS standards: In Bellingham, WA, the City adapted their LOS standards to include more than just volume-to-capacity (v/c) ratios for motor vehicles. They included completeness of pedestrian and bicycle networks as part of their multimodal concurrency standards, and measured LOS by "person-trips available" within a geographic zone. This encourages development in dense, urban areas with more complete networks, helping to avoid situations where motor vehicle capacity issues hinders otherwise desired development.

Urban Village Credits: Also in Bellingham, WA, the City reduces transportation fees for developing in designated urban villages, an acknowledgment of the reduction in vehicle trip rates found in dense, multi-use districts. It also creates incentives to use multi-modal facilities to travel in the area by offering reductions for locating on high-frequency transit lines and supporting transit passes. There are also incentives for transportation demand management strategies such as car-sharing or telecommuting.

Overlay Zones: In areas where a large capacity project is being built, overlay zones can help generate revenue, raising local funds to match federal or state revenue sources. Portland, OR uses overlay zones, assessing an additional fee for development in the area, and modeling not only the trip generation for that development, but also the percentage of those trips traveled by various modes. The overlay zone fees fund a specified list of projects that serve development throughout the district. Clark County has a Highway 99 Overlay Zone (Clark County Code Section 40.250.050) that provides incentives for transit-oriented and pedestrian-friendly development.

Credits for Construction/Improvements: Required by the State of Washington under RCW 82.02.060.4, jurisdictions offer credit towards fees incurred if a developer builds or improves a transportation facility identified in the Capital Facilities Plan. This can be mutually beneficial because projects can be built earlier than they would have otherwise, and developers are pleased that their fees are used on improvements that directly benefit their developments. The downside is that the jurisdiction does lose a degree of flexibility in their funding and construction schedules.

"Sales Leakage" Traffic Credit: At least one jurisdiction has studied where residents are spending their dollars, and calculates the trips residents are currently making outside the city to make the purchases. The term for economic activity crossing jurisdictional lines is "sales leakage." When a proposed development falls under the category of uses that result in reduced sales leakage, a portion of TIFs can be reduced in proportion to the sales tax revenue brought in by the development. The interagency partnership within the jurisdiction recognizes the program as a way to provide desired services to residents and divert longer trips outside the jurisdiction. Note



that this type of credit is not cost or impact-based, and the County's Business Enhancement Factor may be another approach that could be used to get similar results.

Approaches to TIFs in Other Jurisdictions

Redmond, WA

The City of Redmond uses a typical fee schedule that is contingent upon the land uses, such as the number of dwellings in a residential development or square feet of gross leasable area for free standing retail uses. However, the assumptions about trip generation for the different categories of development are based on a model that is less commonly used by cities. It consists of calculating impacts based on person miles, or mobility units.

Using Person Miles

The need for an alternative fee schedule is based on the recognition that the trip generation used to calculate fees is derived from the ITE *Trip Generation Manual*. For the most part, ITE bases its land use types on studies of suburban developments that tend to be supported by little or no transit service, pedestrian or bicycle amenities, or transportation demand management programs. These factors affect travel behavior and modal splits. Redmond and other jurisdictions throughout King County began using person miles, or mobility units (MUs), rather than traditional trip rates when calculating transportation impacts and the associated fees. The process to convert traditional trip rates to MUs is presented in Figure 1.

Figure 1. Mobility Unit Calculation

ITE vehicle trip generation rate (p.m. peak hour)

x Percent new trips

x Person-trip conversion (average vehicle occupancy & mode split)

x Average trip length

= Person Mile Rate (mobility units) per Unit of Development

The change to MU's was the result of research in the Multimodal Plan-based Concurrency System Study done in 2009.¹ The research found that person-trips are shorter in dense, mixed-use places that have well developed sidewalk, bicycle and transit networks compared to low-density single-use areas. When places are built with these sorts of characteristics, it reduces the new motor vehicle capacity needed to accommodate the development.

The city operates a database that tracks existing transportation capacity, which they classify as MU supply. When a developer submits a transportation concurrency application prior to a land use approval, they are asked

¹ Redmond Multimodal Plan-Based Concurrency Report, 2009, access at http://www.redmond.gov/PlansProjects/Transportation/concurrency_system_update/



to calculate whether their project will exceed available capacity (MU supply). If it does, the development must be either reduced in size, supplement mitigation by purchasing sufficient MU supply through payment of the TIF, or design and construct transportation facilities that are consistent with the approved Transportation Facility Plan (TFP). The TFP includes programmatic actions to improve mobility, as well as add physical capacity to roadways, but does not include operations maintenance costs. If they choose construction, they receive credits against any required TIFs.

