

CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS
(Sitting/Acting as the Board of the Clackamas County Development Agency)

Study Session Worksheet

Presentation Date: January 21, 2014 **Approx Start Time:** 10:30 a.m. **Approx Length:** 30 min.

Presentation Title: Clackamas Town Center ("CTC") Urban Renewal District: Final Recommended Work Program

Department: Department of Transportation and Development, Development Agency

Presenters: Dan Johnson, Manager, Development Agency

Other Invitees: Barbara Cartmill, Acting Director, Department of Transportation and Development

WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Direction on:

- How the Board would like to advance the direct investment partnering opportunities.
- How the Board would like to advance the economic development project competition.
- Whether the Board would like to advance the remaining projects identified on the Final Recommended Work Program.

EXECUTIVE SUMMARY:

The Clackamas Town Center (CTC) Urban Renewal District: Final Recommended Work Program, developed by the Clackamas Town Center Working Group, was presented for Board consideration in March 2013. See Attachment A. With approval of the Direct Investment Implementation Plan, the Board authorized the following at the April 16, 2013 study session:

- Advance design/construction on the Monterey West extension and Sunnyside/Stevens intersection improvements;
- Advance direct investment discussion with a number of the overlapping taxing districts for consideration by the Board;
- Work to develop an economic development project competition for Otty/Fuller Road project area; and
- Advance a survey to test priorities, values, definition of public safety, importance of new roads and maintenance, and appetite for putting issues on the ballot.

In response to that direction, the following has been completed to date:

Monterey Avenue Extension / Sunnyside-Stevens Intersection Improvements

- Design consultants are under contract for the Monterey Avenue Extension project.
- Design consultants are expected to be under contract by mid-January for the Sunnyside-Stevens intersection improvement project.
- County surveyors are completing the necessary surveying and mapping for both projects.

- The Monterey Extension design is estimated to be completed in the spring 2015 with construction commencing in the summer 2015.
- The Sunnyside-Stevens Intersection design is estimated to be completed in the summer 2015 or earlier with construction commencing in the fall 2015.
- A number of open houses are planned for these projects with the first open house on the Monterey project scheduled for February.

Direct Investment Project Partnership Opportunities

Since April 2013, staff has been meeting with a number of the larger overlapping taxing districts in the area to assess project partnering opportunities. (It is important to note that the ability to "partner" on a project is predicated on the needs of the district and the presence of a viable partnering project currently within the existing urban renewal plan.) Based on discussions with district representatives and review of the urban renewal plan, each project identified on Attachment B was identified as needed by the districts and are viable within the context of the plan.

Economic Development Project Competition for Otty/Fuller Road Area

The Development Agency has coordinated closely with Public and Government Affairs, Business and Economic Development, and the Planning & Zoning Division to develop a project scope and assess partnering opportunities for the requested competition. Based on preliminary discussions; it was clear there was some commonality between this project and other social and economic analysis being proposed by Business and Economic Development and the Planning Division as a part of their proposed Construction Excise Tax (CET) grant request funded through Metro. In September 2013, staff was informed that the Business and Economic Development's Phase 3 Asset Mapping grant was approved, but unfortunately the Planning Division's Corridor Assessment grant was not.

Road Discussion (Priority Testing)

Over the last year there has been a formal discussion underway between the Board and representatives from the Department of Transportation and Development (DTD) concerning the future of the County's system of roads. This dialogue has lead to the development of a formal public education and outreach effort to be followed by a public survey.

