

GOVERNMENT CAMP VILLAGE REVITALIZATION PLAN

SUPPLEMENTAL REPORT

CLACKAMAS COUNTY, OREGON

Prepared by

**DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT
PLANNING AND ECONOMIC DEVELOPMENT DIVISION**

DECEMBER 1989

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INTRODUCTION

Government Camp is, in many ways, a story of missed opportunities. Nestled on the slopes of Oregon's highest mountain peak, the village's 320 acres of privately-owned land are surrounded by the Mount Hood National Forest, which provides a wide range of year-round recreational opportunities and scenic vistas to residents and visitors alike. Located only an hour from downtown Portland and within a few miles of three, heavily-used Alpine ski resorts, this community has the potential to be the recreational and retail center of Mount Hood.

Economic growth has been slow in coming to this community, however. Over the past three decades a series of small fires, the relocation of State Highway 26 around the village core (rather than through it), poor visibility from the highway, minimal infrastructure improvements and inadequate maintenance of both public and private facilities have contributed to the physical and economic stagnation of the community. Today, vacant and underutilized commercial properties, poorly maintained structures and open spaces, unimproved residential roadway, and declining property values characterize much of the Government Camp community. Residents and visitors recognize the need to improve the visual quality of this once-thriving mountain community.

The Government Camp Revitalization Plan enables Government Camp to construct a number of public improvements, which will help reverse the physical deterioration experienced by this mountain community over the past three decades. The wide range of projects described in this report are designed to improve the community's overall image and appearance, revitalize the village's retail core, diversify the area's recreational base, improve local access and circulation, and increase the availability of wintertime parking.

Implementation of this Revitalization Plan will both improve visitors and residents' quality of life and promote sound economic growth. Public investment in Government Camp will provide investors with renewed confidence in the area and may encourage new, private developments such as resorts, hotel and condominium units, retail projects, restaurants, recreational facilities and single family homes.

The primary method of paying for the public improvements will be tax increment financing. Briefly, the increased taxes derived from new construction and improvements to existing properties in the area will be used to pay for the public facilities and improvements described in the plan. This program need only operate until the public facilities are paid for. Once these improvements have been made, the increased investment in the revitalization area will enable it to carry a larger proportional share of the tax burden of agencies that depend upon property taxes than would have been possible without urban revitalization.

This report will review existing conditions and propose public improvements designed to stimulate revitalization. In some cases, financing of public improvements will be shared between the Development Agency and other state or local agencies, while operation and maintenance of facilities will be the responsibility of service districts, the County, or state agencies. Such cooperation can remove blighting influences, instill public confidence to invest in the area, and help restore the area to economic health.

This report, in addition to informing the public, is designed to comply with State Urban Renewal Law (ORS 457), which requires that a report on the urban renewal plan be prepared. The report is required to address the following subjects:

1. A description of physical, social, and economic conditions in the urban renewal areas of the plan and the expected impact, including fiscal impact, of the plan in light of services or increased population.
2. The relationship between each project to be undertaken under the plan and the existing conditions in the urban renewal area.
3. The estimated total cost of each project and the sources of monies to pay such costs.
4. The anticipated completion date for each project.
5. The estimated amount of tax increment money required in the revitalization area and the anticipated year in which indebtedness will be retired.
6. A financial analysis of the plan with sufficient information to determine feasibility.
7. A fiscal impact statement that estimates the impact of the tax increment financing, both until and after the bonds are repaid, upon all entities levying taxes upon property in the urban renewal area.
8. A relocation report which shall include:
 - a. Analysis of residents and businesses to be relocated permanently or temporarily;
 - b. Methods to be used to relocate them, and
 - c. An enumeration, by cost range, of the existing housing units to be destroyed or altered and new units to be added.

This document constitutes the required report and shall be known as the "Report on the Revitalization Plan for the Village of Government Camp."

For the purpose of clarification of terms used in the recent amendment to ORS 457 as it affects this report, the Government Camp Revitalization Area is a single, contiguous, urban renewal area, and the Village of Government Camp Revitalization Plan contains many individual urban renewal projects.

SECTION 100 -EXISTING CONDITIONS

A. LOCATION

The Village of Government Camp is nestled on the western slopes of Mount Hood in eastern Clackamas County. The village is located some 56 miles southwest of the town of Hood River (Figure 1). A number of smaller communities also exist in the vicinity of Government Camp revitalization area. These include the villages of Rhododendron, Zig Zag, and Welches, all located at the base of Mount Hood.

Government Camp is bisected by Highway 26, the third most heavily-traveled state highway in Oregon. Highway 26 links the village to three nearby Alpine skiing areas: Multorpor/Skibowl; Timberline; and Mount Hood Meadows. The state highway is also part of the Mount Hood Scenic Loop, a popular route traveled by tourists hoping to enjoy some of Oregon's most well-known, scenic and recreational amenities. The Barlow Road, a historical route traveled by thousands of westward bound pioneers in the 19th century, also crosses through Government Camp.

Government Camp's 320 acres of privately-owned land are entirely surrounded by Mt. Hood National Forest lands. This area has long been regarded as a center for recreation and resort growth by the County's Comprehensive Plan.

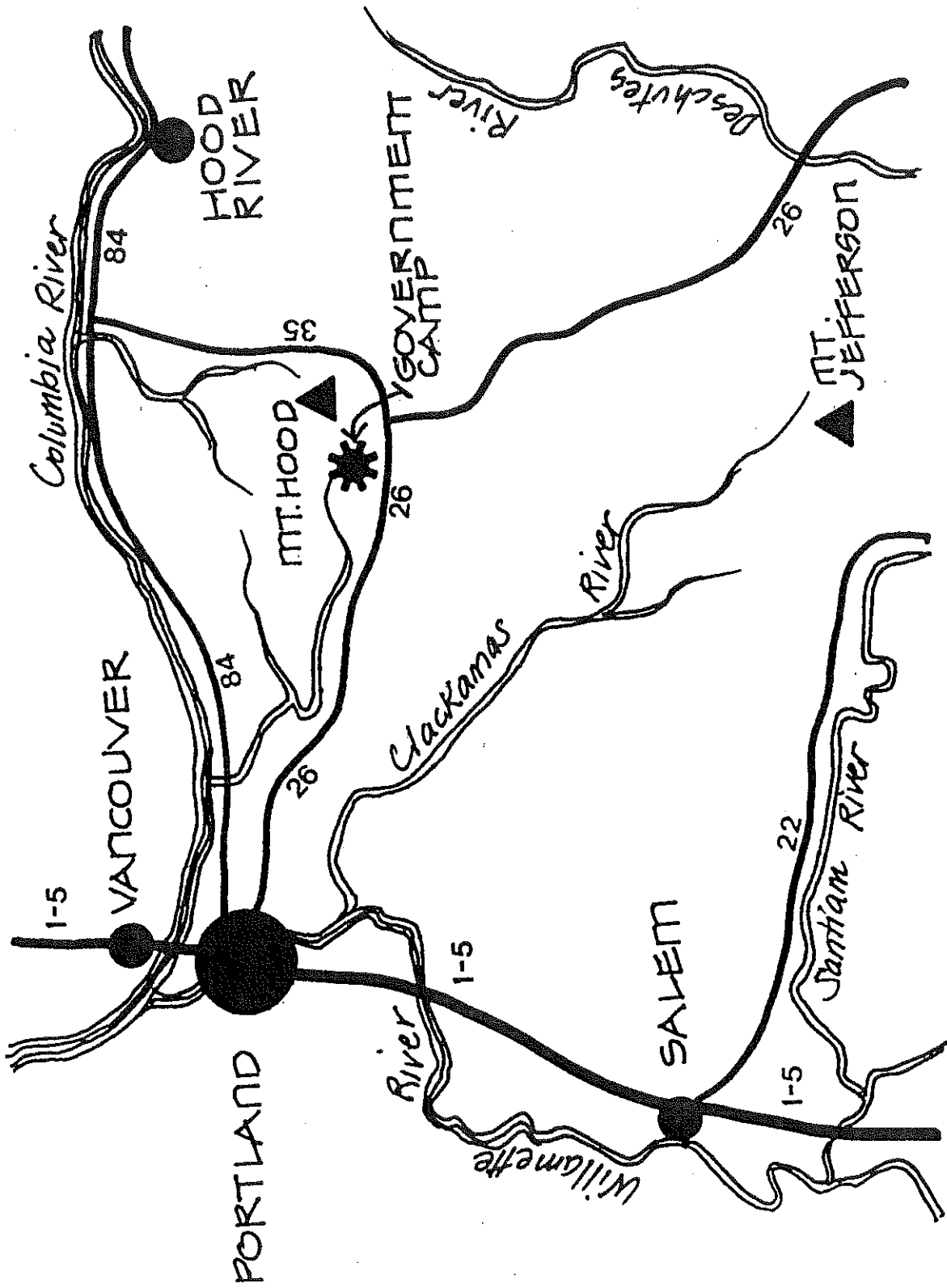
B. EXISTING ZONING AND LAND USES

The proposed revitalization area consists of the 320 acres of privately-owned land within the village of Government Camp, two nearby ski permit areas- Multorpor/Skibowl and Timberline, and approximately 6,540 acres of forest land owned by the U.S. Forest Service (Figure 2 and Table 1).

TABLE 1: LAND USES IN THE GOVERNMENT CAMP VILLAGE REVITALIZATION AREA

<u>LAND USE TYPE</u>	<u>TOTAL ACRES</u>
PRIVATE LANDS (Total: 540)	
Government Camp Village	320
Still Creek Property	160
Summit Meadows	60
SKI PERMIT AREAS (Total: 2144)	
Timberline	1440
Multorpor/Skibowl	640
Summit Ski Area	64
FOREST SERVICE LANDS (Exclusive of ski permit areas)	6276
<hr/>	
TOTAL REVITALIZATION AREA ACRES	8960

VICINITY MAP



GOVERNMENT CAMP VILLAGE REVITALIZATION PLAN

FIGURE 1

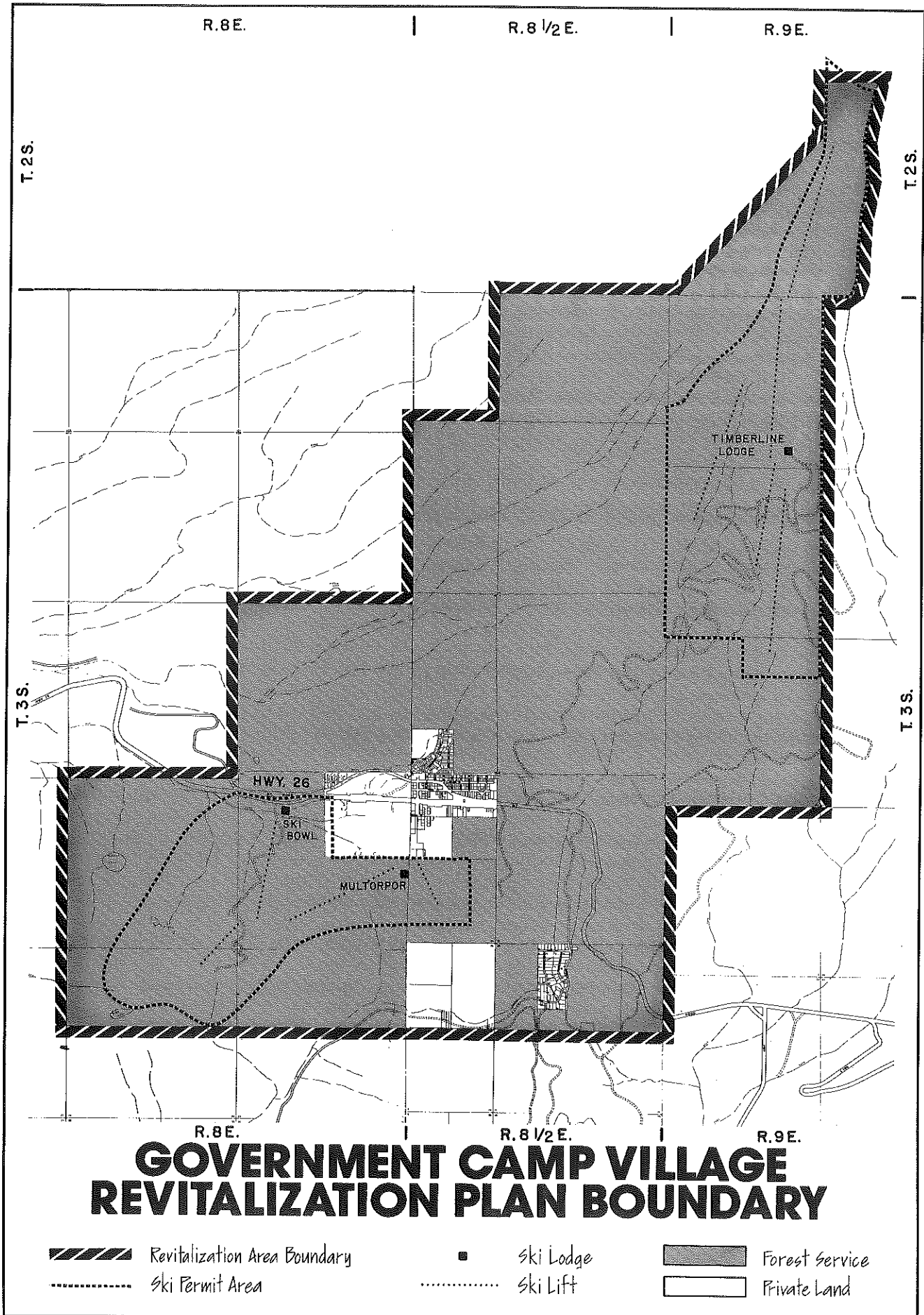


FIGURE 2

1. PRIVATE LANDS

Residential land uses predominate within the village limits (Table 2). According to the records of the Clackamas County Assessor's office, there are 250 single family dwelling units and 81 multifamily units within the village boundaries. A majority of the housing stock in Government Camp is seasonal housing. The remaining units consist of cabins, condominium apartments, and small ski lodges primarily used on weekends.

Commercial establishments in Government Camp are concentrated on the old Highway 26 alignment, referred to in this report as the Government Camp Loop Road. A total of 12 commercial structures can be found in Government Camp. These structures house 2 gas stations, 5 restaurants/taverns, 2 small grocery stores, 3 recreation-oriented ski shops, 1 inn, and 2 small lodgings. The Cascade Ski Club, a nonprofit organization, the U.S. Postal Service, the Hoodland Fire District, and a local utility company also have facilities in the village center. A 55-unit motel is currently under construction at the eastern intersection of the Government Camp Loop Road and Highway 26.

Government Camp does not have a coherent, well-defined retail core primarily due to the numerous vacant and underutilized parcels of land scattered throughout the area. Some of these vacant lots are poorly maintained and have become overgrown. Others are used on a seasonal basis for activities such as youth recreation in the summer and snow storage in the winter.

As can be seen in Table 2 and Figure 3-4, a total of 253 acres of vacant land or underdeveloped land exist within the village boundary. Approximately half of this acreage is developable. The remaining vacant land area is undevelopable due to wetlands conditions and other physical constraints.

The three principal zoning classifications in the Government Camp village area are: Hoodland Residential, Mountain Recreational Resort, and Rural Tourist Commercial. These zones are illustrated and described in the Government Camp Revitalization Plan.

The only other private lands within the Revitalization Area can be found at Summit Meadows. This residential subdivision, located approximately 1.5 miles southeast of Government Camp, depends on the village as its closest source of groceries, postal service, and restaurants. There are a total of 72 properties in this subdivision; cabins can be found on 19 of these properties.

2. SKI PERMIT AREAS

Three ski permit areas are also included within the boundaries of the revitalization area—Timberline, Multorpor/Skibowl, and Summit Ski area. All of these facilities operate under special use permits granted by the U.S. Forest Service.

TABLE 2

GOVERNMENT CAMP VILLAGE
ACRES BY LAND USE CATEGORY

	<u>DEVELOPED</u>	<u>VACANT OR UNDERDEVELOPED*</u>	<u>TOTAL</u>
Residential	44.0 (50.0%)	45.0 (50.0%)	89.0
Commercial	16.5 (41.2%)	23.5 (58.8%)	40.0
Recreational/ Resort	6.5 (3.4%)	184.5 (96.4%)	191.0
TOTAL	67.0 (29.0%)	253.0 (72.0%)	320.0

* includes street right-of-ways

FIGURE 3

GOVERNMENT CAMP VILLAGE
DEVELOPED AND VACANT/UNDERDEVELOPED LANDS

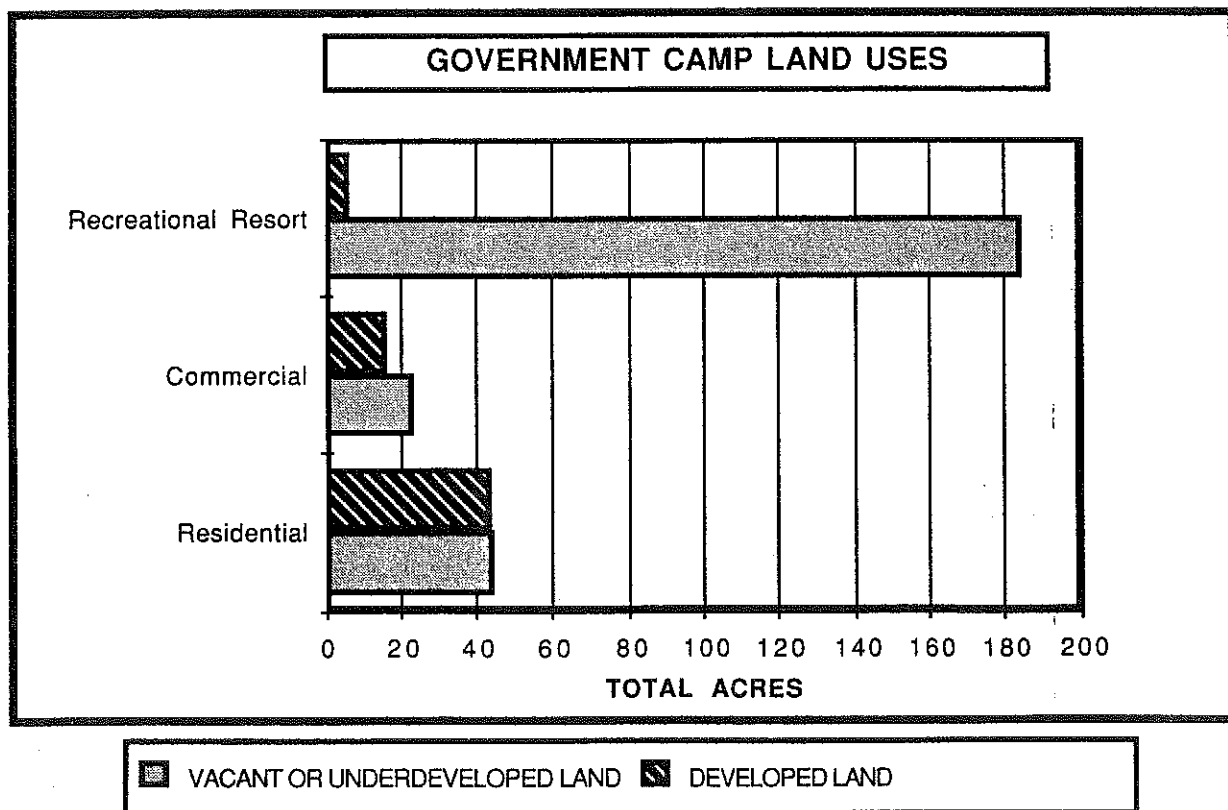


FIGURE 4

GOVERNMENT CAMP VILLAGE
VACANT/UNDERDEVELOPED LANDS

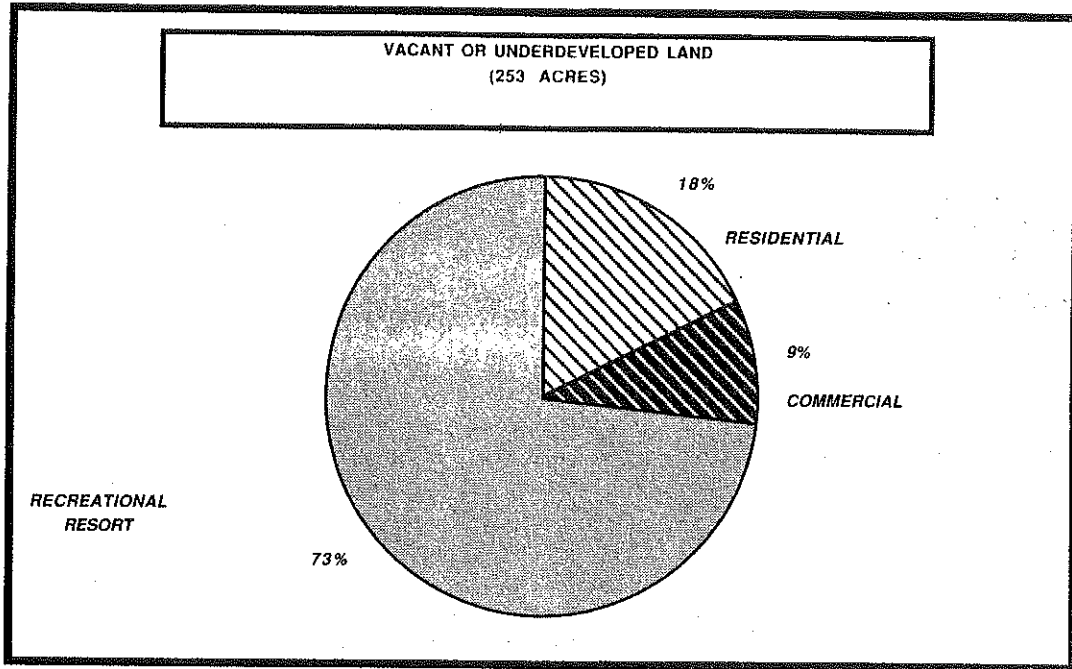
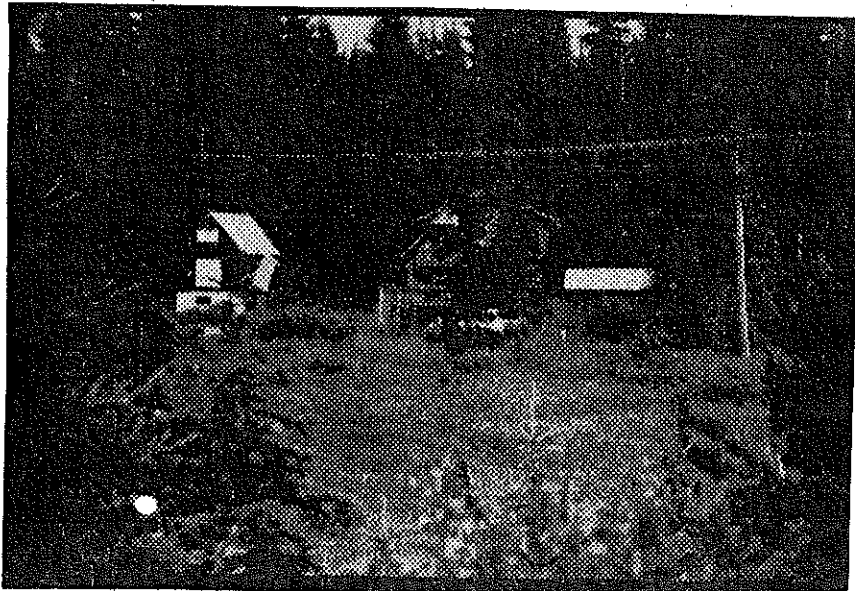


FIGURE 5

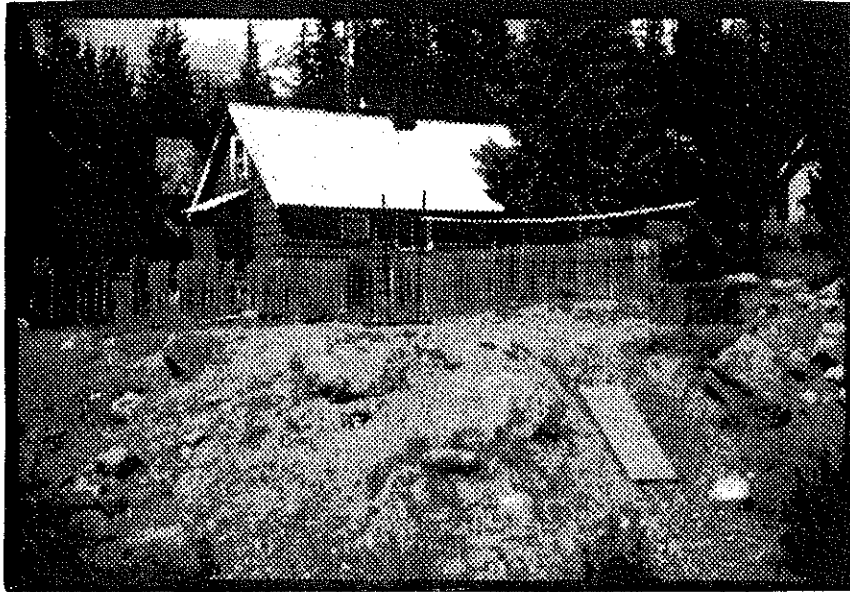
GOVERNMENT CAMP VILLAGE
UNDERUTILIZED AND VACANT LAND



A number of vacant and underdeveloped parcels of land, such as the one pictured above, can be found in the Village Center area of Government Camp.