Bellingham, WA

The City of Bellingham began assessing a TIF in 1994 to fund transportation facilities associated with new development and redevelopment. The TIF is assessed by residential unit or square foot, with a base fee of \$1,925 per peak vehicle trip generated by the development. Properties that are redeveloped receive a TIF credit for the highest documented previous use, and charged additional TIF only for newly created trips.

The City has a transportation mode-shift goal, to increase the mode share of pedestrian, bicycle, and transit trips and reduce automobile trips as a percentage of total trips. This includes a near doubling of bike mode share, and tripling of transit share by 2022. They also aspire to promote infill development that has traditionally been constrained by concurrency standards tied to vehicular Level of Service (LOS) requirements. The City pursued both a change in allowable LOS levels on urban arterials, as well as unbundling the adopted LOS from the concurrency calculation. This has provided flexibility in the how the City assesses current and future operations of transportation facilities, and allows them to further encourage development in urban areas while applying TIFs to the multimodal facilities to spread demand across the system.

Adapting LOS to Person-Trips and Varying by Neighborhood Type

With motor vehicle LOS levels reaching the allowable limit during peak hours on an urban arterial, Bellingham planners found themselves unable to approve any new development in the urban core, despite the potential for new trips to be met through walking, biking or transit. The act of expanding capacity on these arterials didn't fit the City's planning goals for infill development and modal shift, so they undertook an intensive study of alternative performance metrics and ways to assess system performance. The City of Vancouver (WA) has implemented similar alternative performance measures in corridors built to "ultimate capacity" (see VMC 11.70.090.B.4).

Bellingham took the step of adopting multimodal concurrency requirements, which considers pedestrian, bicycle, transit and automobile modes and can require mitigation through the construction of sidewalks and bicycle lanes or contributions to transit service whenever development is approved. This strategy complemented the modification of the LOS metric to measure more than vehicle delay or congestion. Rather than using vehicle trips as the unit to be measured, Bellingham adopted an LOS standard of "person trips available by concurrency service area". The standard is based on arterial and transit capacity for motorized modes and on the degree of network completeness for pedestrian modes.

Each concurrency service area (CSA) is based on unique land use patterns and transportation facilities and services available. Bellingham was divided into fifteen different service areas, where the existing network influences the travel behaviors and transportation choices.



Table 1 Bellingham Multimodal Transportation Concurrency Measurements for Each Mode

Motorized	Measurement
Automobiles	Arterial volume-to-capacity (v/c) measured during weekday p.m. peak hour based on data collected at designated concurrency measurement points in concurrency service areas
Public Transit	Seated capacity based on bus size and route frequency and ridership based on annual transit surveys measured during weekday p.m. peak hour based on data collected at designated concurrency measurement points for each concurrency service area
Non-motorized	Measurement
Bicycle	Credit person trips according to degree of bicycle network completeness for designated system facilities/ routes for each concurrency service area
Pedestrian	Credit person trips according to degree of pedestrian network completeness for designated system facilities/ routes for each concurrency service area
Trail Use	Credit person trips according to degree of trail network completeness, where trails serve clear transportation function for a concurrency service area

Source: Bellingham Municipal Code 13.70 Multimodal Transportation Concurrency (2008)

Each of the fifteen service areas were then classified as Type 1, 2, or 3. In each type, the different transportation modes are weighted in importance to reflect the land uses and existing transportation network. For example, Type 3 are lower-density, with few multi-modal facilities with high auto dependence, thus the v/c ratio carries more weight in the concurrency calculations.

Creating a Vibrant Town Center

Type 1 CSAs are defined as “Urban Villages” with adopted master plans. They are classified by a “high percentage of pedestrian and bicycle facilities, high frequency transit service, and higher density land uses with a good mix of services.”² Because they host so many travel options, Urban Villages are able to support a higher number of person-trips, improving their LOS and incentivizing new development in areas deemed most appropriate for growth.