Final Recommended Work Program

As previously discussed, staff is actively advancing the previously approved capital projects as recommended by the Board. To ensure timely delivery of future projects, staff requests authorization to also advance the following Tier 1 projects identified in the Clackamas Town Center Urban Renewal District: Final Recommended Work Program:

Transportation/Street Network Projects:

- Southwest Connector Improvements (excluding Sunnybrook West Extension)
- Otty Road Improvements

Pedestrian / Bicycle Connection Projects:

- Route 1: Kaiser Hospital (excluding the I-205 pedestrian overpass)
- Route 6: Clackamas Community College (CCC) / Aquatic Center

Development / Re-Development Program

- Implementation of the recommended Property Enhancement Program

FINANCIAL IMPLICATIONS (current year and ongoing):

Not applicable

LEGAL/POLICY REQUIREMENTS:

Not applicable

PUBLIC/GOVERNMENTAL PARTICIPATION:

With a commitment to terminate the CTC urban renewal levy in June 2013, the Board directed staff in January 2012 to engage the local community to develop a priority list of projects from the *current plan to be completed* using the remaining CTC funds. The Clackamas Town Center Working Group was formed to take on this task. Working Group members represented a diverse range of interests, from the local citizen planning organizations, business of varying size, service districts, education providers, and neighboring jurisdictions. The Working Group met for over a year and developed the Clackamas Town Center Urban Renewal District: Final Recommended Work Program.

OPTIONS:

Consideration #1: How to advance the Direct Investment partnering opportunities.

- 1.) Direct staff to advance partnering opportunities as identified on Exhibit B.
- 2.) Direct staff to advance modified partnering opportunities as identified on Exhibit B, subject to recommended revisions by the Board.
- 3.) Direct staff to discontinue discussions on partnering opportunities at this time.

Consideration #2: How to advance the Economic Development Project Competition.

- 1.) Direct staff to advance Economic Development Project Competition as originally proposed.
- 2.) Direct staff to advance modified Economic Development Project Competition, subject to *recommended revisions* by the Board.
- 3.) Direct staff to discontinue Economic Development Project Competition at this time.

Consideration #3: Whether to advance additional recommended projects identified within the Clackamas Town Center Urban Renewal District: Final Recommended Work Program.

- 1.) Direct staff to advance additional recommended projects as identified in this report.
- 2.) Direct staff to advance *modified list of projects*, subject to recommended revisions by the Board.
- 3.) Direct staff not to advance any additional recommended projects at this time.

RECOMMENDATION:

Consideration #1: *Direct staff to refine the options outlined on Attachment B for future consideration by the Board.*

Consideration #2: *Direct staff to advance modified Economic Development Project Competition, subject to recommended revisions by the Board.*

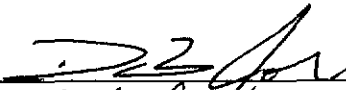
Consideration #3: *Direct staff to advance additional recommended projects as identified in this report.*

ATTACHMENTS:

Attachment A: Clackamas Town Center Urban Renewal District: Final Recommended Work Program

Attachment B: Public Partnership Opportunities

SUBMITTED BY:

Division Director/Head Approval 

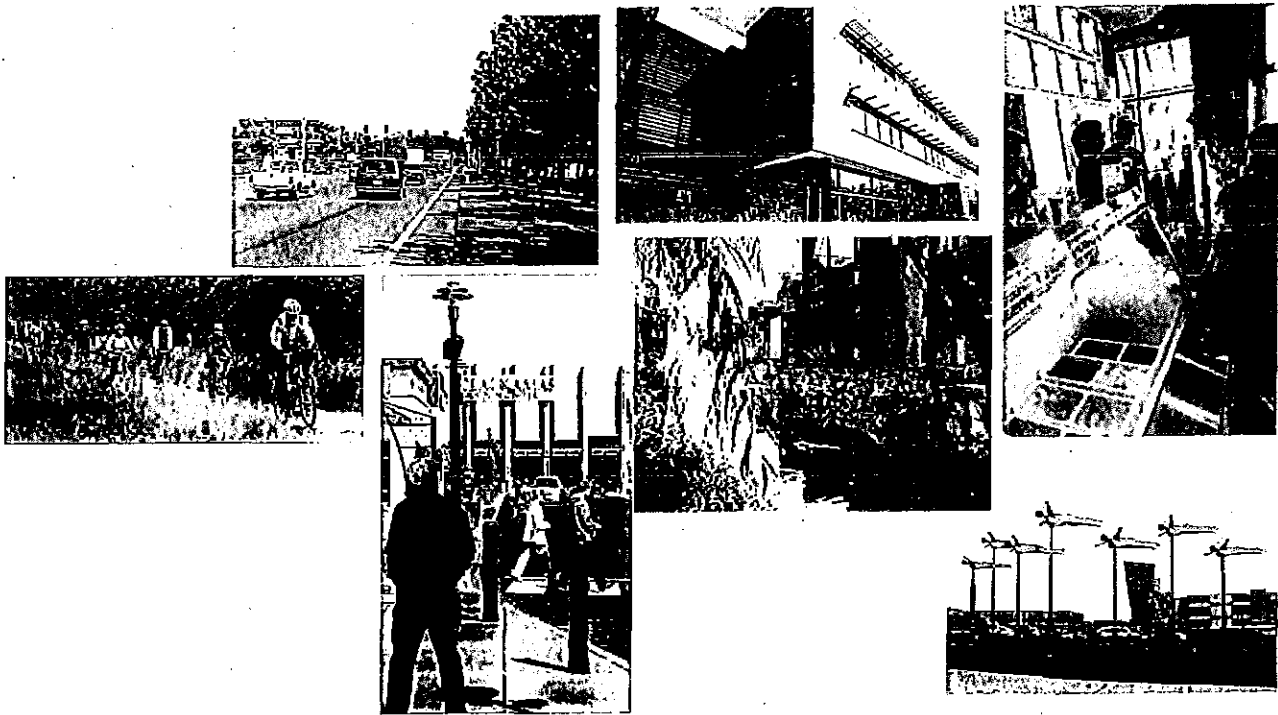
Department Director/Head Approval R. B. Cartmill 1-15-14

County Administrator Approval _____

For information on this issue or copies of attachments, please contact Dan Johnson @ 503-742-4325.



CLACKAMAS TOWN CENTER URBAN RENEWAL DISTRICT
FINAL RECOMMENDED WORK PROGRAM



Clackamas County Development Agency
working in partnership with the
Clackamas Regional Center Working Group

March 2013

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INTRODUCTION

The Clackamas Town Center Urban Renewal District was established in 1980 to construct the necessary improvements to stimulate growth and job creation in the Town Center area. Since that time, 42 different projects of varying size and complexity have been completed in the area (Appendix E). These projects have fostered sizable amounts of private investment in the area, resulting in \$505 million of increased assessed value and significant job creation since the plan's adoption.

The Urban Renewal District levy is scheduled to terminate in 2013. With the planned termination of the levy, the County established a Clackamas Regional Center Working Group and began a year-long process with the community to help prioritize the remaining projects and programs to be implemented within the Clackamas Regional Center. It is an important discussion as there are significant needs in the area, but limited funds available to meet those needs through the urban renewal plan for the area.

The result of this process is this Work Program, which is consistent with adopted plans and established priorities for the area. Priority projects have been identified to complete by the end of 2018 with the remaining urban renewal funds.

GUIDING POLICIES AND PLANS

There are four existing plans in the Clackamas Regional Center area, each with its own goals and objectives (Appendix B). The CRC Working Group used these plans as guiding documents to establish the criteria by which to evaluate potential projects and programs. The four plans are:

- Clackamas Town Center Urban Renewal Plan, 1980
- Clackamas Regional Center Plan, 1998
- Harmony Community Campus Vision, 2009
- Clackamas County Strategic Plan, 2011

Though all the plans provide a framework and tools to realize the vision for the Clackamas Regional Center, development of this Work Program focused on prioritizing the remaining projects identified within the Clackamas Town Center Urban Renewal Plan.

The Clackamas County Transportation System Plan (TSP) is currently being updated through a separate and extensive process scheduled to be completed by the end of 2013. Frequent coordination and communication occurred between the two efforts to ensure consistency with both the TSP and CRC Work Program.

PUBLIC INVOLVEMENT

An effective work program must be one that results from extensive discussions with the community in which the proposed improvements are to be done. The County utilized several methods to provide community members ample opportunities to be informed of the process and provide input.