FIGURE 6

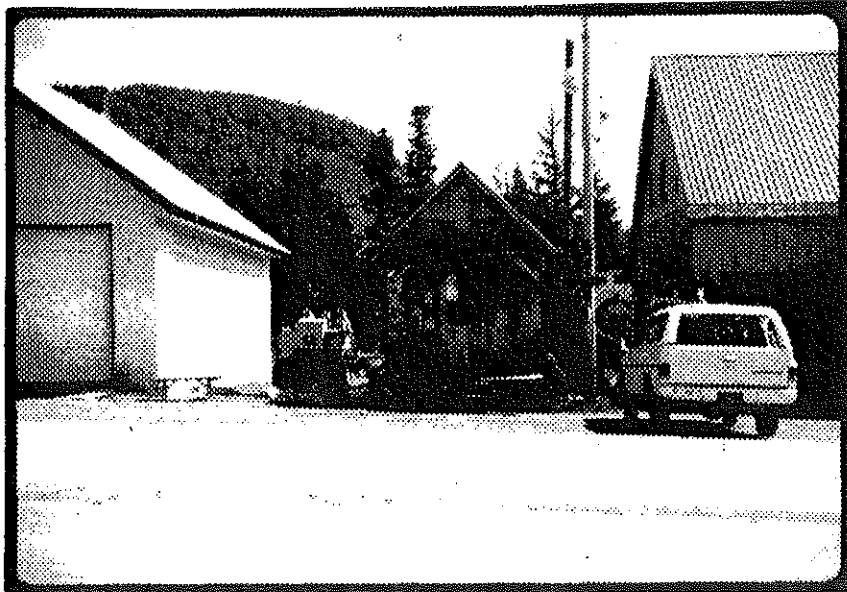
GOVERNMENT CAMP VILLAGE
VACANT LAND



Vacant, commercial parcels are often poorly maintained and a source of visual blight in the community. These vacant parcels interfere with the continuity of the streetscape and have hampered attempts to form a coherent, retail core.

FIGURE 7

GOVERNMENT CAMP VILLAGE
UNDERUTILIZED LAND



Underutilized properties, such as this old, poorly-maintained cabin, are common along Main Street, where retail uses are typically found.

The 1440 acre Timberline ski permit area is located northeast of the village center at an elevation of 5000 feet. Land-uses within this permit area include a historic lodge/hotel, a day lodge used primarily by Alpine skiers, and 6 ski areas.

Timberline Lodge, the main structure within the permit area, contains a full service restaurant, bar and 59 hotel rooms. The lodge was built in 1936-37 through the efforts of hundreds of Work Projects Administration employees. Heavy and constant use over the following forty years led to deterioration of the structure. In 1973, however, the lodge was designated as a National Historic Landmark and a group of dedicated individuals, Friends of Timberline Lodge, together with Richard L. Kohnstamm, the lodge's operator, succeeded in restoring the structure, its art and furnishings to the high quality conditions of earlier years. Today, the wood and stone structure is one of the nation's best examples of Cascadian architecture and the artistry of WPA craftsmen.

The Wy'east Day Lodge, adjacent to the main structure, was built in 1979 to relieve the main lodge from overuse. Today, this lodge accommodates the needs of Alpine skiers using Timberline's 6 ski areas and other outdoor enthusiasts.

The Timberline ski permit area has always had close physical and economic ties to the Village of Government Camp. Timberline Lodge is approximately a 5-mile drive from the village center and a number of ski trails also link the two areas. Many of Timberline's employees and skiers either rent or own cabins in the Government Camp area. Most ski camps, which serve as the backbone of Timberline's summertime skiing activity, also have their headquarters in Government Camp.

The Timberline ski permit area is currently operating at close to full capacity. Recent attempts by its operators to expand the facilities to include additional ski lifts, a restaurant, and increased parking have been turned down by the U.S. Forest Service, pending the completion of an environmental impact statement. One of the major constraints facing Timberline is the limited availability of parking to accommodate the growing tourist trade. This suggests that improved transportation links to the Village of Government Camp, where suitable areas for parking are more readily available, may be necessary in the future.

The Multorpor/Skibowl permit area is immediately adjacent to Government Camp's southern and western village boundaries. This ski area is one of the oldest centers of skiing in the United States. The Multorpor ski area was cleared for skiing in the early 1930's and a ski shelter for Skibowl was constructed in 1935. Thirty years later Multorpor and Ski Bowl were joined together to form one unified ski complex.

During the early 1980's, this ski permit area experienced considerable economic problems, and as a consequence maintenance was deferred and the operations eventually faced tax foreclosure. A new owner now operates the Multorpor/Skibowl permit area and is attempting to diversify its activities. Today, the 640-acre ski permit area includes 2 day lodges, 4 chairlifts, and 5 rope tows. The Skibowl day lodge includes an eating area and a tavern. As the closest Alpine skiing facility to the City of Portland,

Multorpot/Skibowl is a popular destination for night skiing. An Alpine slide, horseback riding facilities, and a parking lot converted to go-cart racing are also heavily used in the summer time.

A third, smaller ski permit area, Summit Ski Area, is located immediately east of the Government Camp Village boundary. These ski slopes are used primarily by beginning-level skiers and for children's snow play activity. A ski rental shop, public restrooms, and short-term parking are available at the Summit Ski Area.

3. FOREST SERVICE LANDS

The remaining areas within the district boundaries are forest lands under the jurisdiction of the U.S. Forest Service. Numerous cross country ski trails and hiking trails crisscross the forest. The Silcox Warming Hut (1939), a National Historic Site, is located north of the village area at an elevation of 6920 feet. It is currently being renovated by a private organization which plans to offer small scale bunk style accommodations and food service to climbers, skiers, and hikers. Snow Bunny Lodge, Phlox Point Cabin, the Wy'east Cabin, Tye Lodge, and a dispersed use camping facility are also located within the revitalization area boundaries.

The U.S. Forest Service, State Police, and Oregon Department of Transportation also have facilities and offices on Forest Service Land. These facilities are immediately south of Highway 26, less than half a mile east of the Village Center.

Implementation of the Revitalization Plan will result in the development of new retail structures on vacant or underdeveloped land in the Village Center (project #32). A number of projects in the plan will also promote more intense and productive use of currently vacant or underdeveloped lands within Government Camp Village. Such additional development includes commercial structures, hotel/resorts, and residential uses. No changes in zoning or allowable land use are proposed for the different areas of the Revitalization Plan.

C. BUILDING CONDITIONS

1. AGE OF STRUCTURES

The County Assessor's records also document the age of buildings in the County. These figures are summarized in Table 3. Overall, more than half of the 341 developed properties in Government Camp are more than 20 years old. Ninety-three of the structures or 26% of the community's buildings are over 40 years old.

The older residential structures tend to be small, wooden cabins, designed exclusively for occasional weekend use. Newer structures tend to be larger and more elaborate in terms of their design.

TABLE 3

GOVERNMENT CAMP VILLAGE
BUILDING AGES

<u>AGE IN YEARS</u>	<u>NUMBER OF STRUCTURES</u>
Less than 5	22
5-10 years	49
11-20 years	57
21-40 years	106
More than 40 years	93
Age Unknown	4
<hr/> Total:	<hr/> 341

FIGURE 8

GOVERNMENT CAMP VILLAGE
CONDITION OF STRUCTURES

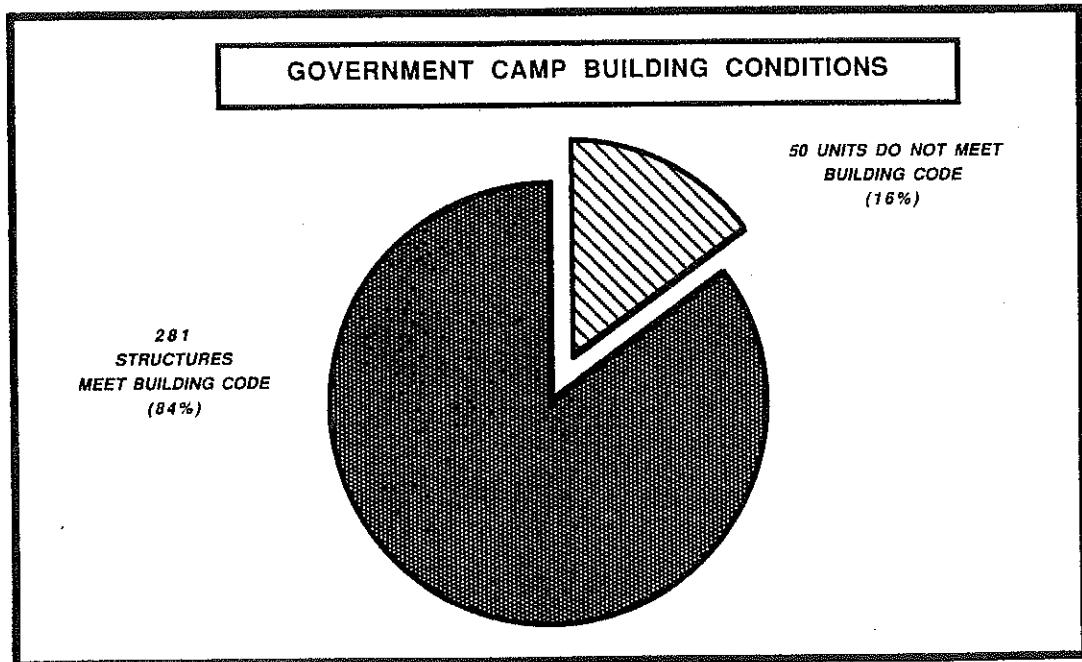


FIGURE 9
 GOVERNMENT CAMP VILLAGE
 BUILDING AGES

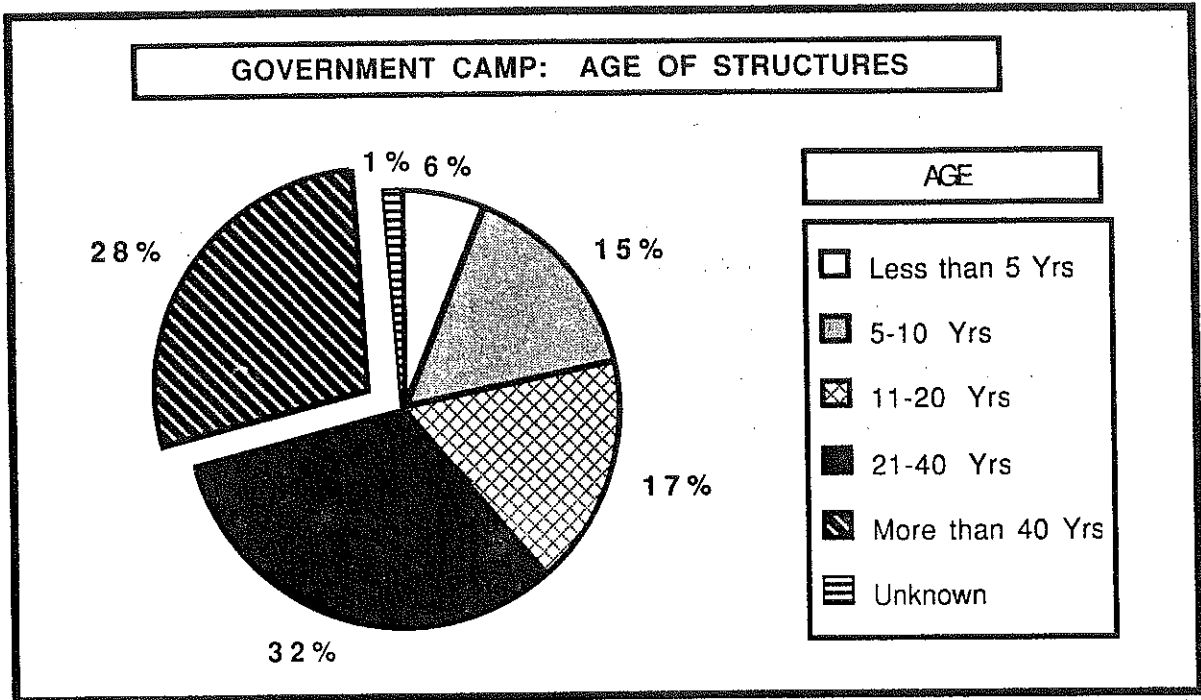
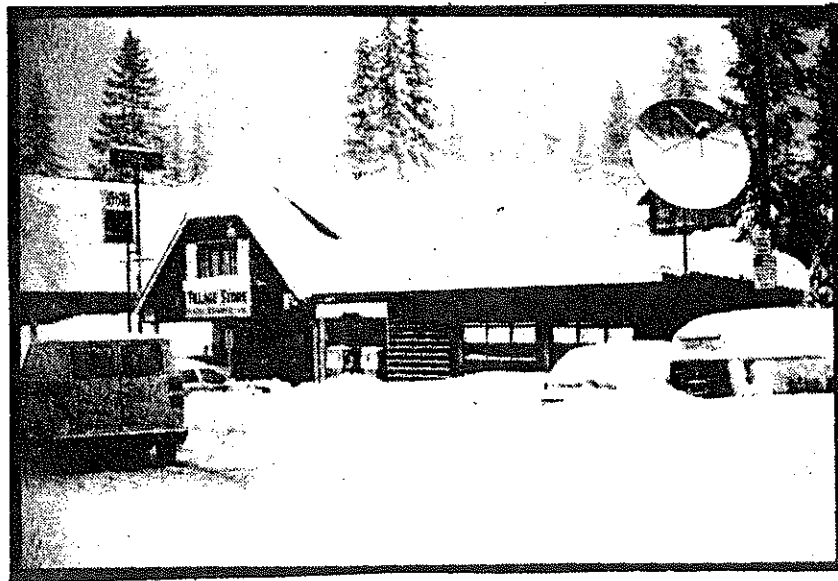


FIGURE 10:

GOVERNMENT CAMP VILLAGE
 AGE OF COMMERCIAL STRUCTURES



This grocery store, located in the Village Center, is fairly typical of the commercial structures in Government Camp.

According to research by the University of Oregon, commercial structures in the Government Camp village area range in age from 6 to 50 years. Seven of the twelve commercial structures in the village were constructed more than 20 years ago.

2. CONDITION OF COMMERCIAL STRUCTURES

Many of the community's commercial buildings predate modern building and safety codes and are now in need of repair or renovation. Some property owners, due to lack of business and resources, have deferred maintenance on their properties. These buildings are highly visible and cast a blighted look on the entire community.

3. CONDITION OF RESIDENTIAL STRUCTURES

The Clackamas County Assessor's office evaluates the housing stock based on criteria published in the State Department of Revenue's manual, "Cost Factors for Residential Buildings." This system contains eight categories of quality of construction, ranging from Type 1, a cabin which lacks running water, foundation, etc., up to Type 8, a custom-built home with extra features. Types 3 and below generally do not meet building codes; Types 4 and above generally do.

According to the County Assessor's records, 16% of the residential structures in the village area (50 of 331 structures) do not meet building code requirements (Figure 8). Deferred maintenance, combined with harsh, wintertime weather conditions have served to shorten these structures' remaining lifetime.

A majority of the residential structures in Government Camp are owned by seasonal residents. Only 88 of the 512 properties in Government Camp are owned by residents who actually live in the area on a year-round basis. Although many of the remaining 424 properties are used on a regular, weekend basis, a number of units are rarely-visited and poorly-maintained.

A number of projects in the Revitalization Plan will promote improved building conditions in Government Camp. These include projects #14 (Design Review and Sign Ordinance), #16 (Façade Improvement Incentives), and #29 (Architectural and Sprinkler Incentives). A number of other projects will also improve conditions in public areas of the Village (Projects # 12, 13, and 1 for example). Such public area improvements will also indirectly encourage renovations of dilapidated and deteriorated structures.

D. CLIMACTIC CONDITIONS

Located on the westerly slopes of Mount Hood, Government Camp is characterized by long, cold winters and heavy snowfalls. Government Camp receives approximately 326 inches of snowfall annually (primarily between the months of November and April). Average snow accumulation is between 60 and 90 inches. The highest recorded snow pack in the area was 189 inches or close to 15 feet. Unlike the light, dry snow conditions

FIGURE 11

GOVERNMENT CAMP VILLAGE
CONDITION OF COMMERCIAL STRUCTURES



Deferred maintenance is apparent in many of the commercial structures located in the Village Center.

FIGURE 12

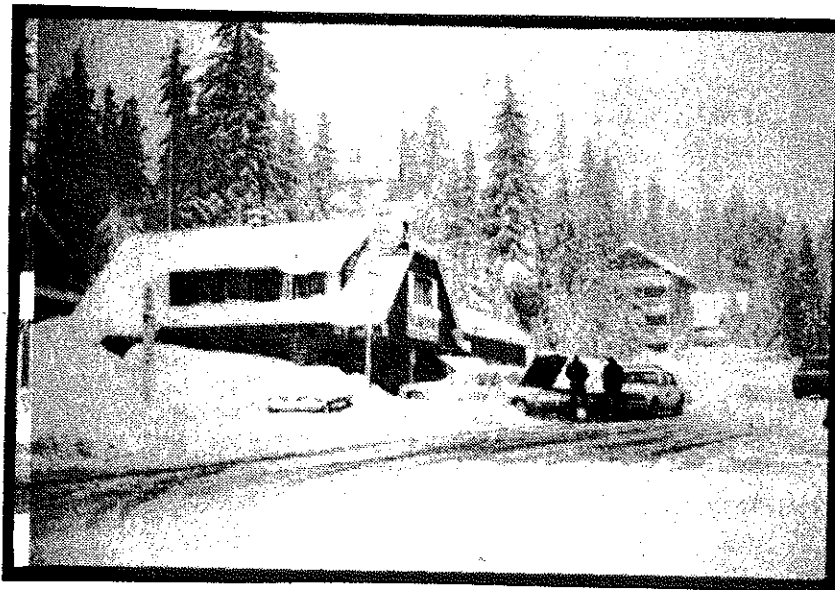
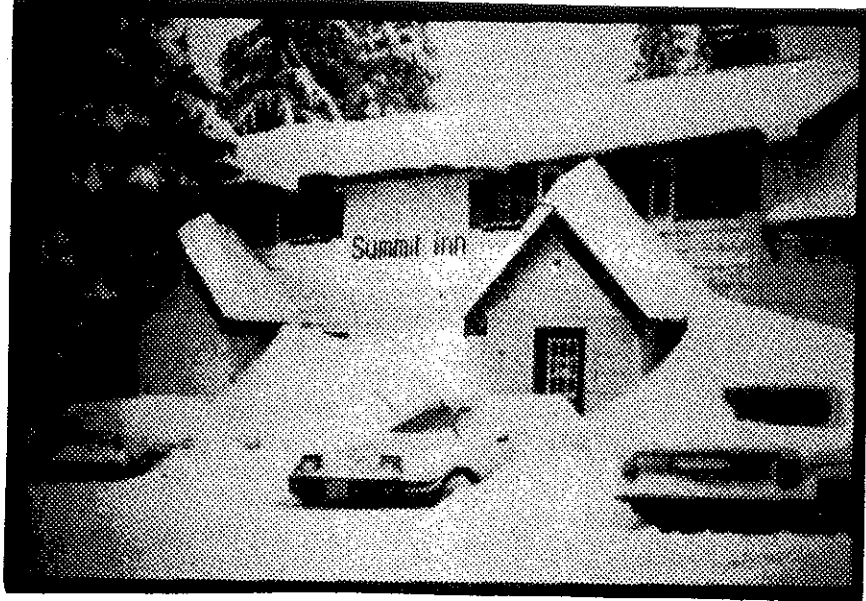
GOVERNMENT CAMP VILLAGE
BUILDING CONDITIONS



Many older cabins in the Government Camp Revitalization area do not meet building code standards.

FIGURE 13

GOVERNMENT CAMP VILLAGE
SNOW CONDITIONS



The accumulation of heavy, wet snow between the months of November and April makes automobile circulation, parking, and safe pedestrian movement particularly challenging in Government Camp.

of popular Colorado ski resort areas, snow in Government Camp is typically wet and dense.

The rapid accumulation of heavy, wet snow makes snow removal a constant challenge in Government Camp. It is particularly expensive and difficult to effectively remove snow from the Village Center. Considerable freezing and thawing occur throughout the winter season, creating hazardous conditions for both pedestrians and drivers. These conditions, combined with the high energy costs associated with heating facilities in an Alpine climate, have made it difficult for local businesses to achieve economic viability and tend to discourage new development in the area.

A number of projects proposed by the Revitalization Plan will help the community to deal more effectively with snow removal and will reduce winter hazard conditions.

E. TOPOGRAPHY AND SOILS

Government Camp is located on the slopes of Mt. Hood at an elevation of approximately 4,000 feet. Mount Hood is part of the Cascade Mountain physiographic province, whose geological activity occurred primarily during the late Pleistocene Age, 28,000 to 70,000 years ago. The geology of this area reflects both its volcanic origins as well as the impacts of glaciation and recent stream deposition activity.

Mount Hood, at an elevation of 11,235 feet, is Oregon's highest peak. Over 70% of the mountain was built up by lava flows. Today, however, Mt. Hood is considered a dormant volcano, with the last recorded eruption witnessed in 1865. As such, the area is characterized by geothermal activity, which is presently used by one lodging facility in Government Camp as an alternative source of heat for the property and its year-round outdoor swimming pool. Swim Resort, located near Still Creek Campground, also has natural geothermally heated waters, with an average temperature of 70 degrees. A recent study of Mount Hood suggests that there is potential for greater use of its geothermal resources for heating.

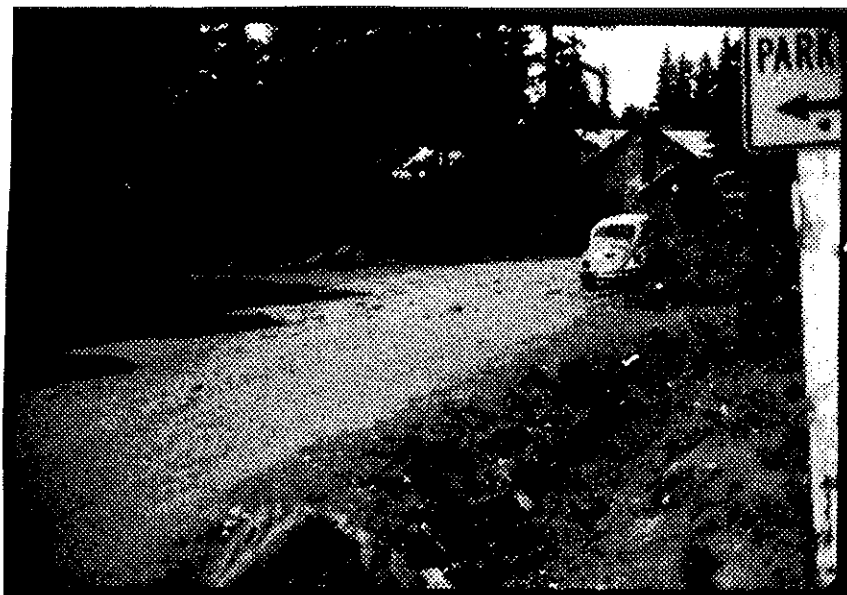
Soils in the area reflect the heavy glaciation activity common in this area. Glacial melt water deposits have left a varied landscape. Poorly drained soils and marsh areas predominate south of Highway 26 and west of Multorpor Road. Deep, stony, sandy loam and glacial till, of moderate permeability can be found throughout much of the remainder of the village. A significant portion of the Government Camp community is not suitable for development due to its wetland classification or high water table.

F. HYDROLOGY, VEGETATION, AND WILDLIFE

A majority of Government Camp lies within one watershed drained by Camp Creek. Three waterways run through the central portion of the village, originating on the higher slopes to the northeast and flowing in a southwesterly direction. Camp Creek and other minor runoff streams in the area drain into Collins Lake, located between the

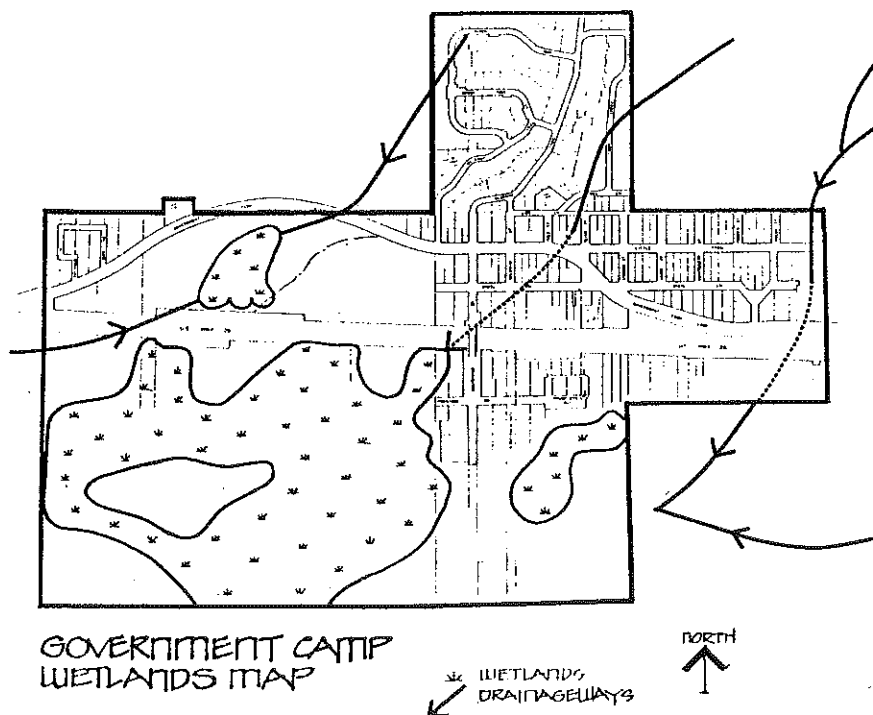
FIGURE 14

GOVERNMENT CAMP VILLAGE
DRAINAGE CONDITIONS



Litter and weeds along Government Camp's drainageways add to the Village Center's poor appearance.

GOVERNMENT CAMP VILLAGE
MAP OF DRAINAGE CONDITIONS



Government Camp Loop Road and Highway 26, and into Multorpor Fen Preserve, a major sphagnum bog located south of Highway 26.

This large bog/wetlands (approximately 35 acres in size) is the only one of its kind in the Mt. Hood National Forest. Two species listed by the Oregon Rare and Endangered Plant Task Force have been identified in the wetlands: Vaccinium oxycoccus var. intemedium, a wild cranberry, and Lycopodium inundatum, bog club moss. The wetlands, which is currently owned by the Nature Conservancy, is important for both educational purposes and scientific research. It has been designated for environmental protection by both the County and the U.S. Forest Service.