Within Urban Villages, developers can reduce transportation impact automatically by 22% to 25% depending on proximity to high-frequency transit routes, and up to 50% by using a variety of voluntary strategies to reduce vehicle trips generated on and off their site. Developers can also propose Transportation Demand Management (TDM) strategies to reduce vehicle trips, but they must be approved by Public Works transportation planners.

² “Moving Beyond the Automobile: Multimodal Transportation Planning in Bellingham, Washington”, *Practicing Planner*: Vol. 7, No. 3, September 2009.



Clark County currently offers a menu of trip generation reductions in the Highway 99 Overlay Sub-Area that functions similarly.

Table 2: Bellingham, WA Trip Reduction Credits

Menu of Location Factors and Performance Measures to Reduce Vehicle Trips*	Credit
1. Mixed Use Urban Village Location	15%
<i>(Based on ITE Trip Internal Trip Capture- Mixed Use Urban Environment)</i>	
2. WTA Transit Proximity (only one transit proximity reduction may be used)	
Development fronts on a high-frequency WTA GO Line	10%
Development within ¼ mile of WTA Go Line	7%
Development fronts on standard WTA Route (30-60 min)	5%
Development within ¼ miles of standard WTA Route (30-60 min)	2%
3. Employer Mandatory Commitment to Commute Trip Reduction (CTR)	
CTR/ TDM commitment combining economic incentives with transportation services	10%
4. Voluntary Annual WTA Transit Pass Provision (Non-CTR)	
2-year transit pass provided for residential units = 1% per unit pass	1%
2-year transit pass provided for employees = 1% per employee pass	1%
5. Voluntary Car Share Participation or Provision (Non-CTR)	
Car Share Vehicle(s) Parked on Residential or Employment Site = 2% per vehicle	2%
Car Share membership fee provided for residential units = 2% per unit	2%
Car Share membership fee provided for employees = 2% per employee	2%

*Reductions are additive and may not exceed a total of 50%

City Council has elected to further support these policies by allowing higher levels of peak congestion on local arterials within some designated Urban Villages and when local arterials enter or exit the City. Rather than using LOS failure as a hurdle to infill development, staff have adapted transportation concurrency policies to encourage infill, specifically that LOS should be set to reflect realistic expectations consistent with the achievement of growth aims.

In Bellingham TIFs can only be used for building new arterial streets, sidewalks, bicycle lanes and other physical improvement to the City's multi-modal transportation network. TIFs cannot be used for street maintenance, transportation administration, or transportation demand-management programs, such as car-pooling, incentives for non-auto commuting or additional bus service hours.

Bellingham City Council adopts new TIF charges each year, in conjunction with the adoption of the 6-Year Transportation Improvement Program (TIP). TIFs are calculated based on a rolling twelve year window that includes the cost of transportation projects from the previous six years, as well as the amount programmed for the future six years. The fees are calculated based on 50% of the cost of the improvements to accommodate



new development, with the reasoning that the other 50% of new capacity will be consumed by existing residents, visitors and through traffic.

Kirkland, WA

The City of Kirkland, WA has a traditional TIF schedule that assesses fees based on transportation impacts from new development or a change in use. In typical fashion, rates are assessed per square foot of floor area in commercial establishments, or per dwelling for residential, and development applications must demonstrate that the development meets concurrency requirements outlined in the City of Kirkland Comprehensive Plan (2004).

Like Bellingham, the City of Kirkland has modified their LOS standards to reflect multimodal goals in addition to mobility measurements. For motor vehicles, the City has developed an aggregated roadway LOS measure that averages the capacity of signalized intersections within a geographic area. Non-motorized level of service is expressed in terms of miles of completed bicycle and pedestrian facilities, as well as number of complete corridors. Underlying this approach is the concept that the system is not considered failing if the peak-hour is congested. This allows the City to continue to accept development applications in its urban centers, where v/c ratios are higher than its areas with more traditionally suburban development patterns.

University Place, WA

The City of University Place charges for new development, at a rate of \$3,199 per new vehicle trip. When calculating a trip rate for a redevelopment, the developers can look to whatever the highest use in the previous ten years was, and apply a credit for that use (as existing trips) against their future trips. The primary innovation in University Place is the flexibility in how the impact fees are paid. They have three programs to help businesses or developers manage the costs.