Much of the year, the bog is vulnerable to runoff from nearby developed areas and will likely age and fill over time as activities around its margin accelerate. Careful drainage planning will be necessary over the next few years in order to insure the long-term viability of the Multorpor Fen Preserve.

Economic development has reduced the quality of wildlife in this area. Habitat value is greatest in the summer when beaver, gophers, voles, and a number of different birds are common.

Surrounded on all sides by National Forest Lands, parts of the Government Camp area are heavily vegetated. Some of the species most commonly found in the area include Douglas fir, western hemlock, western red cedar, Pacific silver fir, and noble fir. Understory shrub species include huckleberry, vine maples, the Oregon grape, and rhododendron.

New development resulting from the implementation of the Revitalization Plan may result in additional runoff draining into the Multorpor Fen Preserve. In order to mitigate any negative environmental consequences of such development a catch basins project (#26) has been incorporated into the plan. None of the proposed projects within the Government Camp Village boundaries will have a major impact on vegetation and wildlife in the area. All projects proposed for Forest Service lands will be planned and implemented in cooperation with the United States Forest Service. Those projects with extensive impacts, such as an overhead transportation link, will most likely undergo an environmental impact review and appropriate mitigation measures before being implemented.

G. SEWER, WATER, AND STORM DRAINAGE FACILITIES

Although Government Camp is a small unincorporated community, basic urban services (sewer and water) are available.

Most of the Revitalization Area's water is supplied by the Government Camp Water Company, which is privately owned and operated. The domestic water supply comes from a protected source and water quality is high.

Domestic water is piped directly from a spring source on Upper Camp Creek into a 100,000 gallon storage tank. Currently the water company has 130 connections and the capability to expand the system to meet future demands. As additional development occurs, selected water mains may need to be enlarged and additional fire hydrants installed.

A number of establishments rely on private wells for their water supply. Timberline Lodge relies on its own spring-fed, domestic water supply and sewage treatment plant to service its facilities.

Sewer service is provided by the Government Camp Sanitary District. The existing treatment plant has a winter capacity of 225,000 gallons per day, and 130,000 gallons per day in summer. Currently the sanitary district serves 354 dwelling units and 20 businesses in Government Camp, operating at about 43,000 gallons per day. The sewer plant's operator estimates that the existing facilities could easily handle another 900 to 1000 units.

As additional development occurs, the existing treatment plant may need to be expanded. The sewer plant was originally designed for a staged expansion. However, the Department of Environmental Quality has indicated that expansion beyond double its present design capacity would raise concerns regarding the receiving capability of Camp Creek and its ability to maintain water quality. If the capacity of Camp Creek is exceeded, a new discharge source may need to be considered.

Presently there is a limited storm drainage system in Government Camp. A few drainage ditches have been constructed in the Village Center area, but little other improvement has been made in this area. Many of these drainage ways have become overgrown and littered with debris. As additional development occurs, the cumulative runoff will need to be controlled by a coordinated system of drainage and sediment control facilities.

H. PUBLIC SAFETY AND UTILITIES

The Hoodland Fire District provides fire protection for the Government Camp Community. The fire district has a substation in Government Camp and relies heavily on volunteers for manpower in this area. Over the years, a number of commercial and residential structures in the Village have been completely destroyed or have suffered considerable damage due to fires. According to a property risk analysis conducted by the Hoodland Fire District, a number of structures in the Revitalization Area currently experience unprotected risk (defined as the amount of water flow available subtracted from the amount required). These include the Village Store, Snow Bunny Lodge, Summit House, Huckleberry Motel, Skibowl Lodge, and the Golden Poles Condominium.

Fire district officials have noted that a number of problems limit effective and safe fire protection in Government Camp. First, some village access roads are unimproved and thus are not plowed in the winter. This means that a number of the cabins and houses in

the community are inaccessible to fire and rescue vehicles for a large portion of the year. Second, a lack of street signs in many of the residential areas of the community makes it difficult for firefighters to promptly locate addresses. Third, no emergency fire siren exists in the community. And fourth, water mains in the village area are not always large enough to accommodate the water flow necessary to effectively fight fires.

The Clackamas County Sheriff Department provides off-highway patrols and is responsible for law enforcement within the community.

Government Camp does not appear to have any significant problems with respect to utility services. Power is provided to the community by Portland General Electric. Electricity and telephone service can be expanded to meet demands.

Increased development due to implementation of the Revitalization Plan will place additional pressures on existing fire fighting facilities. A number of projects in the Revitalization Plan address this issue and will mitigate any negative impacts of new development on fire facilities.

I. STREETS AND TRAFFIC CIRCULATION

The road network in the Government Camp community consists of three main components: 1) State Highway 26, which carries traffic through the community, 2) Government Camp Loop Road, and 3) local roads which provide direct access to the residential sections of the community.

1. STATE HIGHWAY 26

State Highway 26, which serves as the primary east-west access way to Mount Hood and its recreational activities, is the third most heavily traveled state highway in Oregon. Average daily vehicle counts at the milepost nearest Government Camp indicate that there has been an increase from 2350 vehicles daily in 1960 to 4650 vehicles daily in 1986 (University of Oregon, Government Camp Transportation Strategies). According to the Oregon Department of Transportation, Route 26 is characterized by highly congested road conditions on winter weekends when skiers head for the 5 Alpine ski areas on Mt. Hood and Mt. Bachelor. This highway is also heavily used by trucks and other vehicles headed toward eastern Oregon. Recent studies by ODOT have found that the segment of Route 26 between Rhododendron and Government Camp has a level of service of E (highly congested).

This congestion, combined with icy road conditions has resulted in safety problems at the east and west intersections of the state highway and the Government Camp Loop Road. ODOT studies have found that the section of Route 26 west of the Government Camp entrance has an accident rate 4 times higher than the state average (74% of these accidents occur in the winter and are snow related (ODOT, Highway 26 Study p. 28). Between the months of October and April, the segment of Route 26 between Vine Maple

Road and Timberline Road has an average of 56 vehicular accidents (averaged over 5 years).

As Highway 26 is considered to be a scenic roadway, access to surrounding areas is partially controlled. Primary access to Government Camp and surrounding facilities such as the Multitorpor Ski Area is provided by the Government Camp Loop Road. Neither highway lighting nor traffic signals are available at the east and west intersections of the Government Camp Loop Road and Highway 26. This makes left-hand turn movements particularly difficult during the winter season when peak hour congestion is high and the roads are wet and icy. Due to a lack of commercial development and easily recognizable signage at the intersections of the Loop Road and Highway 26, drivers often do not see the turn into Government Camp until the last minute, exacerbating traffic problems in the area (Figures 16 and 17).

2. GOVERNMENT CAMP LOOP ROAD

Drivers must travel along the Government Camp Loop Road in order to reach the village's commercial district and residential areas. At both the eastern and the western entryways to the village, the Government Camp Loop Road is lined by heavily wooded areas for about a half mile. Because there is no highway lighting along this portion of the Government Camp Loop Road, visibility is often poor in the evenings and during periods of heavy snow and rain.

The 80 foot, paved right-of-way of the Government Camp Loop Road is adequate for the volume of traffic experienced by the area. No expansion or future widening of this road is envisioned for the future.

The Oregon Department of Transportation is responsible for the maintenance and plowing of Highway 26 and the Government Camp Loop Road. ODOT road crews presently plow the snow off of the Government Camp Loop Road, pushing it to the eastern and western parts of the village. Snow blowers are then used to blow the snow south on to a privately-owned piece of land in the Collins Lake area. This snow removal process is not suitable in an urban setting. It results in a large collection of debris being deposited on the property and does considerable damage to the vegetation and trees in the area. Furthermore, if the property owner should at any time decide to build or prevent the snow storage on his or her property, ODOT will need to find another more appropriate site for snow storage.

Surveys by the University of Oregon found that 67% of residents felt snow removal was a problem in Government Camp. Close to 92% of those people surveyed believed that improved snow removal services were needed.

FIGURE 15:
GOVERNMENT CAMP VILLAGE
EAST ENTRY



The east entry to Government Camp off of Highway 26 is poorly marked and often forces eastbound travellers to make dangerous left-hand turns in the winter.

FIGURE 16:
GOVERNMENT CAMP VILLAGE
WEST ENTRY PHOTO



The western entry to Government Camp off of Highway 26 is also poorly marked and has a dangerous, awkward intersection. Heavy traffic in and out of the public restrooms and the Summit ski permit area further exacerbate complications at this intersection.

FIGURE 17:
GOVERNMENT CAMP VILLAGE
SNOW REMOVAL DAMAGE



Snow blown on to land abutting the west entry to Government Camp has heavily damaged vegetation, creating a visual eyesore.

3. LOCAL ROADS

Conditions of the local, residential streets in Government Camp are varied. Multorpor Drive is owned by the County but maintained by ODOT. Wy East Trail and Blossom Trail are the only roads in Government Camp village that are maintained by the County. These roads are graded, and either chipsealed or paved. The Multorpor overpass and access road and selected "public" roads, serving seasonal and permanent residences in the Alpenglade development and along Round Mountain Loop Road, are also paved and graded. These roads are plowed by private parties.

All other local access roads in Government Camp are classified as "public roads". These roads were dedicated by private property owners to the public but never "accepted" for maintenance by the County because they failed to meet certain standards. These roads vary in width from 7 to 19 feet, and for the most part, have never been adequately improved and receive little or no regular maintenance from abutting property owners. Road conditions are illustrated in Figures 18 through 20.

The poor condition of these local access roads makes Wintertime snow plowing impossible, limiting access to residential and public recreational areas during the winter months. Recent surveys by the University of Oregon Community Planning Workshop found that 94% of Government Camp residents have difficulty accessing to their homes during the winter. This lack of wintertime access forces most seasonal residents and many skiers to park on the Government Camp Loop Road and walk or ski into their cabins. A full 48% of residents also reported difficulty in accessing their homes in the summer season.


Access to the portion of Government Camp south of Highway 26 is limited to Multorpor Road and the Multorpor/Route 26 overpass. The overpass is steeply graded and can create difficult driving conditions when the roads are icy. Although Multorpor Road appears to adequately serve current levels of traffic, the availability of more than 75 acres of developable vacant land south of Route 26 suggests that future road improvements will be needed to accommodate the growth in traffic.

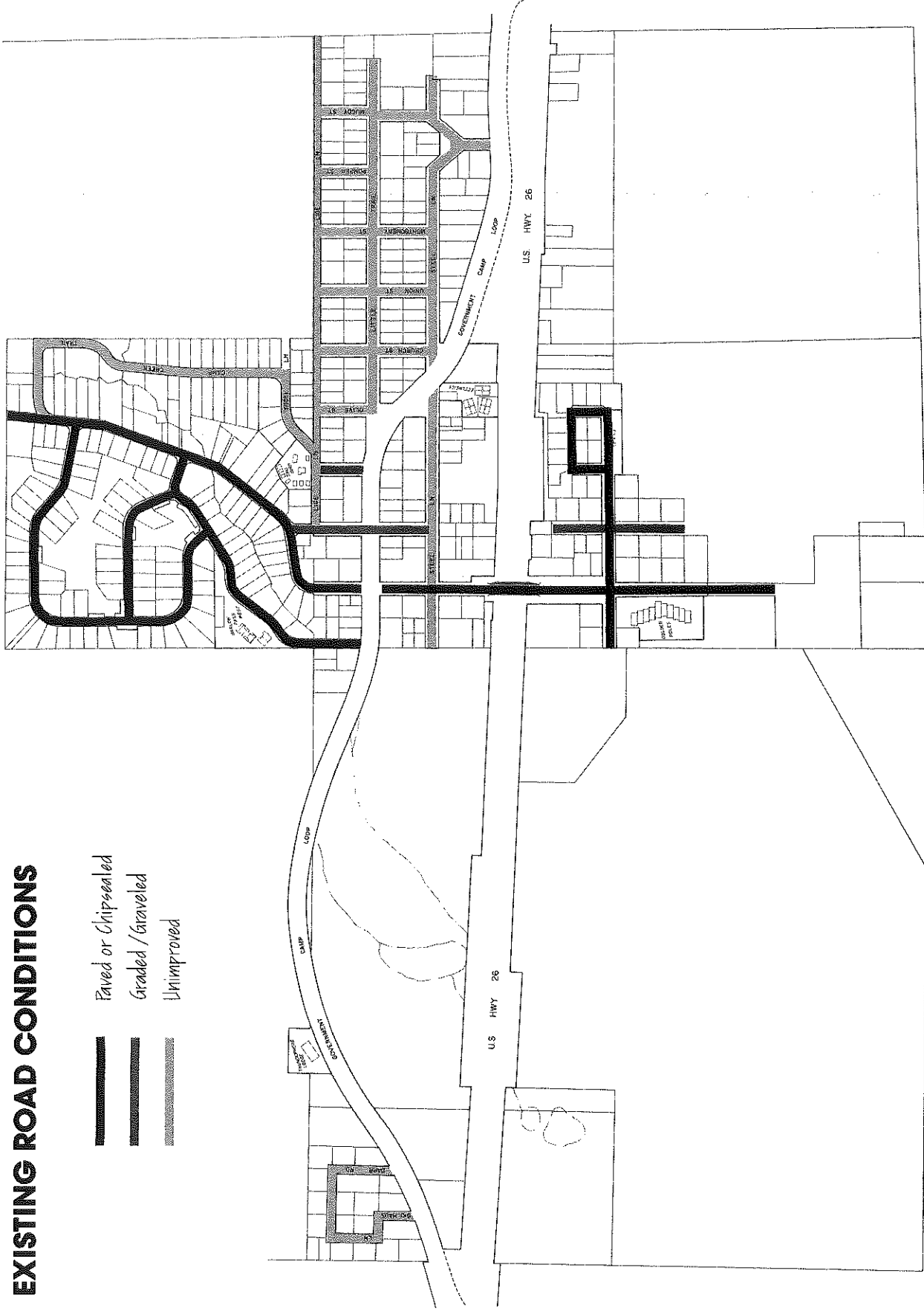
The Revitalization Plan proposes numerous circulation and access improvements for the area. These projects will improve circulation throughout the area and reduce the likelihood of traffic accidents. New development may result from implementation of the Revitalization Plan. This development will undoubtedly result in increased volumes of traffic in the area. It is believed that the road projects proposed in the Revitalization Plan will be able to accommodate any increases in traffic.

J. PARKING

Many residents and business owners in the village consider parking to be one of Government Camp's most serious problems. A full 75% of the residents and 70% of the visitors surveyed by the University of Oregon reported that parking is a problem in the

EXISTING ROAD CONDITIONS

-  Paved or Chipsealed
-  Graded / Graveled
-  Unimproved



GOVERNMENT CAMP VILLAGE REVITALIZATION PLAN

FIGURE 19:

GOVERNMENT CAMP VILLAGE
ROAD CONDITIONS



Many residential roads in Government Camp are poorly graded, and full of pot holes or small boulders. Grading and some form of surface treatment, such as chipsealing or paving are necessary in order to undertake snow removal.

area. Approximately 92% of residents surveyed believed that additional parking spaces were needed in Government Camp.

1. PARKING WITHIN THE VILLAGE

Parking for commercial establishments in Government Camp is primarily within the right-of-way of the Government Camp Loop Road. Head in parking on both sides of the road can accommodate a maximum of 85 vehicles within the 4 block central business area. An estimated 50 parking spaces are also available in the Cascade Ski Club and the Huckleberry Inn parking lots. These are private lots, and thus are not available for use by the general public. Commercial establishments are required by the County to provide on-site parking. A number of establishments have failed to comply with these requirements, however, and code enforcement has been lax.

Because there are no public parking lots and most residential roads in the community are unimproved and not plowed, skiers and seasonal residents park along the commercial Government Camp Loop Road. This forces residents and skiers to walk long distances in deep, wet snow to reach their destinations. Furthermore, potential patrons are prevented from parking in the areas originally intended for retail customers, thus hurting local business.

2. PARKING IN SKI PERMIT AREAS

Parking problems in Government Camp have been exacerbated by limited parking facilities at Timberline Lodge and difficult access to Multorpor parking lot in the wintertime. Timberline's parking lots are currently being used to maximum capacity. Expansion of Timberline's parking facilities will only be possible if the Forest Service approves an Environmental Impact Statement, which requires a time-consuming and expensive review process. Multorpor parking is also difficult for many drivers to access because of the often icy road conditions present on the steep grade of Multorpor Drive overpass.

Difficult access and parking conditions at the ski permit areas force many skiers to park in the Government Camp Village Center and walk or carpool to the different ski facilities. Some form of non-automobile link between the ski permit areas and Government Camp will be needed in the future to remedy this circulation and parking problem. Such a link might consist of buses, a people mover system, or overhead transportation such as a tramway.

A number of projects in the proposed Revitalization Plan address parking problems in the area. Improved residential streets, which can be plowed in the winter, will enable residents to park close to their homes and reduce the number of vehicles parking along Main Street. Improved snow plowing techniques will also make parking in the Village Center area easier and safer. The development of privately sponsored public parking areas and an overhead transportation link to the ski permit areas will also reduce the pressures placed on the area by tourists and skiers. New development spurred by the

Revitalization Plan will be responsible for developing their own parking facilities in accordance with the Clackamas County Comprehensive Plan and zoning codes.

K. PEDESTRIAN CIRCULATION

There are presently no sidewalks or pedestrian facilities in Government Camp. Vehicular traffic on most residential roads is light so pedestrian movement along these roadways is fairly easy. However, with increased development and traffic volumes in the future, pedestrian improvements will be necessary.

Conflicts between pedestrian and vehicular traffic are a problem along the commercial portion of the Government Camp Loop Road. On busy winter weekends, vehicles are parked head-in on both sides of Main Street. Since there is no room to walk in front of these parked cars, pedestrians are forced to walk behind the parked cars in the travel lanes. The lack of pedestrian lighting, poor visibility, winter weather conditions, and the high travel speeds of Government Camp Loop Road drivers increase the likelihood of accidents.

High travel speeds, winter peak congestion, winter weather conditions, and the lack of traffic signals and crosswalks also make pedestrian travel across Route 26 very difficult. Those pedestrians who choose to cross Route 26 on the existing Multorpor overpass must walk in the vehicular travel lanes of this road because there are no pedestrian facilities. This is particularly dangerous due to the limited range of vision that drivers coming over the overpass's steep grade have.

These dangerous pedestrian conditions suggest that improved pedestrian facilities are needed throughout the Government Camp Village area.

Implementation of the Revitalization Plan will result in significantly improved pedestrian facilities for Government Camp. The development of sidewalks, walking trails, and pedestrian linkages over Highway 26 will reduce hazardous road conditions for both pedestrians and drivers.

L. SOCIAL CONDITIONS

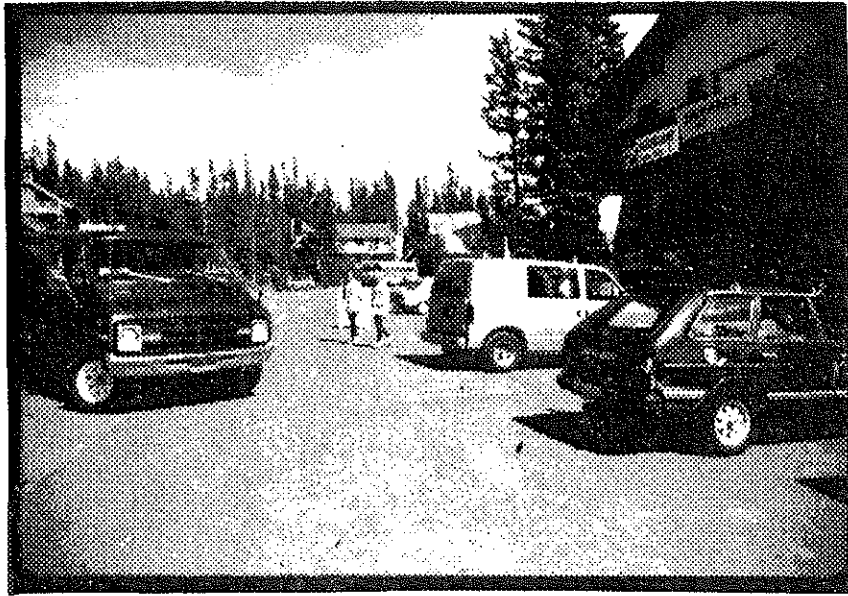
1. YEAR-ROUND RESIDENTS

Government Camp is a small isolated community, whose population fluctuates considerably due to the presence of a large number of seasonal residents. There are approximately 150 full-time residents in the community. According to research by the University of Oregon, over 75 percent of these full-time residents have lived in the community for more than 10 years and twelve percent have lived in the community for more than 40 years.

The vast majority of year-round residents in Government Camp are adults. Eight grade school-aged children in Government Camp attend Welches Elementary school and 4

FIGURE 20:

GOVERNMENT CAMP VILLAGE
PEDESTRIAN CONDITIONS IN THE VILLAGE CENTER



Because there are no sidewalks in the Village Center, pedestrians are forced to walk behind and between parked vehicles, creating dangerous walking conditions.

FIGURE 21:

GOVERNMENT CAMP VILLAGE
WINTERTIME PEDESTRIAN CONDITIONS



Winter weather conditions in reduce visibility and exacerbate the conflicts between pedestrians & automobiles in the Village Center

teenagers attend Sandy Union High School, located some 32 miles from Government Camp. There are also approximately seven pre-school aged children in the Revitalization Area.

2. SEASONAL RESIDENTS

During the height of the winter season the community's weekend population can increase to as many as 750 persons. This surge in population is primarily due to the large number of properties in Government Camp that are used as weekend and vacation homes (second homes). According to records maintained by the Clackamas County Tax Assessor's Office, only 88 of the 512 properties in Government Camp (17%) are owned by individuals who reside in the Village year-round. Close to 335 of the properties (65%) are owned by people who live in the Portland metropolitan area.

In recent years, Government Camp has also experienced a large influx of adolescent residents during the summer months. These teenagers are primarily participants in the popular ski camps based in Government Camp. The ski camps serve approximately 500 students at any given time of the summer. About 75% of these students reside in the greater Government Camp area. They are mostly housed at the Cascade Ski Club, Snow Bunny lodge, and in a few selected private homes. Most participants are between the ages of 15 and 19 and reside in Government Camp throughout the summer. The ski campers spend the mornings skiing or snow boarding up at Timberline Lodge and then have their afternoons and evenings free. Presently, there are only a limited number of activities available to keep the youth occupied.

3. EMPLOYMENT OPPORTUNITIES

As is true of many small resort communities, employment opportunities in Government Camp are primarily in the recreation and service industries. The three major ski resorts on Mount Hood—Timberline, Mount Hood Meadows, and Ski Bowl/Multorpor—are the major employers in the area, employing over 700 individuals during the peak ski season (November through April). During the summer, these ski operators employ only 200 individuals. Ski operators estimate that less than 5% of their employees have children. Approximately 21 of the Welches School District students have at least one parent who works at either Timberline or Multorpor Ski Bowl. There are approximately 10 pre-school aged children who fall in this same category.

This seasonal fluctuation in employment rates is typical of ski resorts across the country. Ski towns generally employ 10 times as many people as comparably-sized communities in order to meet the needs of wintertime visitors. During the summers, however, employment opportunities are minimal, thus resulting in higher than average unemployment rates.

According to ski area operators, most of their employees are between the ages of 25 and 35. Wages in the recreational service sector are typically low, ranging from minimum wage to \$5.50 an hour for unskilled workers employed seasonally to \$5.00 to \$10.00 an

hour for skilled workers employed year-round (Wildwood Highway Project, p. 35). Most of these employees have difficulty finding affordable housing in the Government Camp area, and many must drive as far as Sandy and Hood River to find suitable housing.

Approximately 60 persons are employed by the 12 businesses located in the village of Government Camp. These jobs are primarily in food and beverage, gas, grocery, ski rental and sales, lodging, and gift sales.

It is believed that most new residential development spurred by the Revitalization Plan will be geared towards seasonal and weekend visitors. Thus, Government Camp's year-round population will probably not grow substantially. New commercial and ski permit area development will, however provide more employment opportunities for residents of Government Camp and nearby areas. Some of the new workers filling these positions may have children who would attend the Welches Elementary School or Sandy Union High School. It is believed that the number of new students generated by new employment will be minimal since most jobs in the recreation/tourism industries are filled by young people (18-35) who do not have families.

Implementation of the Revitalization Plan will benefit local employees. The development of low-cost, employee housing in the Revitalization Area will make it easier for employees to live close to their jobs and will reduce the long commutes presently undertaken by many seasonal workers. A stabilized economic base will also provide local workers with greater job security and reduce the high seasonal unemployment rate.

M. ECONOMIC CONDITIONS

Like many mountain communities, Government Camp's economy is heavily dependent on seasonal recreation and tourism. Experienced ski town planners point out that ski towns have unique economies for towns of their size. This is certainly true of Government Camp.

Government Camp's commercial establishments are typically small, family-owned businesses with less than 6 employees. The small business owners depend heavily on the tourists and recreational skiers who visit Mount Hood for their income. One study has found that nonresidents accounted for a full 89% of Government Camp's demand for consumer products. (Multorpor/Skibowl Environmental Impact Statement, 1981).

With the rerouting of Highway 26 in 1958, however, Government Camp lost its prime location on the main thoroughfare to Mt. Hood. Furthermore, the Village entries are poorly signed and maintained and many motorists can easily mistake Government Camp for a military installation or U.S. Forest Service stop. Studies by the Oregon Tourism Alliance have found that close to three-quarters of all travelers do not plan their trips carefully and instead stop enroute as they become interested. More than two-thirds of these travelers note that they may visit an area because of signs that they see from the road. Government Camp is both located off of the main thoroughfare and is poorly

signed, so it is not surprising that this community is often missed by the 1.7 million vehicles that travel Route 26 annually.

The poor visual and limited physical access to Government Camp have had tremendous impacts on the local economy. Historical records show, for example, that sales declined 40% after the Route 26 bypass was built. The economic pressures placed on businesses forced many property owners to defer maintenance on their structures. Public right-of-ways and community spaces have also suffered from deferred maintenance due to the lack of community funding and an appropriate administrative structure for such maintenance activities. The inability of local residents and businesses to pay for private and public sector building improvements has resulted in the physically blighted appearance of the Village Center.

Physical decline and a poor image have hurt Government Camp's economy because ski towns must increasingly cater to visitors who have higher expectations than in the past. With the recent growth in the tourism industry, highly sophisticated consumers now expect ski towns to provide services often not found in towns of comparable size. For example, recent surveys show that 30% of visitors to ski areas do not ski (Rademan, p. 17). Thus, today's ski resorts are not only in the recreation, but also in the entertainment business and must provide the services consumers desire if they are to maintain their competitive advantage.

The investment required to support these services has been far beyond the reach of the 150 year-round residents of Government Camp. Hence the commercial character of the village has changed little in the past fifteen years. Vacant commercial lots, located in prime retail locations, have failed to develop; investment in resort and recreational facilities has been minimal, and investor confidence in the area is generally low. Government Camp has been unable to provide both the range of recreational services and the unified design theme which many small towns find is critical to their economic stability.

Economic growth in Government Camp has been further hampered by the village's continual reliance on factors that are often out of its control such as good weather conditions and the continued operation of existing ski permit areas. The closing of the Multorpor Ski Bowl permit area in the mid-1980's demonstrates how harmful this dependence on one small segment of the recreational industry can be for the economy of a small town.

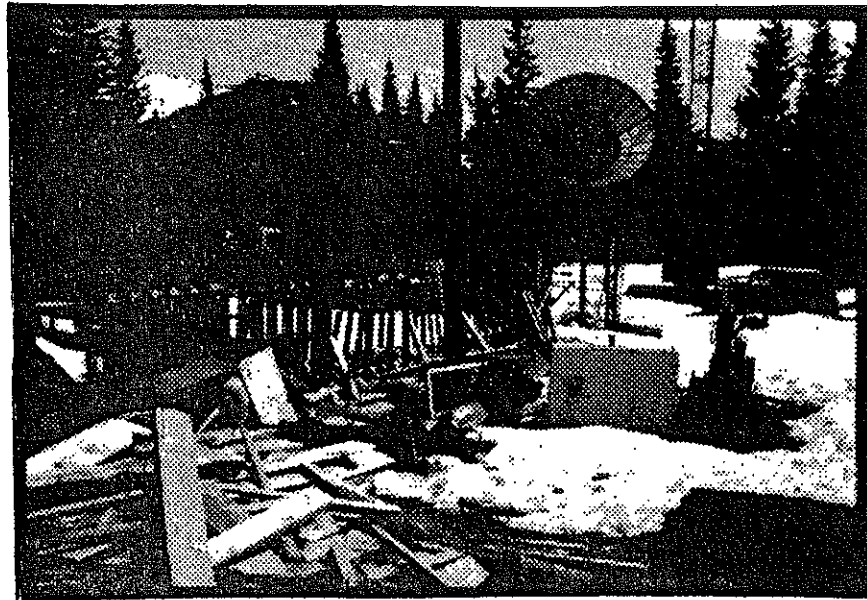
Implementation of the Revitalization Plan will help restore economic health to the Government Camp area. Such economic revitalization will in turn promote improved physical conditions and well-designed public and private facilities.

N. TOURIST AND RECREATIONAL FACILITIES

Government Camp is ideally situated to take advantage of a wide diversity of outdoor recreational activities available in the Mount Hood National Forest area. Forest Service

FIGURE 22:

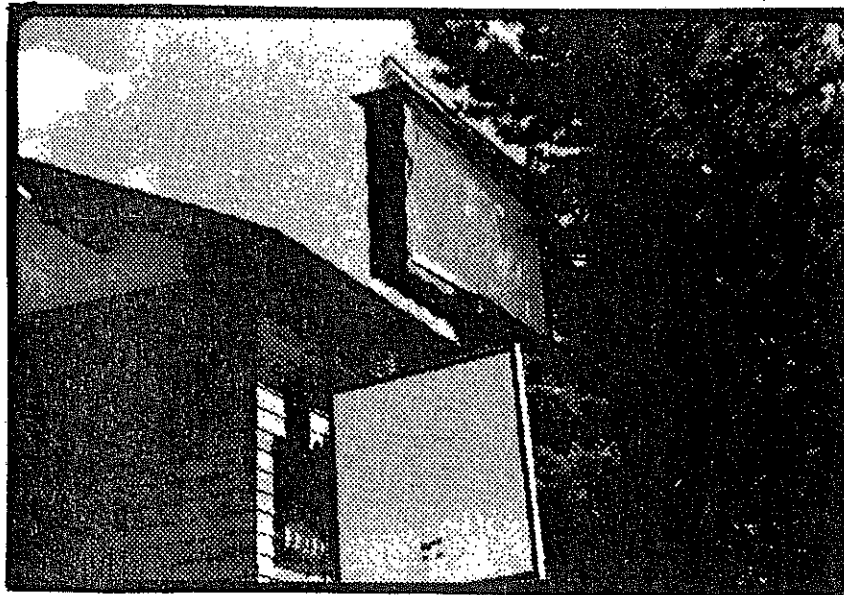
GOVERNMENT CAMP VILLAGE
VILLAGE CENTER PHYSICAL BLIGHT



Over the years, an accumulation of junk and debris on commercial properties and in the public right-of-way has contributed to the Village's poor physical appearance.

FIGURE 23:

GOVERNMENT CAMP VILLAGE
INADEQUATE SIGNAGE



Poorly designed signs detract from the quality image the Village Center needs to convey to potential shoppers in to be successful.

campgrounds, hiking trails, cross-country and downhill ski areas are all within easy reach of the village. Multorpor/Ski Bowl, Mt. Hood Meadows, and Timberline offer Alpine ski facilities, including night skiing and winter and summer skiing opportunities. Snow play areas can be found at the Summit Ski area, immediately east of Government Camp; Timberline Lodge, Snow Bunny Lodge, and the area east of Thunderhead Lodge. Over 1300 miles of hiking and cross country ski trails exist within the Mount Hood National Forest. Popular cross-country ski trails close to Government Camp include the Snow Bunny and Trillium Lake areas, Enid Lake, and at the base of Multorpor/Skibowl. Popular hiking trails include the Mirror Lake trail, the Timberline Trail, and the famous Pacific Crest Trail. Facilities such as the Silcox Warming Hut cater to the needs of climbers and backpackers using these trails.

Other popular outdoor activities in the area include picking huckleberries, fishing, driving for pleasure, and viewing scenery. Oregon's Wild and Scenic Rivers Act of 1988 also classified the upper reaches of both the White River and the Salmon River as recreational.

Table 4 presents the recreation visitor days (RVD) in the Mount Hood National Forest by activity in 1986. The U.S. Forest Service considers one RVD to be any combination of people or hours adding up to 12 hours of visitor recreational use. (There has been some controversy regarding the Forest Service's definition of RVDs for particular activities. The Forest Service estimates are included in this report solely to highlight the diversity of recreational opportunities that exists in this area).

Developed recreational facilities in the area include an Alpine slide and horseback riding facilities at Multorpor/Ski Bowl. In the summertime, a parking lot at Multorpor is closed off and converted into a go-cart racing facility. Some mountain biking competitions have also been staged at Multorpor/Skibowl over the past summer.

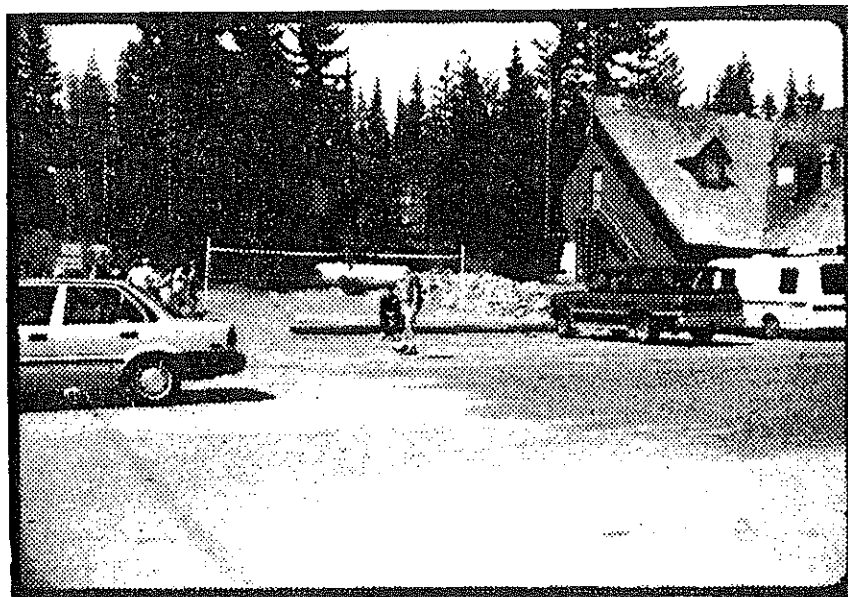
There are no other developed recreational facilities appropriate for group activities located within walking distances of Government Camp residences. Both year-round and seasonal residents cite the need for a soccer field, tennis courts, ice skating rink, and picnic facilities, which could serve as community gathering spots and centers for local recreational activity.

In spite of the diversity of recreational activities present in the Mount Hood Area, Government Camp has traditionally relied heavily on the Alpine ski industry as its main source of economic stability. This strategy may have been successful in the 1970's when the downhill ski industry experienced its greatest growth ever (104% growth between 1970 and 1979). In recent years, however, the Alpine ski industry's growth has slowed to only 57% over the past 8 years (Timberline Lodge Environmental Assessment, p.)

This declining growth can be attributed to nationwide demographic trends. The downhill ski industry depends heavily on the teenage and young adult markets. Nearly 70% of the United States' 20 million skiers are under the age of thirty (Urban Land Institute, p. 112). The nation's population is aging, however, and today the bulk of the population is

FIGURE 24:

GOVERNMENT CAMP VILLAGE
RECREATIONAL ACTIVITIES



Although surrounded by a wealth of outdoor recreational activities, Government Camp has few developed recreational facilities within walking distance of people's homes. A makeshift volleyball court, set up in the Village Center during the summer months, is very popular and heavily used.

TABLE 4

MOUNT HOOD NATIONAL FOREST
1986 RECREATION VISITOR DAYS

Activity	RVD
Driving for Pleasure	860,100
Camping	819,200
Viewing Scenery	614,500
Gathering Forest Products	279,800
Downhill Skiing	275,000
Hiking/Walking	316,700
Fishing	148,100
Resort Use	136,000
Cross-Country Skiing	98,500
Recreational Cabins	130,600
Hunting	87,900
Picnicking	74,800
Motorcycles	66,800
Nature Study	54,700
Boating (small craft)	41,900
Interpretive Programs	42,700
Snowmobiling	36,100
Horseback Riding	26,300
Snowplay	25,000
Swimming	44,400
Power Boating	25,000
TOTAL RVD's 4,353,100	

Source: 1986 Recreation Information Management (RIM) Estimates, Report 2300-1.

between the ages of 35 and 54. As the population has aged, life-styles have changed and participation rates in downhill skiing have declined.

Government Camp has a number of scenic and recreational amenities which it has failed to capitalize on. The village's economy has suffered due to its heavy reliance on the often volatile downhill ski industry. Economic downturns in the area have been responsible for the deferred maintenance, depressed property values, and poor infrastructure conditions which are in evidence in much of Government Camp today. To become economically viable and stable, this community must not only maximize its winter recreational activities, but also take better advantage of available year-round recreational opportunities in the area.

Implementation of the Revitalization Plan will promote the development of a diverse recreational base for the Government Camp area.

O. HISTORY AND HISTORIC AMENITIES

Government Camp owes its origins to the westward-bound pioneers who traveled over the Oregon Trail to the Pacific Northwest. In 1846, Sam Barlow, wanting to avoid the high cost of boat transportation down the Columbia River, carved out a new segment of the westward route from the Dalles, across the Cascade Mountains and into the Willamette Valley. This heavily-used, passageway, known as the Barlow road, served to transport thousands of pioneers to their new homes.

In 1849, an army party from the First U.S. Mounted Rifles was forced by heavy, early fall snow to abandon its 45 wagons and supplies in the area where Government Camp is now located (Hill, p. 12). Travelers referred to the camp as Government Camp and this name remains today.

At the turn of the century, Government Camp was platted by two homesteaders, Yocum and Steel, and the first of a number of hotels in the area was built. Government Camp remained primarily a summer resort, with cottages and assorted lodging establishments, until 1926 when the road from Portland was opened for winter use as well. In the late 1930's, the development of ski lifts and rope tows helped draw large winter weekend crowds to the area, and business in Government Camp flourished. Aided by the popularity of Timberline Lodge and winter ski activities, the village thrived between 1930 and 1960. Many of the structures in existence today, date from that time period.

In 1957-58, the new U.S. Highway 26 bypassed Government Camp Village Center, leading to a 40% decline in sales (Hill, p. 120). The village never totally recovered from this loss. Since this time, numerous plans and studies have been undertaken by the residents of Government Camp and various governmental agencies in the area.

Undoubtedly, the two most well-known historic facilities in the area are Timberline Lodge and the Barlow Road.

Timberline Lodge was placed on the National Register of Historic places in 1973 in recognition of its unique design, massive construction, and historic depression era significance. Guided tours of Mount Hood's historic WPA lodge are provided daily by the Forest Service. The "Portland Public Attraction Study", recently completed by the Portland Development Commission, ranked Timberline Lodge as the second most visited destination in the state, attracting more than 1 million non-skiing visitors per year.

A segment of the Barlow Road traverses Government Camp (moving from east to west) and is commemorated near the center of the village with a historical marker. The Samuel K. Barlow Marker was erected and dedicated by the sons and Daughters of Oregon Pioneers in 1923. This public open space is poorly maintained and goes largely unnoticed by most visitors to Government Camp.

Over the years, Government Camp has paid little attention to the historically significant Barlow Road, which traverses the community. Visible ruts of the Barlow Road are located South of the Ranger Station. A renewed emphasis on preservation and the tourism opportunities of historical resources has recently encouraged the community to look at this issue more carefully. The U.S. Forest Service has hired a consultant to conduct a detailed study of the conditions of the Barlow Road and to propose future use and preservation guidelines for the trail. Clackamas County would like to conduct a similar study for those portions of the trail which do not fall within Forest Service boundaries.

In accordance with Goal 5 of the Land Conservation and Development Commission's comprehensive planning guidelines, Clackamas County planners have conducted a cultural resource survey of the Government Camp area. This inventory identifies structures, more than 50 years in age, that are architectural resources associated with significant historical or cultural events and/or personages of importance in a city, county, state, or national level and that possess architectural integrity based on workmanship, design and construction type. The following Government Camp structures are included in the inventory: Summit House Inn, Dr. Kelly Residence, Dr. Fenton Residence (the Cabin located directly behind the Huckleberry Inn and commonly known as the Villiger Residence), the Village Store, the Meldrum Residence and a cabin on Ski Haus Lane. No archeological resources were identified in this area.

None of these structures have been evaluated yet for architectural, historical, or community significance. Further study of this area will be undertaken by cultural resource planners to determine whether any of the structures warrant protection or preservation by the Clackamas County Historic Landmarks Ordinance. Any proposed development activity on the sites listed above would be subject to detailed site review by County planners to ensure that no historically significant structures are damaged.

Implementation of the Revitalization Plan will encourage the preservation and improved maintenance and appreciation of the historical resources in the Village of Government Camp. No projects are proposed by the Plan for historically significant areas.

TABLE 5

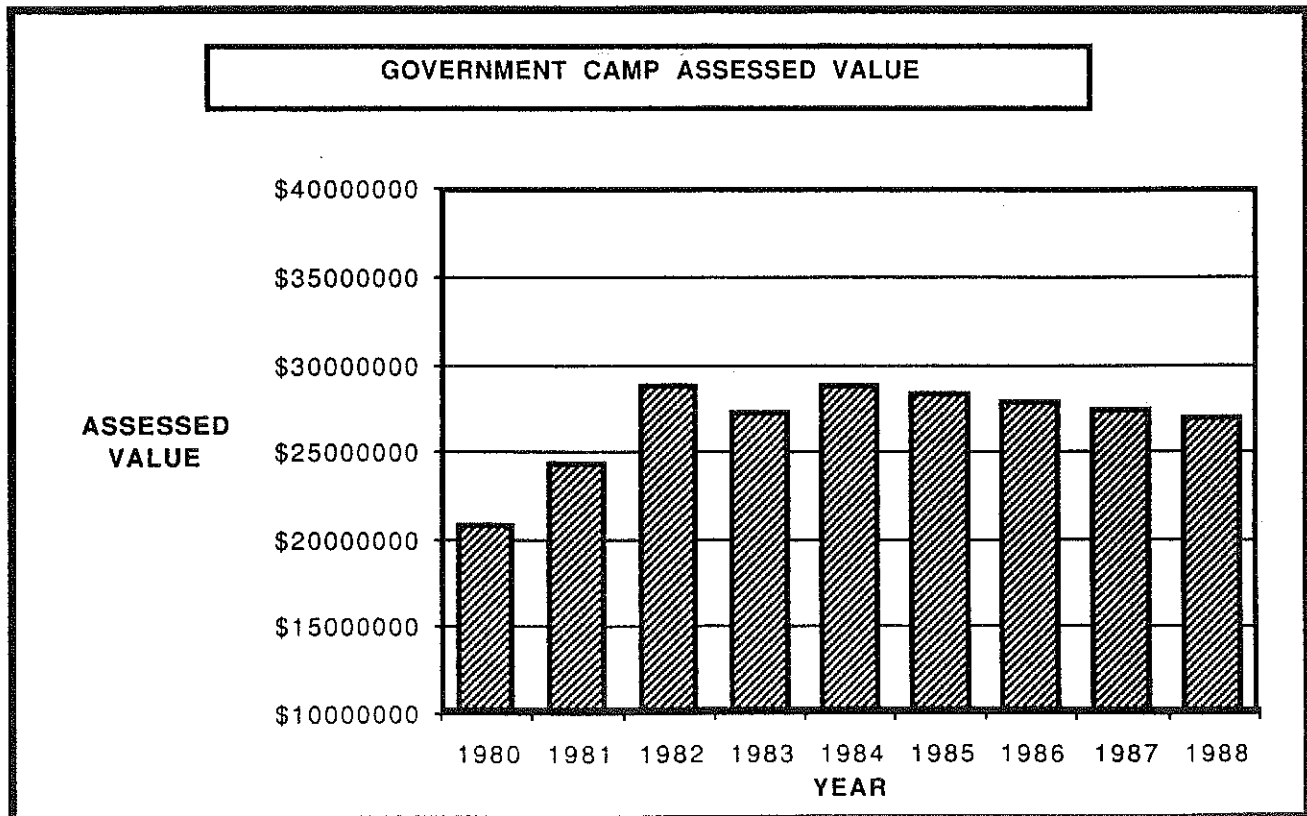
GOVERNMENT CAMP VILLAGE
PROPERTY TAX REVENUES

YEAR	TAX RATE	ASSESSED VALUE*
1980	\$15.41	\$ 20,913,510
1981	\$16.36	\$ 24,470,380
1982	\$14.32	\$ 28,901,450
1983	\$14.51	\$ 27,393,560
1984	\$11.86	\$ 28,858,020
1985	\$16.78	\$ 28,395,700
1986	\$12.91	\$ 28,908,090
1987	\$18.29	\$ 27,887,950
1988	\$19.33	\$ 27,007,390

* Assessed value is for tax code area 13-004, which accounts for more than 90% of the assessed value of the Revitalization Area.

FIGURE 25:

GOVERNMENT CAMP VILLAGE
PROPERTY TAX REVENUES



P. TAX RECEIPTS

With the exception of some individual, single-family homes, real estate development has been almost nonexistent in Government Camp over the past 10 years. There have been no new major commercial developments in 15 years and a number of commercial properties have been on the market for more than two years.

Development has been particularly slow in recent years. Over the past five years (1983-88), 22 new homes were built in Government Camp, compared to 49 homes in the five years preceding that (1977-82). Existing property values have also declined appreciably over the past five years. Between 1982 and 1988, the total assessed value of Government Camp dropped by nearly \$2,000,000 or close to 10% of total assessed value.

Currently the Government Camp community does not generate enough tax revenues to finance needed improvements. Due to the large amount of vacant and underutilized properties in the community, in 1988 the area contributed only \$522,052 in property taxes to the County.

More than half of the Revitalization Area's property taxes (\$300,501) go to the area's two school districts, which are currently attended by a total of 12 students from the Government Camp area (elementary school-8, and high school-4). The Welches Elementary School District received \$151,177 from Government Camp in 1988 while the Sandy Union High School District received \$149,324. Remaining property tax resources were used to pay for basic County services, with minimal funding available to build public improvements.

The County estimates that facilities and improvements necessary to assist Government Camp in achieving its goals will cost in excess of \$4,500,000. Clearly, without tax increment financing there is no feasible method for Government Camp to generate this amount of revenue.

Implementation of the Revitalization Plan will spur additional new development in Government Camp. County forecasts suggest that more than forty-four million dollars of new development will be generated over the next fifteen years in Government Camp (see Tables 6 and 7). Total tax revenues from the Revitalization Area would range from \$340,000 in the first year to \$1,700,000 in the last year of the plan. A more detailed description of the fiscal impacts of the Plan can be found in section 600.

SECTION 200 – REASONS FOR SELECTING THE REVITALIZATION AREA

The Revitalization Area was chosen on the basis of criteria suitable for choosing an urban renewal area, pursuant to provisions of ORS 457. The subject of blight in the Government Camp Revitalization Area is reviewed in Section 100 and can be summarized as follows:

- a) **VACANT AND UNDERUTILIZED LAND:** A lack of proper utilization of areas, resulting in a stagnant and unproductive condition of land potentially useful and valuable for contributing to the public health, safety and welfare.
- b) **STRUCTURES IN POOR OR FAIR CONDITION:** Obsolescence, deterioration, dilapidation and disuse of property.
- c.) **POOR DESIGN:** Defective design and quality of physical construction. Faulty interior arrangement and exterior spacing. Accumulation of debris, a poor physical image and deferred maintenance.
- d.) **DIFFICULT SNOW-REMOVAL CONDITIONS:** The laying out of property, lots, and right-of-ways in disregard of contours and other physical conditions such as heavy winter snowfalls.
- e.) **INADEQUATE SEWER, WATER, AND STORM DRAINAGE FACILITIES:** Inadequate provision for sanitation, efficient fire protection, and drainage. The existence of property or lots or other areas which are subject to inundation by water.
- f.) **POORLY CONSTRUCTED AND MAINTAINED STREETS AND RIGHT-OF-WAYS:** The existence of inadequate streets and other right-of-ways. Inadequate road facilities are detrimental to the health, safety, and welfare of the community.
- g.) **LACK OF PUBLIC PARKING:** Insufficient parking available due to faulty planning and inadequate streets.
- h.) **LACK OF SIDEWALKS AND PEDESTRIAN WAYS:** Conditions detrimental to the safety of the community due to faulty planning and inadequate streets.
- i.) **LACK OF AFFORDABLE HOUSING:** Social and economic maladjustments and a loss of population due to the lack of affordable housing for employees in the community.
- j.) **ECONOMIC DETERIORATION:** An economic dislocation, deterioration, or disuse of property resulting from faulty planning.
- k.) **AN UNDIVERSIFIED ECONOMIC BASE:** Reduction of proper utilization of the area, resulting in its further deterioration.
- l.) **INADEQUATE DEVELOPED RECREATION:** Inadequate provision of recreation facilities. Poorly developed local recreational facilities; minimal connection to area-wide recreational opportunities.
- m.) **DEPRECIATED AND IMPAIRED VALUES:** A prevalence of depreciated values, impaired investments and social and economic maladjustments to such an

extent that the capacity to pay taxes is reduced and tax receipts are inadequate for the cost of public services rendered.

As can be seen above, the Revitalization Area has experienced considerable physical decline and economic stagnation over the past three decades. Poor visibility from the State Highway; lack of a clear, identifiable image; a confusing name, and poor signage have kept many potential consumers from visiting Government Camp, resulting in declining sales and deferred maintenance by local establishments. Problems such as limited parking, poorly-plowed and maintained roads, and dangerous intersections have made Government Camp physically inaccessible to visitors and residents alike. Developers, concerned by the poor community image and lack of a diversified recreational base have shied away from investing in Government Camp.

Government Camp's public facilities do not adequately serve a town that depends on tourism as its main economic base. The need for additional public facilities in this area has been recognized since the County adopted the Government Camp Community Design Study in June 1981. Without additional public improvements, physical and economic deterioration will continue to occur, and the tourism development opportunities for the Government Camp area will not be realized.

University of Oregon research on the long-term needs of the Government Camp area confirm these findings of blight in the area. University interviews and surveys found that residents and visitors appreciate the outdoor recreational opportunities, quiet peacefulness, and rustic atmosphere of Government Camp. But they are also concerned about the poor appearance and image of the town, parking problems, snow removal difficulties, and a lack of services in the area.

A series of public physical improvements combined with private sector investment can provide renewed economic activity for Government Camp. Improved access and visibility and the development of a pedestrian-oriented Main Street can also revitalize the town's image and role on the mountain. Finally, the development of a diverse recreational base will provide the community with long-term economic feasibility and an improved quality of life.