- **Payment Deferrals:** the City allows payment of the TIF to be deferred for up to five years. They view this program as similar to a zero-interest loan offered to businesses to aid in their traffic mitigation costs. The TIF payment deferrals should be reviewed for compliance under existing state law.
- **Sales Tax Credit:** Businesses generating new sales tax revenue to the City can receive an additional benefit associated with the TIF in the form of a sales tax credit. Under this program, half of the sales tax generated by a new business will be used to reduce the amount of impact fee owed. This credit can be taken for up to five years. This provides an incentive for sales tax generating uses and creates a partnership between the City and these businesses towards the mitigation of their impacts.
- **“Sales Leakage” Traffic Credit:** Sales statistics show that about two out of every three taxable dollars spent by University Place residents are spent outside the City. To mitigate this “sales leakage”, City regulations allow for a 65 percent TIF reduction with most new retail and restaurant uses, if the specific use is deemed underrepresented in the community. The credit creates incentive for keeping dollars in the community, and shortening trip lengths as well.

Olympia, WA

TIFs in Olympia are directed toward projects identified in the Capital Facilities Plan (CFP), which identify capacity projects that accommodate future growth. This is required for every TIF in Washington under state law. (RCW



82.02.050(4). The CFP must reflect the infrastructure needs for the community for the next six years.³ Transportation projects must be in the CFP in order to be impact fee eligible.

The TIF schedule is developed by adjusting the “cost per new trip” information to reflect land use type and geography (either inside or outside the downtown area). Some specified uses inside the downtown boundaries, such as multifamily residences, have significant cost reductions (for example: \$818 per dwelling in downtown versus \$1,994 per dwelling outside downtown).

Credits toward the TIF can be granted for the value of improvements or construction provided by the developer on projects within the City’s adopted CFP. The credit cannot exceed the value of the impact fees that would have been due from the project. Refunds are also available if the impact fees are not spent or encumbered within six years of when the fees were paid. However they must be requested within one year of the date the right to claim the refund arises.

Options for paying TIF:

1. Pay the amount per the rate schedule.
2. Prior to permitting, submit a request for Director of Community Planning and Development (CP&D) for the City to provide independent fee calculation for you. This involves a \$500 fee for calculation.
3. Submit your own independent fee calculation. The fee for review of this calculation is \$500 plus payment of any review costs (\$500 deposit toward this cost is required).
4. Appeal Process: Prior to an impact fee appeal, the fee payer must first make a Request for Director’s Review on form available from CP&D. This request must be submitted in writing within 14 days of payment of the impact fee at issue.
5. Include in the project proposal Transportation Demand Management (DM) and Commute Trip Reduction (CTR) measures that reduce peak-hour traffic and, thus, reduce the need to build some transportation improvements.

Eligible projects may reduce transportation impact fee assessment by providing actions in the categories of operational improvements, physical improvements, or transportation demand management strategies. This can result in a reduction of up to 20%. The full list is below.

³ Although Olympia retains a six year CFP, state statute now grants cities 10 years to spend impact fees.

Table 3: Eligible Projects for Olympia, WA TIF Reduction

Action	Reduction
<i>Operational Improvements:</i>	
• Installation of centralized Transportation Demand Management (TDM) information center with maintained information	1%
• Commercial development that would be occupied by employees subject to Commute Trip Reduction ordinance or evidence to voluntarily comply with Commute Trip Reduction ordinance	3%
• Installation of parking space that are designated as paid parking (by residents or employees)	3%
• Signage and enforcement designating parking lots to be used for carpool or vanpool parking for non-building occupants	1%
<i>Physical Improvements:</i>	
• Construction of direct walkway connection to the nearest arterial	1%
• Installation of on-site sheltered bus stop or bus stop within ¼ mile of site with adequate walkways as determined by Transportation Division staff	1%
• Installation of bike lockers or employee showers	1%
• Construction of on-site internal walk/ bikeway network that connects to existing City bicycle/pedestrian networks	1%
• Installation of preferential carpool/vanpool parking facilities	2%
• Under-build median parking techniques by at least 20% OR under-build by at least 30 OR under-build by at least 40%	2% or 4% or 7% 10%
• Downtown construction that provides no parking for employees or customers	
<i>Other:</i>	Up to 20% based upon peak-hour trip reductions
• Other operational or physical Transportation Demand Management measures identified by the developer (with supporting documentation)	
Total Maximum Reduction	Up to 20%

Portland, OR

As legally defined in Oregon, Portland refers to its TIFs as transportation system development charges (TSDCs). TSDCs are applied to new developments, or changes to the building or uses that will result in an increase of more than 15% trips from the previous use. There are baseline TSDC charges based on use type and size, and there are additional programs that can either add to, or reduce the cost of TSDCs.