SECTION 300 – THE RELATIONSHIP BETWEEN EACH PROJECT TO BE UNDERTAKEN UNDER THE PLAN AND THE EXISTING CONDITIONS IN THE REVITALIZATION AREA

Thirty-three projects are proposed in the Government Camp Village Revitalization Plan (Section 605) to remedy the conditions of blight described in Section 100 of this report. The relationship between each project to be undertaken under the plan and the existing conditions in the Revitalization area is summarized below:

ACCESS AND CIRCULATION

1. INSTALL VILLAGE ENTRY and BUSINESS DIRECTORY SIGNS

- * Provides improved identification for the Village
- * Reduces traffic accidents due to last-minute, left-hand turns into the Village
- * Improves physical appearance and image of the Village

2. ILLUMINATE AND IMPROVE HIGHWAY 26/GOVERNMENT CAMP LOOP ROAD INTERSECTIONS

- * Remedies inadequate lighting conditions
- * Provides improved identification for the Village
- * Remedies dangerous traffic conditions in the area

3. IMPROVE RESIDENTIAL STREETS

- * Remedies inadequate streets and right-of-ways
- * Improves access and circulation
- * Improves parking conditions
- * Allows for improved snow removal in the future
- * Improves pedestrian and vehicular safety
- * Allows for immediate and speedy access by fire trucks
- * Results in improved physical appearance
- * Encourages more efficient development/usage of land
- * Improved planning slows down or reduces economic deterioration

4. DEVELOP A SNOW STORAGE AREA/ATHLETIC FIELD

- * Results in improved snow removal
- * Improves circulation and access
- * Improves parking situation in Village Center
- * Results in improved pedestrian and vehicular safety
- * Reduces damage to vegetation and improves the community's appearance
- * Provides local recreational facilities
- * Allows for improved utilization of existing land

5. INSTALL GOVERNMENT CAMP LOOP ROAD STREET LIGHTS

- * Improves access and circulation
- * Reduces the likelihood of traffic accidents
- * Improves the physical appearance of the community

6. INSTALL NEW STREET IDENTIFICATION SIGNS

- * Improves access and circulation
- * Allows for more speedy and immediate access by firefighters

7. CONSOLIDATE ALL HIGHWAY 26 DIRECTIONAL SIGNS

- * Improves the physical appearance of the community
- * Improves access by clarifying the location of different facilities in the area

8. FACILITATE A RIGHT-TURN ENTRANCE ONTO MULTORPOR DRIVE

- * Improves access to the southern portion of Government Camp
- * Reduces vehicular accidents by eliminating dangerous left-hand turns during the winter season
- * Allows for more productive utilization of land

9. FUND ADDITIONAL PUBLIC PARKING SPACES

- * Encourages the provision of additional public parking
- * Improves pedestrian and vehicular circulation
- * Allows for more productive utilization of land
- * Improved planning slows down or reduces economic deterioration

10. IMPROVE PEDESTRIAN CIRCULATION THROUGHOUT THE VILLAGE

- * Improves safe pedestrian access to the Village Center
- * Facilitates safe pedestrian movement between the northern and southern portions of the Village
- * Expands the number of available parking spaces
- * Reduces conflicts between vehicles and pedestrians

11. IMPROVE AUTO ACCESS TO THE SOUTH

- * Improves access to the southern portion of Government Camp
- * Reduces vehicular accidents by eliminating dangerous left-hand turns during the winter season
- * Allows for more productive utilization of land

MAIN STREET IMPROVEMENTS

12. CONSTRUCT MAIN STREET PEDESTRIAN WALKWAYS and

13. INSTALL MAIN STREET PEDESTRIAN AMENITIES

- * Improves the physical appearance and design of the Village Center
- * Eliminates the presence of underutilized and unproductive properties in the Village Center
- * Reduces conflicts between pedestrians and vehicles

- * Helps slow down and possibly reverse, current economic deterioration
- * Reduces the presence of impaired property values

14. DEVELOP A DESIGN REVIEW and SIGN ORDINANCE

- * Improves the physical appearance and design of the Village Center
- * Responds to faulty interior arrangements and exterior spacing in the Village Center
- * Provides guidelines for future renovations of deteriorated and dilapidated structures

15. IMPROVE THE BARLOW ROAD MARKER PUBLIC SPACE

- * Improves the appearance and design of the Village Center
- * Encourages proper and productive use of historical property in the community
- * Eliminates conditions of deterioration and dilapidation

16. PROVIDE FAÇADE IMPROVEMENT INCENTIVES

- * Encourages renovation of deteriorated and dilapidated structures in the Village Center
- * Improves the appearance and design of the Village Center
- * Encourages new remedies for faulty interior arrangement and exterior spacing
- * Reduces the prevalence of depreciated values

RECREATIONAL AMENITIES

17. OVERHEAD TRANSPORTATION LINK/PEOPLE MOVER: FEASIBILITY

- * Assesses the feasibility of mass transitways that will improve access and circulation
- * Encourages the productive utilization of ski permit areas
- * Reduces parking problems in both the Village Center and ski permit areas
- * Helps reverse obsolescence of ski permit areas

18. RECREATIONAL TRAIL AND BARLOW ROAD IMPROVEMENTS

- * Provides open space and recreational facilities for local usage
- * Encourages the proper use of recreational and historical lands

19. IMPROVE CROSS-COUNTRY SKI AREAS/TRAILS

- * Provides open space and recreational facilities for local usage
- * Results in proper and productive usage of recreational land in the Revitalization Area

20. BUILD OUTDOOR ATHLETIC/RECREATIONAL FACILITIES

- * Provides open space and recreational facilities for local usage
- * Results in proper and productive usage of recreational land in the Revitalization Area

21. BUILD A DRYLAND TRAINING FACILITY

- * Provides open space and recreational facilities for local usage
- * Results in proper and productive usage of recreational land in the Revitalization Area

22. PROMOTE DEVELOPMENT OF A NATURE CENTER

- * Provides open space and recreational facilities for local usage
- * Results in proper and productive usage of recreational land in the Revitalization Area
- * Remedies drainage problems that currently exist in the community

IMAGE IMPROVEMENTS

23. CONDUCT A BLIGHT REMOVAL PROJECT AND UNDERGROUND UTILITIES

- * Improves the physical appearance and design of the area
- * Addresses deterioration and disuse of property resulting from faulty planning
- * Encourages safer and more efficient construction of utilities in the area
- * Improves health, safety, and welfare of local residents

24. ESTABLISH A MAINTENANCE MECHANISM

- * Remedies faulty planning which in the past resulted in economic deterioration and disuse of property
- * Improves the physical appearance of the community
- * Ensures the improved provision of open space, recreation, sanitation, and snow removal services in the future

25. LANDSCAPE SNOW STOCKPILE AREAS

- * Improves the physical appearance of the area
- * Improves access and circulation by making the entryway to the Village Center easier to identify

26. INSTALL CATCH BASINS

- * Improves drainage conditions in the area

DEVELOPMENT INCENTIVES

27. CONSTRUCT EMPLOYEE HOUSING

- * Reduces the area's loss in population by facilitating the provision of affordable housing for local employees
- * Encourages the productive utilization of land by reassuring developers that housing facilities will be available for employees

28. INVESTIGATE GEOTHERMAL ENERGY INCENTIVES

- * Encourages the productive utilization of land by reducing development costs in a harsh, cold climate
- * Improves safe pedestrian circulation
- * Improves safe vehicular circulation

29. INCENTIVES FOR SPRINKLERS AND ARCHITECTURAL IMPROVEMENTS

- * Improves physical appearance and image of the area
- * Improves fire safety response
- * Encourages the productive utilization of land by reducing development costs and improving fire safety conditions (lower insurance ratings) in the area

30. OFF-SITE ROAD AND UTILITY IMPROVEMENTS

- * Provides adequate utilities, which would currently not be possible due to low assessed value, for new developments
- * Improves drainage conditions in the area
- * Improves vehicular circulation
- * Encourages the productive utilization of land by reducing development costs

31. FIRE SAFETY IMPROVEMENTS

- * Allows for speedy and efficient fire safety response rates
- * Encourages the productive utilization of land

32. RETAIL SITE REDEVELOPMENT

- * Encourages the productive utilization of land
- * Eliminates the presence of deteriorated and dilapidated structures

33. SEWER CAPACITY IMPROVEMENTS

- * Improves the provision of sanitary services to the community

SECTION 400 – ACTIONS WHICH MAY BE USED TO IMPLEMENT THE PLAN

The following urban renewal activities or actions may be undertaken according to the Revitalization Plan. These are described in more detail in Section 600 of the Government Camp Revitalization Plan.

- A. PUBLIC IMPROVEMENTS:** New streets and street realignments including travel surface, curbs, sidewalks, and storm drains; utilities including street lights, sewers, storm drainage facilities, water lines, fire hydrants; and such improvements as street trees, landscaping, recreation facilities, walkways, bicycle paths, parking, employee housing, and related facilities will be built in the Revitalization Area. Privately owned utilities—electric, telephone—will be provided by the respective utility companies.
- B. COOPERATION WITH PUBLIC BODIES:** The involvement and cooperation of special districts and other public agencies may be required to carry out the Revitalization Plan and maintain facilities after they are constructed.
- C. REHABILITATION AND CONSERVATION:** Commercial properties in Government Camp are expected to be rehabilitated or redeveloped by their owners. It is expected that systematic provision of public facilities and the incentives provided by the Government Camp Revitalization Plan will provide sufficient economic incentives to redevelop or rehabilitate private properties.
- D. REAL PROPERTY TO BE ACQUIRED:** The Clackamas County Development Agency may acquire property for streets, including both developed and vacant land. In addition, the agency may acquire property to build other public facilities, remove blighting conditions, and achieve the objectives of the Government Camp Area Revitalization Plan. The authority to acquire land for future sale to redevelopers allows the Agency to facilitate development. Such activity pays for itself in increased increment to the District, with a favorable impact on all taxing districts.

 - 1. Pursuant to the provisions of Section 615 and the Project Exhibits of the Government Camp Area Revitalization Plan, the property to be acquired for public improvement projects is shown in Figure 26 of this report and is scheduled to be acquired according to the Project Implementation Schedule contained in this report. Acquisition may involve all or a portion of each of the parcels listed.
- E. REAL PROPERTY NOT TO BE ACQUIRED:** Properties do not need to be acquired if not needed for the construction of public facilities included in the plan, or if voluntary dedication of rights-of-way or suitable easements are sufficient to allow the planned facilities to be built.
- F. RELOCATION OF RESIDENTS AND BUSINESSES:** If occupied residential or commercial properties are acquired, relocation activities will be undertaken by the Clackamas County Development Agency—see Section 900 of this report.

- G. **DEMOLITION AND SITE CLEARANCE:** Developed properties to be acquired by the Clackamas County Development Agency will, if acquired, be demolished and cleared from their respective sites to make possible the construction of public facilities, redevelopment of the area, and implementation of the Revitalization Plan.
- H. **REAL PROPERTY DISPOSITION:** The real property which may be acquired by the Clackamas County Development Agency, except for that retained for public streets and other public uses, may be disposed of to public agencies or private developers for redevelopment in accordance with all of the terms and conditions set forth in the Revitalization Plan.
- I. **PROPERTY MANAGEMENT:** During the period of time between acquisition and disposition, the Clackamas County Development Agency will provide property management services for the property which may be acquired.
- J. **REDEVELOPER OBLIGATIONS:** The Clackamas County Development Agency may sell excess property at fair market value to qualified redevelopers (developers) to develop the land in conformity with the Revitalization Plan. Redevelopers, or owner participants, will be required to consummate and comply with appropriately prepared agreements to assure proper redevelopment and rehabilitation in accordance with the plan.

SECTION 500 – ANTICIPATED TAX INCREMENT REVENUES

Tax increment financing (TIF) will be the primary means of funding for the projects described in the Revitalization Plan and Report. Tax increment proceeds are generated by applying a tax rate to all increases in assessed value after the date that the district is formed (in this case, December 1989). Increased assessed value may result from either new development in the area or from appreciation on existing property values.

County Staff has estimated the annual dollar volume of tax increment proceeds which can be expected from the Government Camp Revitalization Area. Estimates of new development in the Government Camp Revitalization Area over the next fifteen years, assuming that the Revitalization Plan is indeed implemented, can be found in Table 6. These forecasts are based on the amount of vacant, developable land in the Government Camp community; zoning and land use regulations; recent and projected real estate trends; growth in tourism and recreation; and interviews with local developers and realtors. As can be seen in Table 6, 44.7 million dollars worth of new development is forecasted over the next fifteen years. However, without the project improvements described in the Revitalization Plan and Report, such development is unlikely to occur.

Table 7 illustrates the projected TIF revenues for Government Camp. These revenues are derived from both the new development described in Table 6 as well as an estimated property appreciation of 2% annually (referred to as “assessor’s Trend Rate” in Table 7). As can be seen in Table 7, the TIF revenues grow over time, increasing from \$38, 181 in 1990 to \$1,419,786 in

2004. A total of 9.9 million dollars in TIF funding are projected for the 15-year revitalization period. This is equivalent to 5.4 million dollars in constant, 1989 dollars.

SECTION 600 – PROJECT PRIORITIES AND TIMING, THE ESTIMATED TOTAL COST OF EACH PROJECT, AND THE SOURCES OF MONEY TO PAY FOR SUCH COSTS

- A. County Staff has worked closely with the TIF Advisory Committee to determine project priorities and recommended time frames for project completion. Projects were classified as critical, important, or valuable according to their need and potential for improving economic conditions in Government Camp. The Advisory Committee also recommended that projects be allocated to one of three phases—“Early” (1990-94), “Midpoint” (1995-1999), or “Later” (2000-2004)—of the plan. These assigned project priorities and the estimated completion date for each major project can be found in Table 8.
- B. Project cost estimates developed by the County and the manner in which these costs will be borne can also be found in Table 8. Anticipated funding sources are explained below:
 - 1. Dedication: Many of the improvement projects can be accomplished within existing public rights-of-way. However, several important projects will require additional rights-of-way before they can be built. The additional rights-of-way will be obtained either by purchase by the Agency or by dedication of right-of-way by property owners.

In general, it is expected that those properties that are severely impacted by right-of-way needs will be purchased, and those benefiting from the improvement will dedicate the needed right-of-way. County ordinances allow residential density to be calculated based upon gross site area prior to dedication. This provision reduces the financial impact to the property owner for the loss of dedicated right-of-way.

Right-of-way costs listed on the preceding table are general estimates. Detailed information will not be available until project engineering is complete.

- 2. Development Agency: Expenses listed under “TIF Revenues” represent the total amount of money needed from tax increment proceeds. The Development Agency also will have the responsibility of managing all sources of money and dedications needed to implement the projects.
- 3. “Other revenue” sources may include federal and state grants, such as Community Development Block Grant funds.
- 4. Other funds that may be available to the Development Agency to carry out the Revitalization Plan projects include loans from County or State agencies, such as

TABLE 8

GOVERNMENT CAMP REVITALIZATION AREA: PROJECT TIMING, PRIORITIES, COSTS, AND REVENUE ALLOCATIONS

PROJECTS	PROJECT TIMING	PROJECT PRIORITY	PROPOSEDD TIMING	PROJECT COSTS (1989 DOLLARS)	TIF REVENUES	OTHER REVENUES*
ACCESS & CIRCULATION						
1 Village Entry & Business Signs	EARLY	CRITICAL	1990-91	\$40,000	\$40,000	\$0
2 US 26 Intersect. Lights/Improv.	EARLY	CRITICAL	1990-91	ODOT Proj.	\$0	ODOT
3 Improve Residential Streets	ONGOING	CRITICAL	1991-2002	\$384,500	\$384,500	\$0
4 Snow Storage Area/Soccer Field	EARLY	CRITICAL	1990-92	\$175,000	\$170,000	\$5,000
5 Loop Road Lighting	EARLY	IMPORANT	1991	\$7,500	\$7,500	\$0
6 Street Identification Signs	EARLY	IMPORANT	1992	\$1,000	\$1,000	\$0
7 Consolid. US 26 Direction Signs	EARLY	VALUABLE	1993-94	ODOT Proj.	\$0	ODOT
8 US 26 Right Turn-Multorpor Dr.	LATER	IMPORANT	2000	\$87,500	\$87,500	\$0
9 Fund Additional Parking	MIDPOINT	IMPORANT	1994-97	\$100,000	\$100,000	\$0
10 Pedestrian Circulation Improv.	LATER	VALUABLE	2002-05	\$695,000	\$695,000	\$0
11 Improve Auto Access to South	LATER	VALUABLE	2002	\$150,000	\$150,000	\$0
MAIN STREET IMPROVEMENTS						
12 Main Street Pedestrian Walkways	EARLY	CRITICAL	1993	\$40,000	\$40,000	\$0
13 Lighting, Landscaping, Furniture	EARLY	CRITICAL	1993	\$96,500	\$96,500	\$0
14 Design Review/Sign Ordinance	EARLY	CRITICAL	1990	COUNTY Proj	\$0	COUNTY
15 Barlow Trail Marker Improv.	EARLY	IMPORANT	1990	\$5,000	\$5,000	\$0
16 Facade Improvement Incentives	EARLY	CRITICAL	1991-94	\$100,000	\$100,000	\$0
RECREATIONAL AMENITIES						
17 Tranway & People Mover R & D	ONGOING	CRITICAL	1994-2003	\$575,000	\$575,000	\$0
18 Recreational/Barlow Trail Devpt	ONGOING	CRITICAL	1994-99	\$23,000	\$23,000	\$0
19 Cross Country Ski Improvements	ONGOING	VALUABLE	1994-2001	\$80,000	\$80,000	\$0
20 Outdoor Recreational Facilities	MIDPOINT	VALUABLE	1997-98	\$60,000	\$60,000	\$0
21 Dryland Training Facility	EARLY	VALUABLE	1994	\$75,000	\$75,000	\$0
22 Nature Center	LATER	VALUABLE	2004	\$50,000	\$50,000	\$0
IMAGE IMPROVEMENTS						
23 Blight Removal/Bury Utilities	ONGOING	CRITICAL	1990-2004	\$122,500	\$122,500	\$0
24 Establish Maintenance Mechanism	EARLY	CRITICAL	1990	\$10,000	\$0	\$10,000
25 Landscape Snow Pile Areas	EARLY	IMPORANT	1994	\$5,000	\$5,000	\$0
26 Catch Basins	MIDPOINT	IMPORANT	1999	\$50,000	\$50,000	\$0
DEVELOPMENT INCENTIVES						
27 New Employee Housing	MIDPOINT	CRITICAL	1995-2001	\$250,000	\$250,000	\$0
28 Geothermal Energy Feasibility	EARLY	CRITICAL	1990-94	\$40,000	\$35,000	\$5,000
29 Sprinklers/architec. incentives	ONGOING	IMPORANT	1993-99	\$600,000	\$600,000	\$0
30 Off-site Utility/Road Improv.	ONGOING	IMPORANT	1994-98	\$325,000	\$325,000	\$0
31 Fire Safety Improv.	ONGOING	IMPORANT	1993-99	\$75,000	\$75,000	\$0
32 Retail Site Redevelopment	MIDPOINT	IMPORANT	1995-1999	\$150,000	\$150,000	\$0
33 Sewer Capacity Improvements	LATER	VALUABLE	2004	\$250,000	\$250,000	\$0

* Other revenue sources include ODOT, County, and CDBG funds.

\$4,622,500 \$4,602,500 \$40,000

the County Road Fund or ODOT, and TIF bonds. These funds would then be repaid within 1 to 15 years with TIF revenues.

- C. The Plan's proposed allocation of project costs over time can be found in Exhibit B. Projects were scheduled according to Advisory Committee recommendations and priorities and the amount of funding available in any given year.
- D. A summary of the Development Agency's total revenues and costs can be found in Table 9. The Development Agency's primary source of funds for the revitalization projects is TIF revenues. Additional funds include loans from County and State agencies, other loans and grants, TIF bonds, and "carryover funds". Agency costs include project costs, administrative and professional services expenses, and repayment of loans and bonds.

SECTION 700 – A FINANCIAL ANALYSIS OF THE PLAN: IMPACTS ON TAXPAYERS AND OTHER TAXING JURISDICTIONS

- A. County staff has estimated the annual dollar volume of tax increment proceeds which could be expected and the effect on the tax rates of local property owners and the taxing agencies that are included within the boundaries of the Government Camp Area Revitalization Plan (Tables 11-15).

It should be clearly understood that the tax increment proceeds that would be provided the Clackamas County Development Agency annually will not be taken from the several taxing agencies as is popularly held to be the case.

The TIF process has no effect whatsoever on the normal flow of tax proceeds to the several taxing agencies. Tax rates for each of these districts will simply be calculated as if new development in the Revitalization Area had not occurred. Hence, tax rates may be somewhat higher than they would have been if development had occurred in Government Camp without a Revitalization District. It is believed, however, that little or no development would occur in Government Camp without Revitalization.

B. TAX IMPACTS ON HOMEOWNERS

Table 10 illustrates the cumulative effect of this modest tax rate increase on a typical homeowner in the Government Camp area. A comparison of tax rates with and without the Revitalization District shows that in 1990, the tax rate with revitalization would be only \$.04 more than without revitalization. This would amount to \$3.38 in increased taxes for the owner of a \$70,000 home. By the year 2004, the difference in tax rates would be \$.44 or the equivalent of \$30.76 for the owner of a \$70,000 home.

Once the Revitalization District is terminated, the additional assessed value generated over the revitalization period would be returned to the general tax rolls. This additional revenue base would most likely promote a substantial decline in tax rates. As can be seen in Table 10, the estimated tax rate in 2005 with revitalization is \$1.34 less than without

FIGURE 27:

TAXES PAID BY A GOVERNMENT CAMP RESIDENT
ON A \$70,000 HOME WITH AND WITHOUT REVITALIZATION

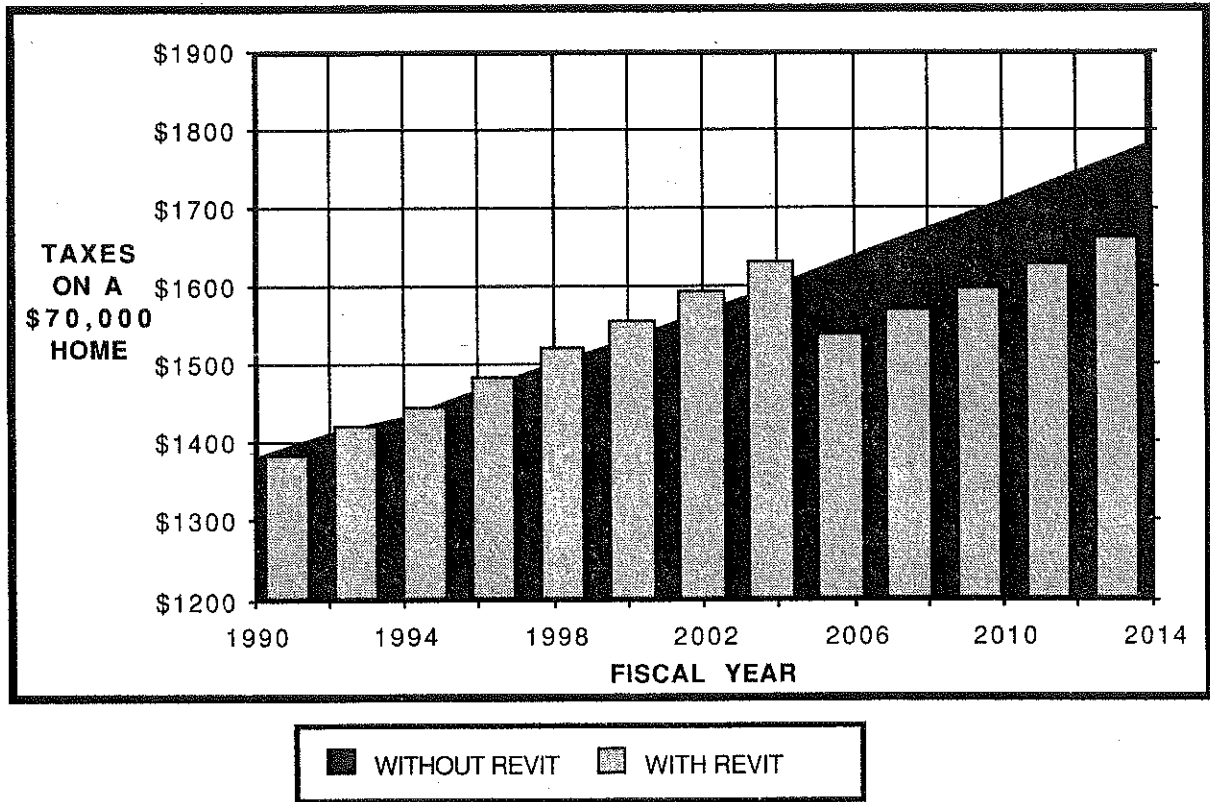


FIGURE 28:

GOVERNMENT CAMP TAX RATE WITH AND WITHOUT
REVITALIZATION

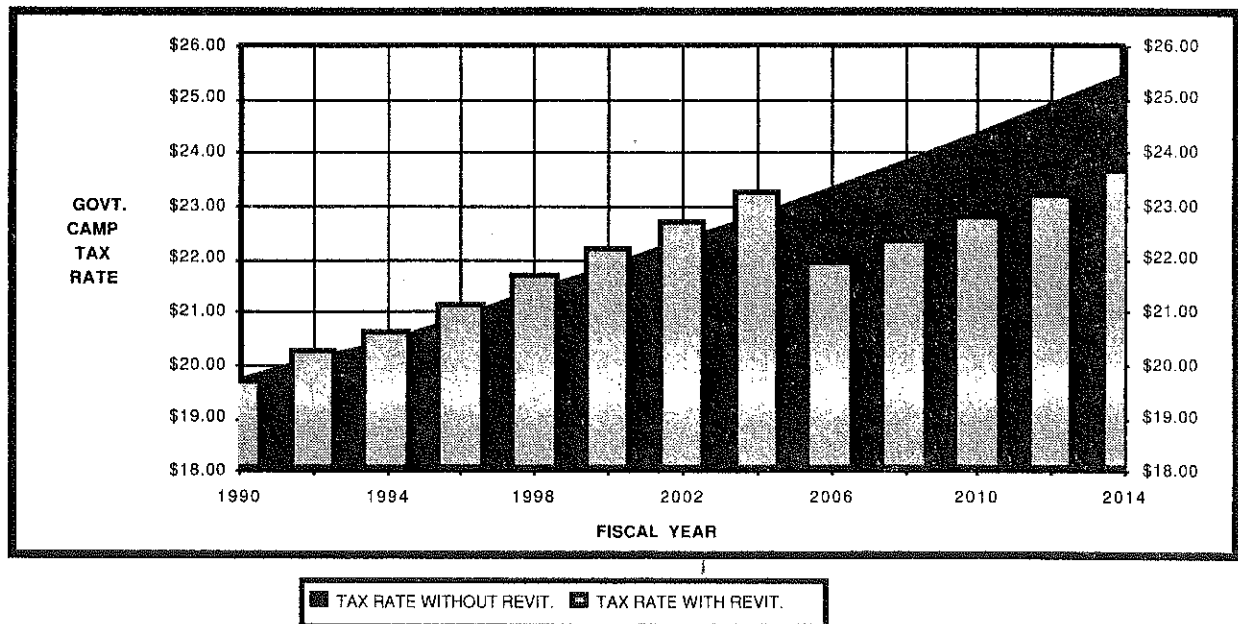


EXHIBIT B

A		B	C	D	E	F	G	H	I	J	K	L	M
GOVERNMENT CAMP AREA PROGRAM FORECAST (000's)													
		Est Cost 12/15/1996	FY 1997-98	FY 1998-99	FY 1999-2000	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	TOTAL		
5	PROJECTS												
6	ACCESS AND CIRCULATION												
7	Village Entry, Business Signs	\$45.0	\$45.0								\$45.0		
8	Improve Residential Streets	\$453.0	\$3.0	\$477.0							\$480.0		
9	Snow Storage/Athletic Field	\$100.0							\$141.9		\$141.9		
10	Loop Road Lighting	\$75.0			\$89.3						\$89.3		
11	Street Identification Signs	\$20.0			\$23.8						\$23.8		
12	US 26 Right Turn, Multitorpor Drive	\$450.0								\$86.2	\$86.2		
13	Fund Additional Parking	\$100.0								\$150.4	\$150.4		
14	Pedestrian Circulation Imps	\$550.0								\$827.0	\$827.0		
15	Improve Auto Access South	\$150.0								\$45.0	\$45.0		
16											\$0.0		
17	MAIN STREET IMPROVEMENTS										\$0.0		
18	Lighting, landscaping, furniture	\$50.0			\$59.55						\$59.6		
19	Design Review/sign ordinance					\$1.19					\$0.0		
20	Barlow Trail Marker Improvements	\$1.0									\$1.2		
21	Facade Improvement Incentives	\$350.0	\$80.0	\$159.0	\$78.7	\$69.6					\$377.2		
22													
23	RECREATIONAL AMENITIES												
24	Transportation Link / People Mover	\$650.0								\$977.36	\$977.4		
25	Recreational/Barlow Trail Devpt	\$35.0		\$5.3	\$5.6	\$6.0	\$6.3	\$6.7	\$7.1	\$7.5	\$44.5		
26	Cross Country Ski Improvements	\$35.0		\$5.3	\$5.6	\$6.0	\$6.3	\$6.7	\$7.1	\$7.5	\$44.5		
27	Outdoor Recreation Facilities	\$125.0		\$5.3	\$78.7	\$59.6					\$143.5		
28	Dryland Training Facility	\$327.0					\$0.5	\$411.6	\$62.9		\$475.0		
29	Nature Center	\$75.0					\$94.7				\$94.7		
30											\$0.0		
31	IMAGE IMPROVEMENTS										\$0.0		
32	Blight Removal/Bury Utilities	\$155.0		\$15.9	\$16.9	\$29.8	\$31.6	\$33.5	\$35.5	\$37.6	\$200.6		
33	Establish Maintenance Mechanism	\$5.0								\$7.52	\$7.5		
34	Landscape Snow Pile Areas	\$50.0							\$70.9		\$70.9		
35	Catch Basins	\$50.0							\$70.9		\$70.9		
36											\$0.0		
37	DEVELOPMENT INCENTIVES										\$0.0		
38	Sprinklers/architect. incentives	\$600.0		\$159.0	\$101.1	\$107.2	\$113.6	\$120.4	\$127.7		\$729.0		
39	Off-site Utility/Road Improv.	\$400.0		\$63.0	\$78.7	\$83.4	\$88.4	\$93.7	\$99.3		\$496.4		
40	Fire Safety Improv.	\$250.0		\$42.4	\$47.2	\$50.0	\$53.0	\$56.2	\$59.6		\$308.4		
41	Retail Site Development	\$400.0					\$250.0	\$293.6			\$543.6		
42	Museum/Cultural Center						\$499.0				\$499.0		
43	Sewer Capacity Improvements	\$300.0	\$50.0	\$132.5	\$140.5						\$323.0		
44													
45	COMPOUND INFLATION FACTOR - 6%			106%	112%	119%	126%	134%	142%	150%			
46	PROJECT COSTS	\$5,801.0	\$178.0	\$1,054.7	\$552.8	\$575.3	\$1,143.4	\$1,022.3	\$682.8	\$2,146.1	\$7,355.4		
47	CONTINGENCY COSTS (10% of total)		\$17.8	\$105.5	\$55.3	\$57.5	\$114.3	\$102.2	\$68.3	\$214.6	\$735.5		
48	Total Project Costs		\$195.8	\$1,160.2	\$608.1	\$632.8	\$1,257.7	\$1,124.6	\$751.1	\$2,360.7	\$8,090.9		

EXHIBIT B

	A										K	L	M
	B	C	D	E	F	G	H	I	J	K			
3	Est. Cost 12/5/1996	FY 1997-98	FY 1998-99	FY 1999-2000	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	TOTAL			
49	GOVERNMENT CAMP AREA PROGRAM FORECAST (000's)												
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TABLE 11

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON OTHER TAXATION DISTRICTS

FISCAL YEAR	NO REVITALIZATION DISTRICT			REVITALIZATION DISTRICT			DIFFERENCE IN TOTAL TAX REVENUES COMING FROM GOVERNMENT CAMP (WITH AND WITHOUT DISTRICT)	
	TAX RATE	GOVERNMENT CAMP	GOVERNMENT CAMP	TAX RATE	GOVERNMENT CAMP	GOVERNMENT CAMP		
		TAX BASE	TAX PROCEEDS		TAX BASE	TAX PROCEEDS		
1990-91	\$19.73	\$32,871,610	\$648,406	\$19.77	\$31,871,610	\$630,220	(\$18,187)	
1991-92	\$19.95	\$33,693,400	\$672,155	\$20.03	\$31,871,610	\$638,507	(\$33,648)	
1992-93	\$20.17	\$34,535,735	\$696,748	\$20.29	\$31,871,610	\$646,809	(\$49,939)	PERIOD OF
1993-94	\$20.24	\$35,399,129	\$716,604	\$20.40	\$31,871,610	\$650,074	(\$66,530)	DECREASED
1994-95	\$20.47	\$36,284,107	\$742,835	\$20.66	\$31,871,610	\$658,407	(\$84,429)	TAX REVENUES
1995-96	\$20.70	\$37,191,210	\$769,999	\$20.92	\$31,871,610	\$666,757	(\$103,242)	FROM
1996-97	\$20.94	\$38,120,990	\$798,128	\$21.18	\$31,871,610	\$675,126	(\$123,002)	GOVERNMENT
1997-98	\$21.17	\$39,074,015	\$827,255	\$21.45	\$31,871,610	\$683,514	(\$143,742)	CAMP
1998-99	\$21.41	\$40,050,865	\$857,417	\$21.71	\$31,871,610	\$691,922	(\$165,494)	
1999-2000	\$21.65	\$41,052,136	\$888,648	\$21.97	\$31,871,610	\$700,353	(\$188,294)	1990-2004
2000-2001	\$21.89	\$42,078,440	\$920,986	\$22.24	\$31,871,610	\$708,808	(\$212,178)	
2001-2002	\$22.13	\$43,130,401	\$954,470	\$22.51	\$31,871,610	\$717,287	(\$237,183)	
2002-2003	\$22.37	\$44,208,661	\$989,140	\$22.77	\$31,871,610	\$725,793	(\$263,347)	
2003-2004	\$22.62	\$45,313,877	\$1,025,037	\$23.04	\$31,871,610	\$734,326	(\$290,711)	
2004-2005	\$22.87	\$46,446,724	\$1,062,205	\$23.31	\$31,871,610	\$742,889	(\$319,316)	
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX								
2005-2006	\$23.12	\$47,607,892	\$1,100,686	\$21.78	\$98,579,521	\$2,146,798	\$1,046,111	PAYBACK PERIOD
2006-2007	\$23.37	\$48,798,090	\$1,140,528	\$21.98	\$103,508,497	\$2,275,605	\$1,135,077	2005-2006
XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX								
2007-2008	\$23.63	\$50,018,042	\$1,181,778	\$22.19	\$108,683,922	\$2,412,142	\$1,230,363	
2008-2009	\$23.88	\$51,268,493	\$1,224,485	\$22.41	\$114,118,118	\$2,556,870	\$1,332,385	
2009-2010	\$24.14	\$52,550,205	\$1,268,699	\$22.62	\$119,824,024	\$2,710,282	\$1,441,583	PERIOD OF
2010-2011	\$24.40	\$53,863,961	\$1,314,474	\$22.83	\$125,815,225	\$2,872,899	\$1,558,425	NET INCREASE
2011-2012	\$24.67	\$55,210,560	\$1,361,864	\$23.05	\$132,105,986	\$3,045,273	\$1,683,410	2006 ONWARDS
2012-2013	\$24.93	\$56,590,824	\$1,410,924	\$23.27	\$138,711,285	\$3,227,990	\$1,817,066	
2013-2014	\$25.20	\$58,005,594	\$1,461,714	\$23.49	\$145,646,850	\$3,421,669	\$1,959,955	
2014-2015	\$25.47	\$59,455,734	\$1,514,294	\$23.72	\$152,929,192	\$3,626,969	\$2,112,676	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP: (\$2,299,242) FY 1990-2004
 INCREASE IN TAXES RECEIVED FROM GOVT. CAMP: \$15,317,051 FY 2005-2011
 NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP: \$13,017,809 FY 1990-2014
 PAYBACK PERIOD*: 2.1 YEARS FY 2005-2006

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 12

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE WELCHES SCHOOL DISTRICT

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	WELCHES DIST. TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	WELCHES DIST. TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEE	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS 1990-2004
1990-91	\$5.72	\$32,871,610	\$188,003	14.26%	\$5.74	\$31,871,610	\$183,078	13.88%	(\$4,925)	
1991-92	\$5.79	\$33,693,400	\$195,201	13.96%	\$5.84	\$31,871,610	\$186,051	13.31%	(\$9,150)	
1992-93	\$5.87	\$34,535,735	\$202,660	13.68%	\$5.93	\$31,871,610	\$189,021	12.76%	(\$13,639)	PERIOD
1993-94	\$5.94	\$35,399,129	\$210,390	13.39%	\$6.02	\$31,871,610	\$191,987	12.22%	(\$18,403)	OF TAX
1994-95	\$6.02	\$36,284,107	\$218,400	13.12%	\$6.12	\$31,871,610	\$194,950	11.71%	(\$23,450)	REVENUE
1995-96	\$6.10	\$37,191,210	\$226,700	12.85%	\$6.21	\$31,871,610	\$197,911	11.21%	(\$28,790)	SHORTFALLS
1996-97	\$6.17	\$38,120,990	\$235,300	12.58%	\$6.30	\$31,871,610	\$200,868	10.74%	(\$34,432)	
1997-98	\$6.25	\$39,074,015	\$244,211	12.32%	\$6.40	\$31,871,610	\$203,823	10.28%	(\$40,388)	
1998-99	\$6.33	\$40,050,865	\$253,444	12.06%	\$6.49	\$31,871,610	\$206,777	9.84%	(\$46,667)	
1999-2000	\$6.41	\$41,052,136	\$263,009	11.80%	\$6.58	\$31,871,610	\$209,728	9.41%	(\$53,281)	
2000-2001	\$6.49	\$42,078,440	\$272,919	11.56%	\$6.67	\$31,871,610	\$212,679	9.00%	(\$60,240)	
2001-2002	\$6.57	\$43,130,401	\$283,185	11.31%	\$6.77	\$31,871,610	\$215,629	8.61%	(\$67,556)	
2002-2003	\$6.65	\$44,208,661	\$293,820	11.07%	\$6.86	\$31,871,610	\$218,579	8.24%	(\$75,241)	
2003-2004	\$6.73	\$45,313,877	\$304,838	10.84%	\$6.95	\$31,871,610	\$221,530	7.88%	(\$83,308)	
2004-2005	\$6.81	\$46,446,724	\$316,250	10.61%	\$7.04	\$31,871,610	\$224,481	7.53%	(\$91,769)	
2005-2006	\$6.89	\$47,607,892	\$328,072	10.38%	\$6.20	\$98,579,521	\$611,379	19.34%	\$283,307	PAYBACK PERIOD
2006-2007	\$6.97	\$48,798,090	\$340,318	10.16%	\$6.26	\$103,508,497	\$648,062	19.34%	\$307,744	2005-2006
2007-2008	\$7.06	\$50,018,042	\$353,002	9.94%	\$6.32	\$108,683,922	\$686,946	19.34%	\$333,944	
2008-2009	\$7.14	\$51,268,493	\$366,139	9.73%	\$6.38	\$114,118,118	\$728,163	19.34%	\$362,024	PERIOD
2009-2010	\$7.23	\$52,550,205	\$379,746	9.52%	\$6.44	\$119,824,024	\$771,852	19.34%	\$392,106	OF NET
2010-2011	\$7.31	\$53,863,961	\$393,839	9.31%	\$6.50	\$125,815,225	\$818,164	19.34%	\$424,324	REVENUE
2011-2012	\$7.40	\$55,210,560	\$408,436	9.11%	\$6.56	\$132,105,986	\$867,253	19.34%	\$458,818	INCREASES
2012-2013	\$7.48	\$56,590,824	\$423,552	8.91%	\$6.63	\$138,711,285	\$919,289	19.34%	\$495,736	2006 ONWARD
2013-2014	\$7.57	\$58,005,594	\$439,208	8.72%	\$6.69	\$145,646,850	\$974,446	19.34%	\$535,238	
2014-2015	\$7.66	\$59,455,734	\$455,421	8.53%	\$6.75	\$152,929,192	\$1,032,913	19.34%	\$577,492	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP: (\$651,237) FY 1990-2004
 INCREASE IN TAXES RECEIVED FROM GOVT. CAMP: \$4,170,734 FY 2005-2011
 NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP: \$3,519,497 FY 1990-2014
 PAYBACK PERIOD*: 2.2 YEARS FY 2005-2009

TABLE 13

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE SANDY UNION HIGH SCHOOL DISTRICT

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	SANDY UNION TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	SANDY UNION TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS
1990-91	\$5.64	\$32,871,610	\$185,380	4.73%	\$5.65	\$31,871,610	\$180,000	4.59%	(\$5,381)	1990-2004
1991-92	\$5.70	\$33,693,400	\$192,041	4.62%	\$5.71	\$31,871,610	\$182,112	4.38%	(\$9,928)	
1992-93	\$5.76	\$34,535,735	\$198,935	4.52%	\$5.78	\$31,871,610	\$184,231	4.18%	(\$14,704)	
1993-94	\$5.82	\$35,399,129	\$206,072	4.41%	\$5.85	\$31,871,610	\$186,357	3.99%	(\$19,715)	
1994-95	\$5.88	\$36,284,107	\$213,460	4.31%	\$5.91	\$31,871,610	\$188,490	3.81%	(\$24,970)	
1995-96	\$5.95	\$37,191,210	\$221,108	4.22%	\$5.98	\$31,871,610	\$190,631	3.63%	(\$30,476)	
1996-97	\$6.01	\$38,120,990	\$229,024	4.12%	\$6.05	\$31,871,610	\$192,780	3.47%	(\$36,243)	
1997-98	\$6.07	\$39,074,015	\$237,218	4.03%	\$6.12	\$31,871,610	\$194,938	3.31%	(\$42,279)	
1998-99	\$6.13	\$40,050,865	\$245,699	3.93%	\$6.18	\$31,871,610	\$197,105	3.16%	(\$48,594)	
1999-2000	\$6.20	\$41,052,136	\$254,478	3.84%	\$6.25	\$31,871,610	\$199,282	3.01%	(\$55,197)	
2000-2001	\$6.26	\$42,078,440	\$263,566	3.76%	\$6.32	\$31,871,610	\$201,469	2.87%	(\$62,097)	
2001-2002	\$6.33	\$43,130,401	\$272,972	3.67%	\$6.39	\$31,871,610	\$203,666	2.74%	(\$69,306)	
2002-2003	\$6.39	\$44,208,661	\$282,708	3.58%	\$6.46	\$31,871,610	\$205,874	2.61%	(\$76,834)	
2003-2004	\$6.46	\$45,313,877	\$292,785	3.50%	\$6.53	\$31,871,610	\$208,093	2.49%	(\$84,692)	
2004-2005	\$6.53	\$46,446,724	\$303,216	3.42%	\$6.60	\$31,871,610	\$210,324	2.37%	(\$92,892)	
2005-2006	\$6.60	\$47,607,892	\$314,012	3.34%	\$6.67	\$98,579,521	\$627,742	5.91%	\$313,730	PAYBACK PERIOD
2006-2007	\$6.66	\$48,798,090	\$325,187	3.27%	\$6.43	\$103,508,497	\$665,407	5.91%	\$340,220	2005-2006
2007-2008	\$6.73	\$50,018,042	\$336,753	3.19%	\$6.49	\$108,683,922	\$705,331	5.92%	\$368,579	
2008-2009	\$6.80	\$51,268,493	\$348,724	3.12%	\$6.55	\$114,118,118	\$747,651	5.92%	\$398,927	
2009-2010	\$6.87	\$52,550,205	\$361,114	3.05%	\$6.61	\$119,824,024	\$792,510	5.74%	\$431,396	
2010-2011	\$6.94	\$53,863,961	\$373,938	2.97%	\$6.68	\$125,815,225	\$840,061	5.74%	\$466,123	
2011-2012	\$7.01	\$55,210,560	\$387,211	2.91%	\$6.74	\$132,105,986	\$890,464	5.74%	\$503,253	
2012-2013	\$7.09	\$56,590,824	\$400,949	2.84%	\$6.80	\$138,711,285	\$943,892	5.74%	\$542,943	
2013-2014	\$7.16	\$58,005,594	\$415,167	2.77%	\$6.87	\$145,646,850	\$1,000,526	5.74%	\$585,359	
2014-2015	\$7.23	\$59,455,734	\$429,883	2.71%	\$6.93	\$152,929,192	\$1,060,557	5.74%	\$630,674	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP: (\$673,309) FY 1990-2004
 INCREASE IN TAXES RECEIVED FROM GOVT. CAMP: \$4,581,205 FY 2005-2011
 NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP: \$3,907,896 FY 1990-2014
 PAYBACK PERIOD*: 2.1 YEARS FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period

** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

revitalization. This amounts to a savings of \$93.98 for the owner of a \$70,000 home. During the first 10 years following the termination of the district, the average homeowner will achieve a tax savings of approximately \$1083 (Figures 30 and 31).

C. FISCAL IMPACTS ON OTHER TAXING DISTRICTS

As mentioned above, none of the taxing districts will suffer a loss in annual revenues due to the TIF district. There will, however, be a temporary decline in Government Camp's share of the District's total tax revenues. Table 11 illustrates Government Camp's reduced share of total tax revenues during the revitalization period. As can be seen in this table, the 2.3 million dollar shortfall in taxes received from Government Camp between 1990 and 2004 is repaid in a short two years. In the 10 years following termination of the Revitalization District, other taxing districts will receive more than 15 million dollars in tax revenues from Government Camp that would not have been available without revitalization. Tables 15 through 20 illustrate the impacts of the Revitalization Plan on individual taxing districts not described below (all non-school or fire districts).

D. FISCAL IMPACTS ON SCHOOL DISTRICTS

Tables 12 and 13 illustrate the fiscal impacts of the Revitalization District on the two school districts in the area—Welches Elementary School District and Sandy Union High School. The total tax revenues received by each of these districts will be the same with or without revitalization, however, Government Camp's share of these revenues will vary over time (Figures 29 and 30) and tax rates may be somewhat higher than without revitalization.

With Revitalization, the Welches Elementary School tax rate will be \$.02 greater in 1990 than it would have been without revitalization. By the year 2004, this difference would amount to \$.23 per thousand. Government Camp's share of the school district's tax revenues will decline during this period from 13.88% to 7.53%. However, the increased assessed value attributable to revitalization will have long-term, positive impacts on the school district. By the year 2005, Government Camp will account for more than 19% of the school district's revenues. Without revitalization, it would only account for 10% of total revenues (Table 12).

The revitalization district will have similar impacts on the Sandy Union High School District (Table 13). With revitalization, the Sandy Union High School tax rate will be \$.01 greater in 1990 than it would have been without revitalization. By the year 2004, this difference would amount to \$.07 per thousand. Government Camp's share of the school district's tax revenues will decline during this period from 4.59% to 2.37%. However, the increased assessed value attributable to revitalization will have long-term, positive impacts on the school district. By the year 2005, Government Camp will account for close to 6% of the school district's revenues. Without revitalization, it would only account for 3% of total revenues (Table 13).

FIGURE 29:

GOVERNMENT CAMP'S SHARE OF THE WELCHES SCHOOL DISTRICT TAX REVENUES WITH AND WITHOUT REVITALIZATION

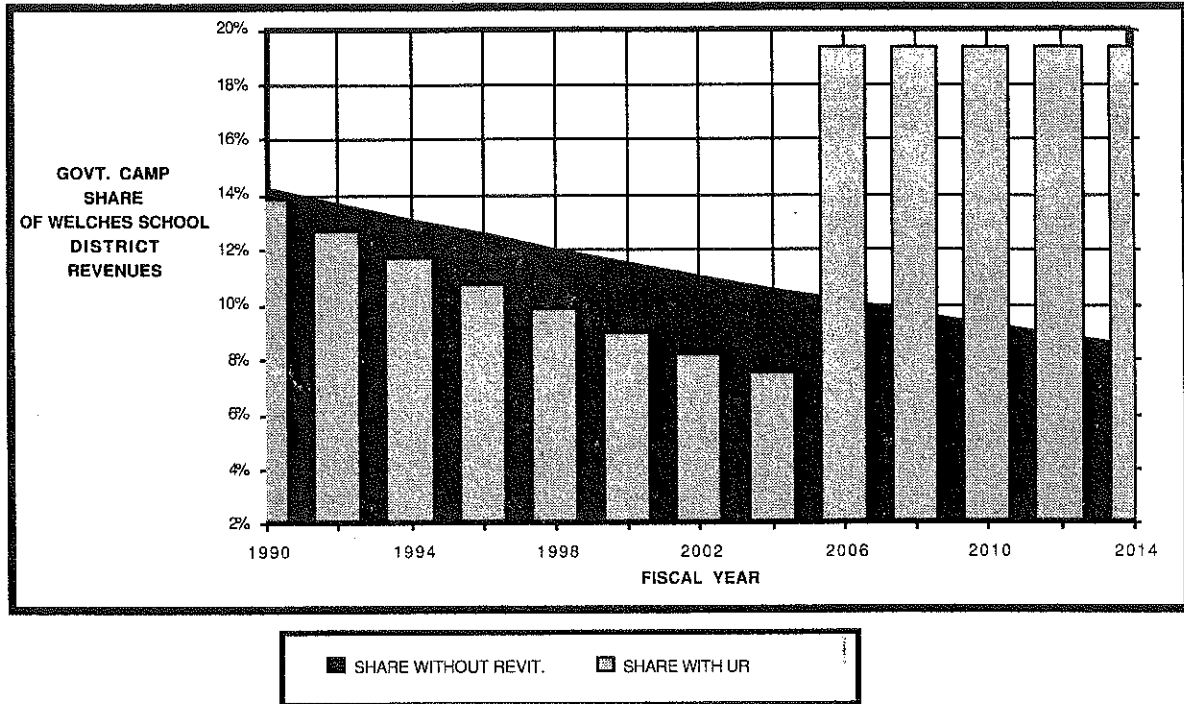


FIGURE 30:

GOVERNMENT CAMP'S SHARE OF THE SANDY UNION HIGH SCHOOL DISTRICT TAX REVENUES WITH AND WITHOUT REVITALIZATION

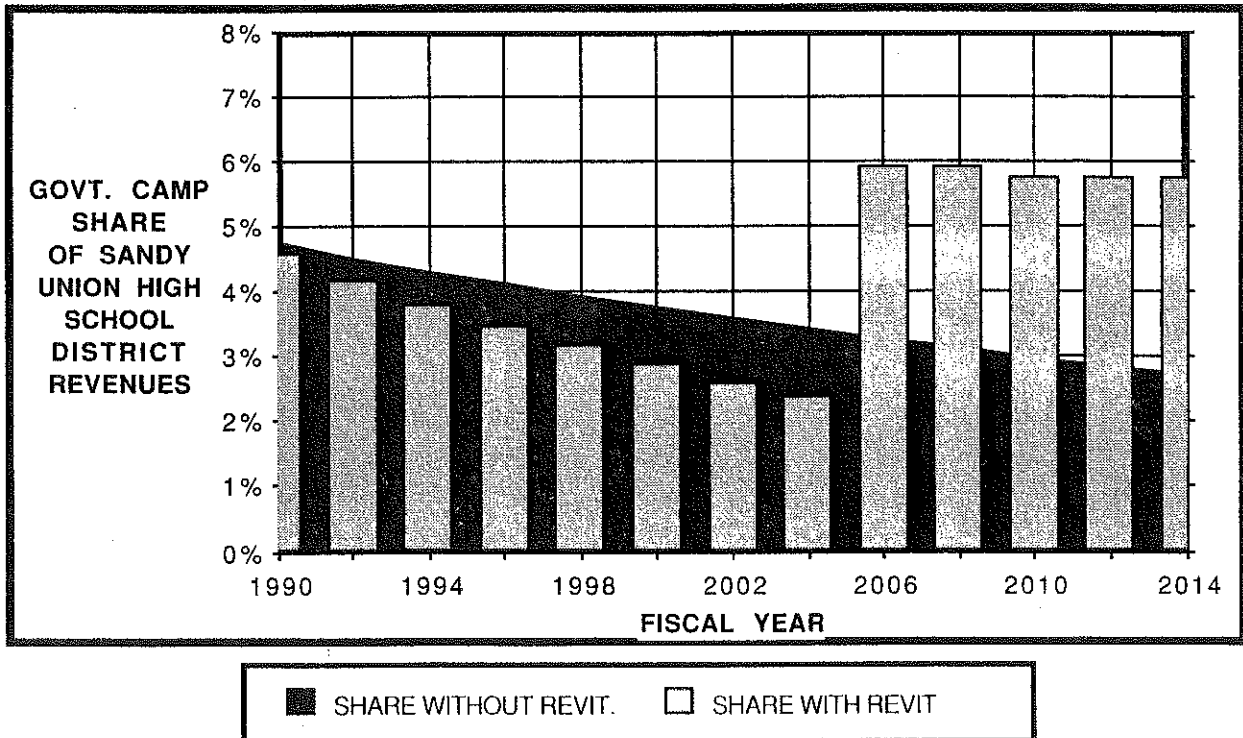


FIGURE 31:

GOVERNMENT CAMP'S SHARE OF THE HOODLAND FIRE DISTRICT
TAX REVENUES WITH AND WITHOUT REVITALIZATION

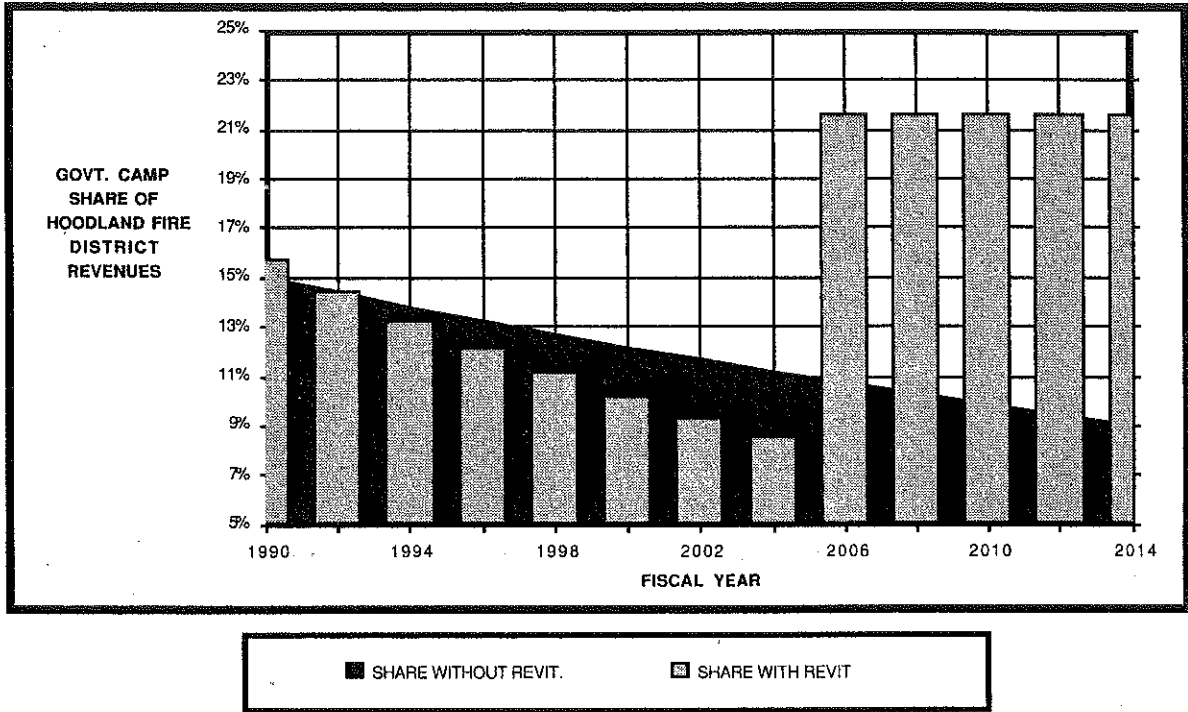


TABLE 14

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE HOODLAND FIRE DISTRICT

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT CAMP TAX PROCEEDS DUE TO DISTRICT	
	HOODLAND FIRE TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	HOODLAND FIRE TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	DIFFERENCE IN GOVT CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS 1990-2004
1990-91	\$2.63	\$30,530,830	\$80,203	15.00%	\$2.64	\$29,530,830	\$84,139	15.74%	\$3,936	
1991-92	\$2.66	\$31,294,101	\$83,289	14.70%	\$2.68	\$29,530,830	\$85,534	15.09%	\$2,245	
1992-93	\$2.70	\$32,076,453	\$86,487	14.40%	\$2.73	\$29,530,830	\$86,928	14.47%	\$441	
1993-94	\$2.73	\$32,878,365	\$89,801	14.10%	\$2.77	\$29,530,830	\$88,319	13.87%	(\$1,481)	
1994-95	\$2.77	\$33,700,324	\$93,236	13.82%	\$2.81	\$29,530,830	\$89,710	13.29%	(\$3,526)	
1995-96	\$2.80	\$34,542,832	\$96,795	13.53%	\$2.86	\$29,530,830	\$91,098	12.73%	(\$5,697)	
1996-97	\$2.84	\$35,406,403	\$100,484	13.25%	\$2.90	\$29,530,830	\$92,486	12.20%	(\$7,998)	
1997-98	\$2.87	\$36,291,563	\$104,306	12.98%	\$2.95	\$29,530,830	\$93,872	11.68%	(\$10,434)	
1998-99	\$2.91	\$37,198,852	\$108,266	12.71%	\$2.99	\$29,530,830	\$95,256	11.18%	(\$13,010)	
1999-2000	\$2.95	\$38,128,823	\$112,370	12.44%	\$3.03	\$29,530,830	\$96,640	10.70%	(\$15,729)	
2000-2001	\$2.98	\$39,082,044	\$116,621	12.18%	\$3.08	\$29,530,830	\$98,023	10.24%	(\$18,598)	
2001-2002	\$3.02	\$40,059,095	\$121,026	11.93%	\$3.12	\$29,530,830	\$99,406	9.80%	(\$21,620)	
2002-2003	\$3.06	\$41,060,572	\$125,590	11.68%	\$3.16	\$29,530,830	\$100,788	9.37%	(\$24,801)	
2003-2004	\$3.10	\$42,087,086	\$130,318	11.43%	\$3.21	\$29,530,830	\$102,171	8.96%	(\$28,147)	
2004-2005	\$3.13	\$43,139,264	\$135,216	11.19%	\$3.25	\$29,530,830	\$103,553	8.57%	(\$31,663)	
2005-2006	\$3.17	\$44,217,745	\$140,290	10.95%	\$2.81	\$98,579,521	\$277,140	21.63%	\$136,850	PAYBACK PERIOD
2006-2007	\$3.21	\$45,323,189	\$145,546	10.72%	\$2.84	\$103,508,497	\$293,769	21.63%	\$148,223	2005-2006
2007-2008	\$3.25	\$46,456,268	\$150,991	10.49%	\$2.87	\$108,683,922	\$311,395	21.63%	\$160,404	PERIOD
2008-2009	\$3.29	\$47,617,675	\$156,631	10.27%	\$2.89	\$114,118,118	\$330,079	21.63%	\$173,448	OF NET
2009-2010	\$3.33	\$48,809,117	\$162,473	10.05%	\$2.92	\$119,824,024	\$349,883	21.63%	\$187,411	REVENUE
2010-2011	\$3.37	\$50,028,320	\$168,524	9.83%	\$2.95	\$125,815,225	\$370,876	21.63%	\$202,353	INCREASES
2011-2012	\$3.41	\$51,279,028	\$174,791	9.62%	\$2.98	\$132,105,986	\$393,129	21.63%	\$218,338	2006 ONWARD
2012-2013	\$3.45	\$52,561,004	\$181,282	9.41%	\$3.00	\$138,711,285	\$416,717	21.63%	\$235,434	
2013-2014	\$3.49	\$53,875,029	\$188,005	9.21%	\$3.03	\$145,646,850	\$441,720	21.63%	\$253,714	
2014-2015	\$3.53	\$55,221,904	\$194,968	9.01%	\$3.06	\$152,929,192	\$468,223	21.63%	\$273,255	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN.

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP: (\$176,082) FY 1990-2004
 INCREASE IN TAXES RECEIVED FROM GOVT. CAMP: \$1,989,430 FY 2005-2011
 NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP: \$1,813,347 FY 1990-2014
 PAYBACK PERIOD*: 1.2 YEARS FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 15

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON SANITARY DISTRICT #2

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN SANITARY TAX RATE DUE TO DISTRICT
	SANITARY DISTRICT #2 TAX RATE	GOVERNMENT CAMP TAX BASE	GOVERNMENT ANNUAL TAXES ON A \$70,000 HOME	SANITARY DISTRICT #2 TAX RATE	GOVERNMENT CAMP TAX BASE	GOVERNMENT ANNUAL TAXES ON A \$70,000 HOME	GOVERNMENT CAMP TAX PROCEEDS	ANNUAL TAXES ON A \$70,000 HOME	
1990-91	\$0.15	\$32,871,610	\$4,810	\$0.16	\$31,871,610	\$5,676	\$12.47	\$0.03	
1991-92	\$0.15	\$33,693,400	\$5,098	\$0.19	\$31,871,610	\$6,017	\$13.21	\$0.04	
1992-93	\$0.16	\$34,535,735	\$5,404	\$0.20	\$31,871,610	\$6,378	\$14.01	\$0.04	
1993-94	\$0.16	\$35,399,129	\$5,729	\$0.21	\$31,871,610	\$6,760	\$14.85	\$0.05	
1994-95	\$0.17	\$36,284,107	\$6,072	\$0.22	\$31,871,610	\$7,166	\$15.74	\$0.06	
1995-96	\$0.17	\$37,191,210	\$6,437	\$0.24	\$31,871,610	\$7,596	\$16.68	\$0.07	
1996-97	\$0.18	\$38,120,990	\$6,823	\$0.25	\$31,871,610	\$8,052	\$17.68	\$0.08	
1997-98	\$0.19	\$39,074,015	\$7,232	\$0.27	\$31,871,610	\$8,535	\$18.74	\$0.09	
1998-99	\$0.19	\$40,050,865	\$7,666	\$0.28	\$31,871,610	\$9,047	\$19.87	\$0.10	
1999-2000	\$0.20	\$41,052,136	\$8,126	\$0.30	\$31,871,610	\$9,590	\$21.06	\$0.11	
2000-2001	\$0.21	\$42,078,440	\$8,614	\$0.34	\$31,871,610	\$10,165	\$22.33	\$0.13	
2001-2002	\$0.22	\$43,130,401	\$9,131	\$0.36	\$31,871,610	\$10,775	\$23.66	\$0.14	
2002-2003	\$0.22	\$44,208,661	\$9,678	\$0.38	\$31,871,610	\$11,421	\$25.08	\$0.15	
2003-2004	\$0.23	\$45,313,877	\$10,259	\$0.40	\$31,871,610	\$12,107	\$26.59	\$0.17	
2004-2005	\$0.23	\$46,446,724	\$10,875	\$0.40	\$31,871,610	\$12,833	\$28.19	\$0.17	
2005-2006	\$0.24	\$47,607,892	\$11,527	\$0.14	\$98,579,521	\$13,603	\$9.66	(\$0.10)	
2006-2007	\$0.25	\$48,798,090	\$12,219	\$0.14	\$103,508,497	\$14,419	\$9.75	(\$0.11)	
2007-2008	\$0.26	\$50,018,042	\$12,952	\$0.14	\$108,683,922	\$15,284	\$9.84	(\$0.12)	
2008-2009	\$0.27	\$51,268,493	\$13,729	\$0.14	\$114,118,118	\$16,201	\$9.94	(\$0.13)	
2009-2010	\$0.28	\$52,550,205	\$14,553	\$0.14	\$119,824,024	\$17,173	\$10.03	(\$0.13)	
2010-2011	\$0.29	\$53,863,961	\$15,426	\$0.14	\$125,815,225	\$18,204	\$10.13	(\$0.14)	
2011-2012	\$0.30	\$55,210,560	\$16,351	\$0.15	\$132,105,986	\$19,296	\$10.22	(\$0.15)	
2012-2013	\$0.31	\$56,590,824	\$17,333	\$0.15	\$138,711,285	\$20,454	\$10.32	(\$0.16)	
2013-2014	\$0.32	\$58,005,594	\$18,372	\$0.15	\$145,646,850	\$21,681	\$10.42	(\$0.17)	
2014-2015	\$0.33	\$59,455,734	\$19,475	\$0.15	\$152,929,192	\$22,982	\$10.52	(\$0.18)	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

PERIOD OF INCREASED TAX RATES: FY 1990-2004
 PERIOD OF DECREASED TAX RATES: FY 2005-2011

** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 16

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE CLACKAMAS COUNTY DISTRICT

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	CLACK. COUNTY TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CLACK. COUNTY TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS
1990-91	\$2.22	\$32,871,610	\$72,999	0.33%	\$2.22	\$31,871,610	\$70,786	0.32%	(\$2,214)	1990-2004
1991-92	\$2.24	\$33,693,400	\$75,543	0.33%	\$2.24	\$31,871,610	\$71,471	0.31%	(\$4,072)	
1992-93	\$2.26	\$34,535,735	\$78,175	0.32%	\$2.26	\$31,871,610	\$72,162	0.29%	(\$6,013)	
1993-94	\$2.29	\$35,399,129	\$80,898	0.31%	\$2.29	\$31,871,610	\$72,859	0.28%	(\$8,039)	
1994-95	\$2.31	\$36,284,107	\$83,717	0.30%	\$2.31	\$31,871,610	\$73,563	0.27%	(\$10,154)	
1995-96	\$2.33	\$37,191,210	\$86,633	0.30%	\$2.33	\$31,871,610	\$74,273	0.25%	(\$12,360)	
1996-97	\$2.35	\$38,120,990	\$89,651	0.29%	\$2.35	\$31,871,610	\$74,990	0.24%	(\$14,661)	
1997-98	\$2.37	\$39,074,015	\$92,774	0.28%	\$2.38	\$31,871,610	\$75,713	0.23%	(\$17,061)	
1998-99	\$2.40	\$40,050,865	\$96,005	0.28%	\$2.40	\$31,871,610	\$76,442	0.22%	(\$19,563)	
1999-2000	\$2.42	\$41,052,136	\$99,349	0.27%	\$2.42	\$31,871,610	\$77,178	0.21%	(\$22,171)	
2000-2001	\$2.44	\$42,076,440	\$102,809	0.26%	\$2.44	\$31,871,610	\$77,921	0.20%	(\$24,888)	
2001-2002	\$2.47	\$43,130,401	\$106,390	0.26%	\$2.47	\$31,871,610	\$78,670	0.19%	(\$27,719)	
2002-2003	\$2.49	\$44,208,661	\$110,095	0.25%	\$2.49	\$31,871,610	\$79,427	0.18%	(\$30,668)	
2003-2004	\$2.51	\$45,313,877	\$113,929	0.24%	\$2.52	\$31,871,610	\$80,190	0.17%	(\$33,739)	
2004-2005	\$2.54	\$46,446,724	\$117,896	0.24%	\$2.54	\$31,871,610	\$80,961	0.16%	(\$36,935)	
2005-2006	\$2.56	\$47,607,892	\$122,001	0.23%	\$2.56	\$96,579,521	\$251,994	0.48%	\$129,993	
2006-2007	\$2.59	\$48,798,090	\$126,249	0.23%	\$2.58	\$103,508,497	\$267,114	0.48%	\$140,864	
2007-2008	\$2.61	\$50,018,042	\$130,645	0.22%	\$2.61	\$108,683,922	\$283,140	0.48%	\$152,495	
2008-2009	\$2.64	\$51,268,493	\$135,194	0.22%	\$2.63	\$114,118,118	\$300,129	0.48%	\$164,935	
2009-2010	\$2.66	\$52,550,205	\$139,900	0.21%	\$2.66	\$119,824,024	\$318,137	0.48%	\$178,236	
2010-2011	\$2.69	\$53,863,961	\$144,771	0.21%	\$2.68	\$125,815,225	\$337,225	0.48%	\$192,454	
2011-2012	\$2.71	\$55,210,560	\$149,811	0.20%	\$2.71	\$132,105,986	\$357,458	0.48%	\$207,647	
2012-2013	\$2.74	\$56,590,824	\$155,026	0.20%	\$2.73	\$138,711,285	\$378,906	0.48%	\$223,880	
2013-2014	\$2.77	\$58,005,594	\$160,423	0.19%	\$2.76	\$145,646,850	\$401,640	0.48%	\$241,218	
2014-2015	\$2.79	\$59,455,734	\$166,007	0.19%	\$2.78	\$152,929,192	\$425,739	0.48%	\$259,732	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP:	(\$270,258)	FY 1990-2004
INCREASE IN TAXES RECEIVED FROM GOVT. CAMP:	\$1,891,454	FY 2005-2011
NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP:	\$1,621,196	FY 1990-2014
PAYBACK PERIOD**:	2 YEARS	FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually.

TABLE 17

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON VECTOR CONTROL

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	VECTOR CONTROL TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	VECTOR CONTROL TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	
1990-91	\$0.01	\$32,871,610	\$358	0.33%	\$0.01	\$31,871,610	\$348	0.32%	\$348	(\$11)
1991-92*	\$0.01	\$33,693,400	\$371	0.33%	\$0.01	\$31,871,610	\$351	0.31%	\$351	(\$20)
1992-93	\$0.01	\$34,535,735	\$384	0.32%	\$0.01	\$31,871,610	\$354	0.29%	\$354	(\$30)
1993-94	\$0.01	\$35,399,129	\$397	0.31%	\$0.01	\$31,871,610	\$358	0.28%	\$358	(\$39)
1994-95	\$0.01	\$36,284,107	\$411	0.30%	\$0.01	\$31,871,610	\$361	0.27%	\$361	(\$50)
1995-96	\$0.01	\$37,191,210	\$425	0.30%	\$0.01	\$31,871,610	\$365	0.25%	\$365	(\$61)
1996-97	\$0.01	\$38,120,990	\$440	-0.29%	\$0.01	\$31,871,610	\$368	0.24%	\$368	(\$72)
1997-98	\$0.01	\$39,074,015	\$456	0.28%	\$0.01	\$31,871,610	\$372	0.23%	\$372	(\$84)
1998-99	\$0.01	\$40,050,865	\$471	0.28%	\$0.01	\$31,871,610	\$375	0.22%	\$375	(\$96)
1999-2000	\$0.01	\$41,052,136	\$488	0.27%	\$0.01	\$31,871,610	\$379	0.21%	\$379	(\$109)
2000-2001	\$0.01	\$42,078,440	\$505	0.26%	\$0.01	\$31,871,610	\$383	0.20%	\$383	(\$122)
2001-2002	\$0.01	\$43,130,401	\$522	0.26%	\$0.01	\$31,871,610	\$386	0.19%	\$386	(\$136)
2002-2003	\$0.01	\$44,208,661	\$541	0.25%	\$0.01	\$31,871,610	\$390	0.18%	\$390	(\$151)
2003-2004	\$0.01	\$45,313,877	\$559	0.24%	\$0.01	\$31,871,610	\$394	0.17%	\$394	(\$166)
2004-2005	\$0.01	\$46,446,724	\$579	0.24%	\$0.01	\$31,871,610	\$398	0.16%	\$398	(\$181)
2005-2006	\$0.01	\$47,607,892	\$599	0.23%	\$0.01	\$98,579,531	\$1,237	0.48%	\$1,237	\$638
2006-2007	\$0.01	\$48,798,090	\$620	0.23%	\$0.01	\$103,508,497	\$1,312	0.48%	\$1,312	\$692
2007-2008	\$0.01	\$50,018,042	\$642	0.22%	\$0.01	\$108,683,922	\$1,390	0.48%	\$1,390	\$749
2008-2009	\$0.01	\$51,268,493	\$664	0.22%	\$0.01	\$114,118,118	\$1,474	0.48%	\$1,474	\$810
2009-2010	\$0.01	\$52,550,205	\$687	0.21%	\$0.01	\$119,824,024	\$1,562	0.48%	\$1,562	\$875
2010-2011	\$0.01	\$53,863,961	\$711	0.21%	\$0.01	\$125,815,225	\$1,656	0.48%	\$1,656	\$945
2011-2012	\$0.01	\$55,210,560	\$736	0.20%	\$0.01	\$132,105,986	\$1,755	0.48%	\$1,755	\$1,020
2012-2013	\$0.01	\$56,590,824	\$761	0.20%	\$0.01	\$138,711,285	\$1,861	0.48%	\$1,861	\$1,099
2013-2014	\$0.01	\$58,005,594	\$788	0.19%	\$0.01	\$145,646,850	\$1,972	0.48%	\$1,972	\$1,185
2014-2015	\$0.01	\$59,455,734	\$815	0.19%	\$0.01	\$152,929,192	\$2,091	0.48%	\$2,091	\$1,275

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP:	(\$1,327)	FY 1990-2004
INCREASE IN TAXES RECEIVED FROM GOVT. CAMP:	\$9,288	FY 2005-2011
NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP:	\$7,961	FY 1990-2014
PAYBACK PERIOD*:	2.1 YEARS	FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 18

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE PORT OF PORTLAND

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	CLACK. COUNTY TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CLACK. COUNTY TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	
1990-91	\$0.40	\$32,871,610	\$13,086	0.33%	\$0.40	\$31,871,610	\$12,689	0.32%	\$12,689	(\$397)
1991-92	\$0.40	\$33,693,400	\$13,542	0.33%	\$0.40	\$31,871,610	\$12,812	0.31%	\$12,812	(\$730)
1992-93	\$0.41	\$34,535,735	\$14,014	0.32%	\$0.41	\$31,871,610	\$12,936	0.29%	\$12,936	(\$1,078)
1993-94	\$0.41	\$35,399,129	\$14,502	0.31%	\$0.41	\$31,871,610	\$13,061	0.28%	\$13,061	(\$1,441)
1994-95	\$0.41	\$36,284,107	\$15,007	0.30%	\$0.41	\$31,871,610	\$13,187	0.27%	\$13,187	(\$1,820)
1995-96	\$0.42	\$37,191,210	\$15,530	0.30%	\$0.42	\$31,871,610	\$13,315	0.25%	\$13,315	(\$2,216)
1996-97	\$0.42	\$38,120,990	\$16,071	0.29%	\$0.42	\$31,871,610	\$13,443	0.24%	\$13,443	(\$2,628)
1997-98	\$0.43	\$39,074,015	\$16,631	0.28%	\$0.43	\$31,871,610	\$13,573	0.23%	\$13,573	(\$3,058)
1998-99	\$0.43	\$40,050,865	\$17,210	0.28%	\$0.43	\$31,871,610	\$13,703	0.22%	\$13,703	(\$3,507)
1999-2000	\$0.43	\$41,052,136	\$17,810	0.27%	\$0.43	\$31,871,610	\$13,835	0.21%	\$13,835	(\$3,974)
2000-2001	\$0.44	\$42,078,440	\$18,430	0.26%	\$0.44	\$31,871,610	\$13,968	0.20%	\$13,968	(\$4,462)
2001-2002	\$0.44	\$43,130,401	\$19,072	0.26%	\$0.44	\$31,871,610	\$14,103	0.19%	\$14,103	(\$4,969)
2002-2003	\$0.45	\$44,208,661	\$19,736	0.25%	\$0.45	\$31,871,610	\$14,238	0.18%	\$14,238	(\$5,498)
2003-2004	\$0.45	\$45,313,877	\$20,423	0.24%	\$0.45	\$31,871,610	\$14,375	0.17%	\$14,375	(\$6,049)
2004-2005	\$0.46	\$46,446,724	\$21,135	0.24%	\$0.46	\$31,871,610	\$14,513	0.16%	\$14,513	(\$6,621)
2005-2006	\$0.46	\$47,607,892	\$21,871	0.23%	\$0.46	\$98,579,521	\$45,174	0.48%	\$45,174	\$23,303
2006-2007	\$0.46	\$48,798,090	\$22,632	0.23%	\$0.46	\$103,508,497	\$47,884	0.48%	\$47,884	\$25,252
2007-2008	\$0.47	\$50,018,042	\$23,420	0.22%	\$0.47	\$108,683,922	\$50,757	0.48%	\$50,757	\$27,337
2008-2009	\$0.47	\$51,268,493	\$24,235	0.22%	\$0.47	\$114,118,118	\$53,803	0.48%	\$53,803	\$29,567
2009-2010	\$0.48	\$52,550,205	\$25,079	0.21%	\$0.48	\$119,824,024	\$57,031	0.48%	\$57,031	\$31,951
2010-2011	\$0.48	\$53,863,961	\$25,952	0.21%	\$0.48	\$125,815,225	\$60,453	0.48%	\$60,453	\$34,500
2011-2012	\$0.49	\$55,210,560	\$26,856	0.20%	\$0.49	\$132,105,986	\$64,080	0.48%	\$64,080	\$37,224
2012-2013	\$0.49	\$56,590,824	\$27,791	0.20%	\$0.49	\$138,711,285	\$67,924	0.48%	\$67,924	\$40,134
2013-2014	\$0.50	\$58,005,594	\$28,758	0.19%	\$0.49	\$145,646,850	\$72,000	0.48%	\$72,000	\$43,242
2014-2015	\$0.50	\$59,455,734	\$29,759	0.19%	\$0.50	\$152,929,192	\$76,320	0.48%	\$76,320	\$46,561

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP: (\$48,448) FY 1990-2004
 INCREASE IN TAXES RECEIVED FROM GOVT. CAMP: \$339,071 FY 2005-2011
 NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP: \$290,623 FY 1990-2014
 PAYBACK PERIOD*: 2 YEARS FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues

TABLE 19

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE CLACKAMAS ELEMENTARY ESD

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	ELEMENT. ESD TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	ELEMENT. ESD TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS
1990-91	\$0.71	\$32,871,610	\$23,469	0.34%	\$0.71	\$31,871,610	\$22,757	0.33%	(\$712)	
1991-92	\$0.72	\$33,693,400	\$24,287	0.33%	\$0.72	\$31,871,610	\$22,977	0.32%	(\$1,309)	
1992-93	\$0.73	\$34,535,735	\$25,133	0.33%	\$0.73	\$31,871,610	\$23,200	0.30%	(\$1,933)	PERIOD
1993-94	\$0.73	\$35,399,129	\$26,008	0.32%	\$0.73	\$31,871,610	\$23,424	0.29%	(\$2,584)	OF TAX
1994-95	\$0.74	\$36,284,107	\$26,915	0.31%	\$0.74	\$31,871,610	\$23,650	0.27%	(\$3,264)	REVENUE
1995-96	\$0.75	\$37,191,210	\$27,852	0.30%	\$0.75	\$31,871,610	\$23,879	0.26%	(\$3,973)	SHORTFALLS
1996-97	\$0.76	\$38,120,990	\$28,823	0.30%	\$0.76	\$31,871,610	\$24,109	0.25%	(\$4,713)	
1997-98	\$0.76	\$39,074,015	\$29,827	0.29%	\$0.76	\$31,871,610	\$24,342	0.24%	(\$5,485)	1990-2004
1998-99	\$0.77	\$40,050,865	\$30,866	0.28%	\$0.77	\$31,871,610	\$24,576	0.23%	(\$6,289)	
1999-2000	\$0.78	\$41,052,136	\$31,941	0.28%	\$0.78	\$31,871,610	\$24,813	0.21%	(\$7,128)	
2000-2001	\$0.79	\$42,078,440	\$33,053	0.27%	\$0.79	\$31,871,610	\$25,052	0.20%	(\$8,001)	
2001-2002	\$0.79	\$43,130,401	\$34,204	0.26%	\$0.79	\$31,871,610	\$25,293	0.19%	(\$8,911)	
2002-2003	\$0.80	\$44,208,661	\$35,395	0.26%	\$0.80	\$31,871,610	\$25,536	0.19%	(\$9,859)	
2003-2004	\$0.81	\$45,313,877	\$36,628	0.25%	\$0.81	\$31,871,610	\$25,782	0.18%	(\$10,846)	
2004-2005	\$0.82	\$46,446,724	\$37,904	0.24%	\$0.82	\$31,871,610	\$26,029	0.17%	(\$11,874)	
2005-2006	\$0.82	\$47,607,892	\$39,224	0.24%	\$0.82	\$98,579,521	\$91,011	0.48%	\$41,788	
2006-2007	\$0.83	\$48,798,090	\$40,589	0.23%	\$0.83	\$103,508,497	\$95,872	0.48%	\$45,283	
2007-2008	\$0.84	\$50,018,042	\$42,003	0.23%	\$0.84	\$108,683,922	\$91,024	0.48%	\$49,022	
2008-2009	\$0.85	\$51,268,493	\$43,465	0.22%	\$0.85	\$114,118,118	\$96,486	0.48%	\$53,021	
2009-2010	\$0.86	\$52,550,205	\$44,978	0.22%	\$0.85	\$119,824,024	\$102,275	0.48%	\$57,296	
2010-2011	\$0.86	\$53,863,961	\$46,544	0.21%	\$0.86	\$125,815,225	\$108,411	0.48%	\$61,867	
2011-2012	\$0.87	\$55,210,560	\$48,165	0.21%	\$0.87	\$132,105,986	\$114,916	0.48%	\$66,751	
2012-2013	\$0.88	\$56,590,824	\$49,842	0.20%	\$0.88	\$138,711,285	\$121,811	0.48%	\$71,969	
2013-2014	\$0.89	\$58,005,594	\$51,577	0.20%	\$0.89	\$145,646,850	\$129,120	0.48%	\$77,543	
2014-2015	\$0.90	\$59,455,734	\$53,372	0.19%	\$0.89	\$152,929,192	\$136,867	0.48%	\$83,495	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP:	(\$86,883)	FY 1990-2004
INCREASE IN TAXES RECEIVED FROM GOVT. CAMP:	\$608,035	FY 2005-2011
NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP:	\$521,152	FY 1990-2014
PAYBACK PERIOD**:	2.1 YEARS	FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 20

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON THE HIGH SCHOOL ESD

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT CAMP TAX PROCEEDS DUE TO DISTRICT	
	HIGH SCH. ESD TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	HIGH SCH. ESD TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	DIFFERENCE IN GOVT CAMP TAX PROCEEDS DUE TO DISTRICT	PERIOD OF TAX REVENUE SHORTFALLS
1990-91	\$0.36	\$32,871,610	\$11,981	0.35%	\$0.36	\$31,871,610	\$11,617	0.34%	(\$363)	
1991-92	\$0.37	\$33,693,400	\$12,398	0.34%	\$0.37	\$31,871,610	\$11,730	0.32%	(\$668)	
1992-93	\$0.37	\$34,535,735	\$12,830	0.33%	\$0.37	\$31,871,610	\$11,843	0.31%	(\$987)	
1993-94	\$0.38	\$35,399,129	\$13,277	0.33%	\$0.38	\$31,871,610	\$11,958	0.29%	(\$1,319)	
1994-95	\$0.38	\$36,284,107	\$13,740	0.32%	\$0.38	\$31,871,610	\$12,074	0.28%	(\$1,666)	
1995-96	\$0.38	\$37,191,210	\$14,218	0.31%	\$0.38	\$31,871,610	\$12,190	0.27%	(\$2,028)	
1996-97	\$0.39	\$38,120,990	\$14,714	0.30%	\$0.39	\$31,871,610	\$12,308	0.25%	(\$2,406)	
1997-98	\$0.39	\$39,074,015	\$15,226	0.30%	\$0.39	\$31,871,610	\$12,427	0.24%	(\$2,800)	1990-2004
1998-99	\$0.39	\$40,050,865	\$15,757	0.29%	\$0.39	\$31,871,610	\$12,546	0.23%	(\$3,210)	
1999-2000	\$0.40	\$41,052,136	\$16,306	0.28%	\$0.40	\$31,871,610	\$12,667	0.22%	(\$3,638)	
2000-2001	\$0.40	\$42,078,440	\$16,874	0.27%	\$0.40	\$31,871,610	\$12,789	0.21%	(\$4,084)	
2001-2002	\$0.40	\$43,130,401	\$17,461	0.27%	\$0.41	\$31,871,610	\$12,912	0.20%	(\$4,549)	
2002-2003	\$0.41	\$44,208,661	\$18,069	0.26%	\$0.41	\$31,871,610	\$13,036	0.19%	(\$5,033)	
2003-2004	\$0.41	\$45,313,877	\$18,699	0.26%	\$0.41	\$31,871,610	\$13,162	0.18%	(\$5,537)	
2004-2005	\$0.42	\$46,446,724	\$19,350	0.25%	\$0.42	\$31,871,610	\$13,288	0.17%	(\$6,062)	
2005-2006	\$0.42	\$47,607,092	\$20,024	0.24%	\$0.42	\$98,579,321	\$41,354	0.50%	\$21,331	
2006-2007	\$0.42	\$48,798,090	\$20,721	0.24%	\$0.42	\$103,508,497	\$43,836	0.50%	\$23,115	
2007-2008	\$0.43	\$50,018,042	\$21,443	0.23%	\$0.43	\$108,683,922	\$46,466	0.50%	\$25,023	
2008-2009	\$0.43	\$51,268,493	\$22,189	0.23%	\$0.43	\$114,118,118	\$49,254	0.50%	\$27,065	
2009-2010	\$0.44	\$52,550,205	\$22,962	0.22%	\$0.44	\$119,824,024	\$52,209	0.50%	\$29,247	
2010-2011	\$0.44	\$53,863,961	\$23,761	0.22%	\$0.44	\$125,815,225	\$55,342	0.50%	\$31,580	
2011-2012	\$0.45	\$55,210,560	\$24,588	0.21%	\$0.44	\$132,105,986	\$58,662	0.50%	\$34,074	
2012-2013	\$0.45	\$56,590,824	\$25,444	0.21%	\$0.45	\$138,711,285	\$62,182	0.50%	\$36,737	
2013-2014	\$0.45	\$58,005,594	\$26,330	0.20%	\$0.45	\$145,646,850	\$65,913	0.50%	\$39,582	
2014-2015	\$0.46	\$59,455,734	\$27,247	0.20%	\$0.46	\$152,929,132	\$69,867	0.50%	\$42,621	

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP:	(\$44,352)	FY 1990-2004
INCREASE IN TAXES RECEIVED FROM GOVT. CAMP:	\$310,375	FY 2005-2011
NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP:	\$266,023	FY 1990-2014
PAYBACK PERIOD*:	2 YEARS	FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period
 ** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

TABLE 21

FISCAL IMPACTS OF THE GOVERNMENT CAMP REVITALIZATION DISTRICT ON MOUNT HOOD COMMUNITY COLLEGE

FISCAL YEAR	NO REVITALIZATION DISTRICT				REVITALIZATION DISTRICT				DIFFERENCE IN GOVT	
	MT. HOOD COMM. TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	MT. HOOD COMM. TAX RATE	GOVT CAMP TAX BASE	GOVT CAMP TAX PROCEEDS	GOVT CAMP TAX SHARE	CAMP TAX PROCEEDS DUE TO DISTRICT	
1990-91	\$1.87	\$32,871,610	\$61,568	3.32%	\$1.87	\$31,871,610	\$59,755	3.22%		(\$1,813)
1991-92	\$1.89	\$33,693,400	\$63,758	3.24%	\$1.90	\$31,871,610	\$60,417	3.07%		(\$3,341)
1992-93	\$1.91	\$34,535,735	\$66,026	3.17%	\$1.92	\$31,871,610	\$61,082	2.93%		(\$4,944)
1993-94	\$1.93	\$35,399,129	\$68,372	3.10%	\$1.94	\$31,871,610	\$61,750	2.80%		(\$6,623)
1994-95	\$1.95	\$36,284,107	\$70,801	3.02%	\$1.96	\$31,871,610	\$62,421	2.67%		(\$8,381)
1995-96	\$1.97	\$37,191,210	\$73,315	2.95%	\$1.98	\$31,871,610	\$63,095	2.54%		(\$10,220)
1996-97	\$1.99	\$38,120,990	\$75,917	2.89%	\$2.00	\$31,871,610	\$63,774	2.42%		(\$12,144)
1997-98	\$2.01	\$39,074,015	\$78,610	2.82%	\$2.02	\$31,871,610	\$64,455	2.31%		(\$14,155)
1998-99	\$2.03	\$40,050,865	\$81,398	2.75%	\$2.04	\$31,871,610	\$65,141	2.20%		(\$16,257)
1999-2000	\$2.05	\$41,052,136	\$84,282	2.69%	\$2.07	\$31,871,610	\$65,830	2.10%		(\$18,452)
2000-2001	\$2.07	\$42,078,440	\$87,268	2.63%	\$2.09	\$31,871,610	\$66,524	2.00%		(\$20,744)
2001-2002	\$2.10	\$43,130,401	\$90,358	2.57%	\$2.11	\$31,871,610	\$67,222	1.91%		(\$23,137)
2002-2003	\$2.12	\$44,208,661	\$93,556	2.51%	\$2.13	\$31,871,610	\$67,924	1.82%		(\$25,633)
2003-2004	\$2.14	\$45,313,877	\$96,867	2.45%	\$2.15	\$31,871,610	\$68,630	1.74%		(\$28,237)
2004-2005	\$2.16	\$46,446,724	\$100,292	2.39%	\$2.18	\$31,871,610	\$69,341	1.65%		(\$30,951)
2005-2006	\$2.18	\$47,607,892	\$103,838	2.34%	\$2.13	\$98,579,521	\$209,765	4.72%		\$105,927
2006-2007	\$2.20	\$48,798,090	\$107,507	2.28%	\$2.15	\$103,508,497	\$222,350	4.72%		\$114,843
2007-2008	\$2.23	\$50,018,042	\$111,305	2.23%	\$2.17	\$108,683,922	\$235,691	4.72%		\$124,387
2008-2009	\$2.25	\$51,268,493	\$115,235	2.18%	\$2.19	\$114,118,118	\$249,833	4.72%		\$134,598
2009-2010	\$2.27	\$52,550,205	\$119,303	2.13%	\$2.21	\$119,824,024	\$264,823	4.72%		\$145,520
2010-2011	\$2.29	\$53,863,961	\$123,513	2.08%	\$2.23	\$125,815,225	\$280,712	4.72%		\$157,200
2011-2012	\$2.32	\$55,210,560	\$127,869	2.03%	\$2.25	\$132,105,986	\$297,555	4.72%		\$169,686
2012-2013	\$2.34	\$56,590,824	\$132,378	1.98%	\$2.27	\$138,711,285	\$315,408	4.72%		\$183,030
2013-2014	\$2.36	\$58,005,594	\$137,045	1.93%	\$2.30	\$145,646,850	\$334,333	4.72%		\$197,288
2014-2015	\$2.39	\$59,455,734	\$141,874	1.89%	\$2.32	\$152,929,192	\$354,393	4.72%		\$212,519

DIFFERENCE IN TAX PROCEEDS FROM THE GOVERNMENT CAMP AREA DUE TO THE REVITALIZATION PLAN

SHORTFALL IN TAXES RECEIVED FROM GOVT. CAMP:	(\$225,031)	FY 1990-2004
INCREASE IN TAXES RECEIVED FROM GOVT. CAMP:	\$1,544,998	FY 2005-2011
NET CHANGE IN TAXES RECEIVED FROM GOVT. CAMP:	\$1,319,967	FY 1990-2014
PAYBACK PERIOD**:	2.1 YEARS	FY 2005-2009

* Payback Period = the number of years needed to recuperate Government Camp tax revenues frozen during the 15 year TIF period

** Assumptions: Without the revitalization plan, Government Camp assessed values will only grow at a rate of 2.5% annually, compared to 5% annually with a revitalization plan

E. FISCAL IMPACTS ON THE FIRE DISTRICT

Table 14 illustrates the fiscal impacts of the Revitalization District on the Hoodland Fire District. The total tax revenues received by the Fire District will be the same with or without revitalization. However, Government Camp's share of these revenues will vary over time (Figure 31) and the district's tax rate may be somewhat higher than it would be without revitalization.

A number of properties within the Revitalization Area are not currently served by the fire district. These include the Timberline Ski Permit area and the Summit Meadows subdivision. Hence, the fiscal impacts of the revitalization plan on the fire district are proportionately less than the impacts on districts such as the school districts.

With revitalization, the Hoodland Fire District tax rate will be \$.01 greater in 1990 than it would have been without revitalization. By the year 2004, this difference would amount to \$.12 per thousand. Government Camp's share of the fire district's tax revenues will decline during this period from 15.74% to 8.57%. However, the increased assessed value attributable to revitalization will have long-term, positive impacts on the school district. By the year 2005, Government Camp will account for close to 22% of the fire district's revenues. Without revitalization, it would only account for 9% of total revenues (Table 14).

F. SUMMARY OF FISCAL AND TAX IMPACTS

When used efficiently for a short period of time, TIF revenues can provide the context in which sound economic reuse of private property can be developed to provide a broadened assessed value base. Such broadened assessed value base, when returned to the general tax roll, will reduce the tax rates of all taxpayers in the included taxing districts.

The analyses included in Tables 11-16 point out, in quantified dollar terms, the long-term benefits and efficiency of using tax increment as a method of financing public improvements.

SECTION 800 – PERIODIC REVIEW OF TAX INCREMENT REVENUES

On or about July 1, 2005, the Tax Increment Finance period is expected to be terminated. The increase in true cash value generated since the inception of the Revitalization Program will be returned to the County's tax roll in time for such increased true cash value to be included as part of the taxable true cash value for fiscal year 2005-06 against which all affected taxing bodies may levy taxes.

The County, in cooperation with other taxing districts, shall evaluate assessed value growth in the Revitalization Area every five years (fiscal years 1995 and 2000) and will amend the plan to return assessed value to taxing districts if assessed value grows faster than forecasted.

The County, in cooperation with other taxing districts, may also evaluate assessed value growth more frequently. On these occasions, the County will amend the plan to return assessed value to the other taxing districts if all of the following conditions are met:

- 1) There has been a growth of 20 or more elementary and high school students attributable to the Government Camp area since the Revitalization District was formed. Thereafter, an increase of 10 or more students since the last evaluation of assessed value growth will trigger a turnback analysis.
- 2) This growth in students is attributable directly or indirectly to the Government Camp Revitalization Plan.
 - a) "Directly attributable" is defined as any growth in the number of students who have at least one parent employed in the Revitalization Area and whose parents reside within the boundaries of the Welches School District but not within the Revitalization Area itself (both conditions must be met).
 - b) "Indirectly attributable" is defined as any growth in the number of students who have at least one parent employed in the Revitalization Area and whose parents reside within the boundaries of the Welches School District but not within the Revitalization Area itself (both conditions must be met).
 - c) Children of employees of the U.S. Forest Service, ODOT, or other government agencies whose hiring practices are not affected by the Revitalization District, will not be included in the above calculation.

This growth in students shall be jointly agreed upon by the Development Agency and the Welches School District. Growth figures shall be based on the number of students attending the Welches School District on September 1st (or the closest school day thereafter) of each year.

- 3) The turnback in assessed value will not impede the Revitalization District's ability to repay indebtedness.

Other taxing districts in the area should be aware that the assessed value turnbacks described above may require an extension of the tax increment financing period so that all proposed revitalization projects can be completed.

SECTION 900 – AN ONGOING ADVISORY COMMITTEE

A TIF Advisory Committee, composed of Government Camp year-round and part-time residents, business owners, property owners, and ski permit area operators, played an active role in preparing the Government Camp Village Revitalization Plan and Report. This group of 20 representatives of the Government Camp community designed a set of visions for the area, determined appropriate projects and their timing, delineated a district boundary, and reviewed all County staff's planning efforts with regard to this project.

A smaller advisory committee, composed of no more than 12 people, will be established to continue with the initial efforts of the TIF Advisory Committee. This Revitalization Advisory Committee will meet at least once a year, and more often if necessary, to review proposed projects and Development Agency actions for the given year. Members of this committee will make recommendations concerning project timing, detailed design, and Plan and Report amendments.

The Revitalization Advisory Committee will be composed of 2 representatives from the ski permit areas, 2 business representatives, 2 members of the Government Camp Property Owners Association, 2 part-time residents, 2 lodging representatives, and 2 members at large. Members will be appointed annually by the Development Agency Board.

SECTION 1000 – A RELOCATION REPORT

A. In this Report on the Development Plan, an estimate of relocations for each project will be made in amendments to this report as preliminary engineering is accomplished for each project to determine the project location and property to be acquired.

B. Description of the Relocation Methods to be Used:

1. The following minimum standards will be followed when referring replacement housing to displacees:

Note: None of the activities are expected to be carried out until the Plan and this report are amended to describe which properties need to be acquired.

a. Physical and Occupancy Standards: Displacees will be referred to housing which is comparable, decent, safe and sanitary, and adequate in size to meet the needs of each family and individual being displaced.

b. Ability to Pay Standards: Displacees will be referred to housing which is within the family's or individual's ability to pay. Families and individuals shall not be expected to pay more than 25 percent of their adjusted gross income for housing expense. Adjusted gross income is projected annual income from all sources of each member of the family who is at least 18 years of age residing in the household, except that the income of a head of household or his/her spouse who is under 18 shall be included.

c. Environmental Standards: No displacee shall be referred to a replacement dwelling unit which is in a location subject to unreasonably adverse environmental conditions, natural or man-made, or which is generally less desirable than the location of the acquired dwelling with respect to public utilities and other public and commercial facilities. Consideration also

will be given to the proximity of the dwelling unit to the displaced person's place of employment.

- d. Equal Opportunity Standards: The Agency will not list or refer any property which is not open to all persons without regard to race, color, religion, or national origin, in a manner consistent with Title VIII of the Civil Rights Act of 1968, or available without discrimination based on sex or source of income. All cases of unlawful discrimination will be turned over to the Civil Rights Division of the Department of Labor, State of Oregon, and/or filed with the Department of Housing and Urban Development (HUD).

The Agency shall take affirmative actions to provide displaced families and individuals maximum opportunities for selection of replacement housing within the community's total housing supply and to lessen racial, ethnic, and economic concentrations. The following are examples of affirmative actions that the Agency may take:

Make full use of HUD-acquired properties, multiple listing services, and normal real estate management and brokerage services.

Inform members of minority groups of housing opportunities in nontraditional neighborhoods and provide services to familiarize them with such neighborhoods.

Provide escort service to brokers' offices.

Cooperate fully with fair housing groups, human relations bodies, and other social, civic, and religious groups interested in facilitating freedom of choice of residence.

2. **RELOCATION ASSISTANCE ADVISORY SERVICES**

- a. General: The Agency will conduct a relocation assistance advisory services program in order to provide the maximum assistance possible to eligible persons required to relocate. The services will be provided by personal contact whenever possible.
- b. Eligibility: Relocation assistance advisory service shall be offered to:

All persons occupying property immediately adjacent to the real property acquired when the Agency determines that such person or persons are caused substantial economic injury because of the acquisition.

All persons who, because of the acquisition of real property used for a business operation, moves from other real property used for a dwelling, or moves his personal property from such other real property.

- c. Minimum Advisory Service: The Relocation Assistance Advisory Service program shall include as a minimum such measures, facilities, or services as may be necessary or appropriate to:

Discuss and explain the services available, relocation payments, and eligibility requirements, and assist in completing any applications or other forms required.

Determine the need of displaced persons for relocation assistance.

- d. Information on Available Housing: The Agency will:

Provide information as needed on the availability, prices and rentals of comparable sales and rental housing and of comparable commercial properties. Information will be compiled from all available sources, such as multiple listing services, newspaper advertisements, private listings, builders, etc.

Supply information concerning federal and state housing programs, disaster loan programs, and other federal or state programs offering assistance to displaced persons.

- e. Assistance to Prospective Homeowners: The Agency will provide assistance to prospective homeowners in obtaining mortgage financing, including help in the preparation and submission of purchase offers, obtaining credit reports, verification of employment, and making any other arrangements with lending institutions.
- f. Home Ownership Counseling: The Agency will provide or have provided home ownership counseling to prospective homeowners as needed.
- g. Other Assistance: The Agency will provide other assistance in obtaining housing as needed, such as assistance in obtaining priority for admission to public housing and federally assisted low- and moderate-income housing.
- h. Housing Discrimination Complaint: If a family or individual is unable to purchase or rent a replacement dwelling because of discrimination based on race, color, creed, source of income, or national origin, the family or individual shall be assisted in filing a complaint with the appropriate agencies.

- i. Social Services: All families and individuals will be provided with access to needed social services and counseling, both prior to and subsequent to relocation. Necessary services and counseling also shall be made available, whenever the need exists, to those residents who do not move. The Agency also will provide or have provided necessary job, financial, educational, health, and other services and counseling as needed, and will follow up to determine that the service has been provided.

3. ACTIONS TO ENSURE NONDISCRIMINATION IN HOUSING REFERRALS

The Agency will take all available legal action to ensure that housing listings and referrals will be in keeping with the requirements of Title VIII of the Civil Rights Act of 1968.

4. ASSISTANCE TO BUSINESS CONCERNS AND NONPROFIT ORGANIZATIONS

The Agency will provide relocation advisory assistance to all business concerns and nonprofit organizations to be displaced by a project or program. The Agency also will provide advisory services and assistance to any business concern or nonprofit organization occupying property which is immediately adjacent to the project area or real property acquired for purpose of the project or program when the business is determined by the Agency to have suffered substantial economic injury as a result of project activities. Examples of the services to be provided are as follows:

- a. Consultation. The Agency will consult with the owner or operator of a business to determine the need for relocation assistance. Among the items to be considered are space, traffic patterns, markets, licensing, and permit requirements.
- b. Availability of Relocation Sites. The Agency will provide current and continuing information on the availability, cost, and square footage of comparable commercial or industrial locations, and obtain referrals from real estate brokers who may be able to assist in obtaining suitable accommodations.
- c. Economic Information. The Agency will assist in obtaining information relative to property values, growth potentials in various areas, zoning ordinances, and other general and economic information which may assist the business in site selection.

5. GRIEVANCE PROCEDURE

If a person disagrees with the amount of the relocation payment, he is entitled to a hearing. The hearing will be substantially of the character required in ORS 183.415, 183.470, and 183.480.

6. PROCEDURE FOR MAKING RELOCATION PAYMENTS

a. Notification to Person in Area:

Information About Relocation Payments. At the earliest possible date, the Agency will notify all persons who may be displaced or otherwise affected by project activities of the availability of relocation payments, the office where detailed information about the payments may be obtained, and the dates governing eligibility for payments.

Assistance. The Agency will provide all displacees eligible to receive a payment with the property claim forms, and upon request of a claimant, will provide assistance in the preparation of claims for relocation payments.

Time Limit for Submission. A claim for a relocation payment shall be submitted to the Agency within a period of 18 months after displacement of claimant. The 18-month provision may be waived by the Agency for good cause on a case by case basis.

b. Payment of Claims. Payment will be made as promptly as possible after a person's eligibility has been determined. Limited advance payments may be made in hardship cases if the Agency determines such advances to be appropriate.

7. EVICTION POLICY

Except as required by emergency, no one will be required to move without having received at least 90 days prior written notice. Eviction will be used only as a last resort. It shall only be undertaken for one or more of the following reasons:

- a. The failure to pay rent, except in those cases where the failure to pay is based upon the Agency's failure to keep the premises in habitable condition.
- b. Maintenance of a nuisance or use of the premises for illegal purposes.
- c. A material breach of the rental agreement.

- d. Refusal to accept one of a reasonable number of offers of accommodations meeting the standards of this report.
- e. The eviction is required by state or local law and cannot be prevented by the Agency.

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