Some TIF planning concepts used in Portland may be considered when establishing new Clark County TIF policy, though Oregon state laws differ considerably from Washington state laws in reference to TIF.

SDC Reductions/Exemptions/Transfers:

For a limited time, Transit-Oriented Developments (TOD) were eligible for a reduction of about 15-30%, and projects in the Central City did not qualify. Qualifying projects were located on or near a frequent service bus, streetcar or light rail line, and not auto-related. Additionally, the project must have met minimum density requirements, been located in a commercial zone where no parking was required, no on-site parking was

provided, and had no drive through facilities. The City offered this incentive until the end of 2012, when the TOD reduction expired.

Credits toward SDCs are also available if you build certain types of street improvements, or change the use of an existing building that reduces trips by more than 15 percent. Building a project off the TSDC list of capital projects will entitle the developer to a dollar for dollar credit against any future TSDC. If a developer builds an improvement to an arterial or collector as part of issuing a building permit, any excess capacity they create beyond what is needed for the new development can be credited for future SDCs.

SDCs can be transferred to other parcels or developers for new projects. Projects are exempt from SDCs if they are also subject to a traffic impact fee for Multnomah, Washington, or Clackamas County. Also, remodeling a building without a change in use is exempt, and smaller building footprints have scaled fees. Lastly, low-income housing projects that meet affordability and timeline criteria can also receive exemptions from the fee.

SDC Overlay Zones:

In some parts of the City where intensive transportation investments are being made, such as new light rail line, overlay zones have been established with additional transportation fees. The overlay is a funding tool to collect local dollars to leverage other state and federal dollars to fully fund the projects within the boundary.

The first overlay was for the North Macadam urban renewal area, and the more recent Innovation Quadrant area uses the same methodology to calculate additional fees. This involves developing a project list within the boundary area, estimating trip growth based on anticipated new development, and calculating eligible project costs due to growth in the overlay area. The calculation involves determining the portion of project costs that are attributable to three modes of travel: motorized, transit, and non-motorized. This results in a cost per person-trip, by mode, which can be multiplied by the specific development's trip generation rate, with the proportion of trips made by each mode varying by development type. Trip ends represent either the origin or destination of a trip. Table 4 demonstrates the per-trip end fee resulting from the methodology. A more detailed table showing fees by land use type can be found in the *Innovation Quadrant TSDC Overlay Project* report.⁴

Table 4 TSDC Overlay Rates by Mode

Mode	Cost Eligible for TSDC (\$)	20- Year Growth in Daily Person Trip Ends	TSDC per Daily Person Trip End (\$)	Reduction for Citywide TSDC	TSDC per Daily Person Trip End (\$)
Motorized	\$1,017,634	34,870	\$28	N/A	\$28
Transit	\$10,648,524	22,678	\$470	\$(16)	\$454
Non-Motorized	\$2,899,759	18,977	\$153	N/A	\$153

⁴ See <http://www.portlandoregon.gov/transportation/article/340812>



There is a reduction for projects that are also under the Citywide TSDC, so that a development is not charged twice to pay into the same projects. This is why the transit mode has a \$16 credit in the table above, because it's cost has been accounted for in the base TSDC.

Payment Options:

Developers can either: (1) pay in full at the time the permit is issued; (2) pay in full at either six, nine, or twelve months from the date of permit issuance with interest (deferral term based on project valuation); or (3) in monthly installments, with interest, over a period of 5 to 20 years. In each circumstance but the first, the City files a priority lien against the subject property to ensure payment.

Vancouver, WA

Finally, Vancouver, WA, which until recently has operated a joint TIF program with Clark County, is now transitioning to its own program. The program includes three TIF districts, congruent with city limits, as shown in Figure 1. Capital facilities projects are allocated by district, with the trip growth for each district helping to determine each district's TIF rate. District rates as approved by ordinance effective January 1, 2015, are shown in Table 5.

Table 5: Vancouver District TIF Rates

District	Rate per ADT
Columbia	\$163
Cascade	\$223
Pacific	\$290

Vancouver's TIF program also includes a Business Enhancement Factor for certain ITE land use codes that are likely to have significant pass-by traffic.

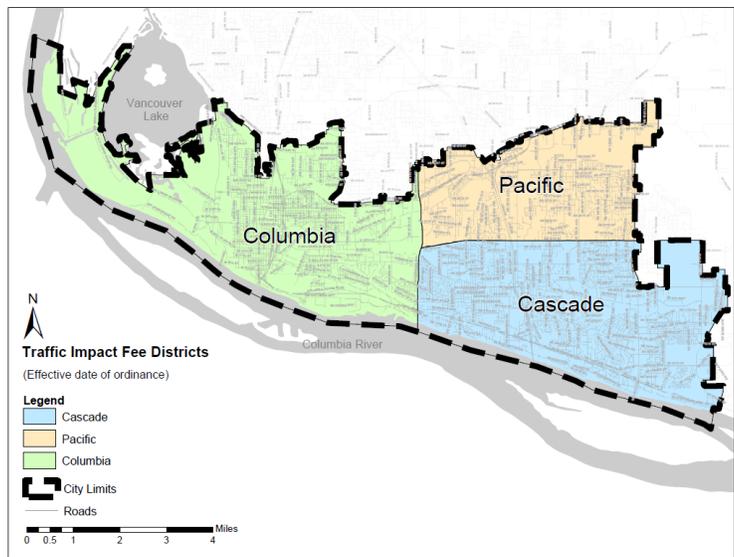


Figure 1: Vancouver, WA, TIF District System

Examples of Fee Schedule Variations

The methodologies used by different jurisdictions, described in the previous sections, result in somewhat different fee calculations across a variety of land uses. Table 6, below, shows how these jurisdictions compare in their TIF structure.

Table 6 Traffic Impact Fee Variations Across Northwest Cities

Land Use Type	Unit	Redmond	Bellingham (baseline / urban village*)	Kirkland	Olympia (baseline / downtown)	Portland, OR	Vancouver, WA
Single-Family Residence	Dwelling Unit	\$7,024	\$1,925	\$3,942	\$3,073	\$1883	\$1,552-\$2,761
Multi-Family Residence	Dwelling Unit	\$4,312	\$1,117	\$2,311	\$1,994/ \$818	\$1354	\$1,084-\$1,929
Hotel/Motel	Room	\$4,789	\$1,347/ \$673.75	\$2,632	\$2,052/ \$1,521		\$918-\$2,369
Elementary School	Student	\$890	\$3,388/ \$1,694 per employee	\$500	\$181	\$209	\$210-\$374
High School	Student	\$536		\$312	\$181		\$279-\$496
Retail Shopping Center- Up to 99,999 ft²	Square foot leasable area	\$12.29	\$4.71/\$2.36	\$4.62	\$5.02-\$5.68		\$7.01-\$12.47
Freestanding Retail-Fast Food Restaurant	Square foot leasable area	\$68.83	\$16.33 (no urban village credit)		\$29.42	\$13.88 **	
Freestanding Retail-Supermarket	Square foot leasable area	\$32.70	\$11.68/ \$5.84		\$14.38	\$8.06	\$16.67-\$29.65
Freestanding Retail- Post Office	Square foot leasable area	\$27.59					\$17.63-\$31.38
Administrative Office- Up to 99,999 ft²	Square foot leasable area	\$18.24	\$2.87/\$1.43		\$10.81/ \$7.02	\$3.33	\$1.80-\$3.20
Administration Office- Medical Office/ Clinic	Square foot leasable area	\$26.61	\$6.87/\$3.44		\$10.83/\$9.47	\$6.64	\$5.89-\$10.48
Industrial Land Uses- Light Industrial/ Manufacturing	Square foot leasable area	\$8.94	\$1.87/ \$0.93		\$3.81		\$1.13-\$2.02
Alternative Impact Fee Structure		Cost per Person Mile of Travel:					\$2,526.91

GFA= Gross Floor Area

GLA= Gross Leasable Area

*Urban Village Rates are presented with maximum credits used

** Portland provides an estimate for "pizza restaurant" which has more traffic impact than low-turnover restaurants, but may generate fewer trips than "fast food", accounting for the stark fee difference