WORKING GROUP -- The County brought together community leaders, representatives from neighboring jurisdictions and local service districts, and business representatives from the Clackamas Town Center area to help guide the process and ensure the Work Program reflects the areas of need and provides the maximum benefit. The members of this Clackamas Regional Center (CRC) Working Group (Appendix A) were responsible for communicating with their constituents to get feedback on the recommended Work Program.

WEBSITE -- A web page has been maintained on the Clackamas County Department of Transportation and Development website where Working Group meeting summaries and other project related documents were posted for review and comment.

ONLINE SURVEY -- An online survey was conducted to reach out to those who might not be able to provide input by attending a specific meeting or open house. The survey focused on the areas of need and types of projects that people felt were needed in the area. Approximately 180 people participated.

OPEN HOUSES -- An open house was conducted in the Clackamas Town Center on October 10, 2012, where participants commented on the areas of need and project types. A second open house was held at the New Hope Community Church on January 8, 2013 to give people an opportunity to review and provide feedback on the recommended Work Program.

GOALS AND OBJECTIVES

While each of the four existing area plans has unique goals and objectives, the CRC Working Group identified the following common overarching goals:

- Encourage economic growth
- Foster a healthy community
- Provide safe and efficient travel options
- Improve circulation and connections for all forms of travel

EVALUATION CRITERIA

The CRC Working Group developed primary goals and evaluation criteria based on the goals and objectives outlined in the four governing plans referred to above. While there was an emphasis on the Urban Renewal Plan objectives because urban renewal is the primary source of funding, the group also sought to achieve the other plans' objectives as well. This criterion was used as a filter to rank potential projects.

The primary goals and associated evaluation criteria are as follows:

GOAL: Improve the Economic Health of the Area

Evaluation Criteria

- Creates family wage jobs
- Encourages efficient use of land
- Promotes compact development
- Improves ability for businesses to thrive
- Encourages private development of land
- Increases the assessed value of the area

GOAL: Improve the Health and Vitality of the Citizens that Live, Work and Play in the Area

Evaluation Criteria

- Provides a range of housing types and density
- Increases access to recreational opportunities
- Increases access to education and training opportunities
- Preserves and enhances natural features
- Improves physical health of citizens
- Removes blighting influences
- Improves or protects air quality
- Minimizes negative impact to private property

GOAL: Provide a Transportation Network for Vehicles, Transit, Bicycles and Pedestrians to Accommodate Current Users and Future Growth

Evaluation Criteria

- Improves regional access to the area
- Improves vehicular connectivity within the Regional Center
- Improves safety
- Improves connectivity for bicyclists and pedestrians
- Provides connectivity to regionally significant destinations

GOAL: Develop Projects that are Cost-Effective

Evaluation Criteria

- Fits within budget constraints
- Ability to leverage other funds
- Ability for long-term maintenance needs to be met
- Maximizes benefit in relation to cost

PROJECT TYPES

The Clackamas Town Center Urban Renewal Plan identifies projects or programs that should be completed in order to meet the objectives of the plan and foster a vibrant Regional Center. Those can be categorized into four types:

- Transportation Improvements (Including multi-modal)
- Drainage and Utility Improvements
- Community Facilities
- Development and Redevelopment

AREAS OF NEED

The CRC Working Group had several discussions about issues and needs within the Regional Center area and participated in a mapping exercise to identify specific needs and deficiencies based on their own experiences and knowledge of the area. These areas of need were further refined based on comments from the CRC Working Group and community at large to identify specific objectives within each project type.

A. Transportation / Street Network Projects

1. Improve east-west connectivity
 - Eliminate dead-end roads
 - Provide better connections to and from 82nd Ave
 - Minimize out-of-direction travel
 - Improve connections from east of I-205 to the Town Center area
2. Improve safety and congestion of street network
 - Improve intersections to reduce congestion and queuing issues
 - Provide more options / routes for people to move to and through the area

B. Multi-Modal Projects

A Clackamas Regional Center Pedestrian and Bicycle Plan was adopted in September 2012. This plan identifies and prioritizes many pedestrian/bicycle improvements needed in the area. A map showing priority routes can be found in Appendix I. A list of prioritized improvements can be found in Appendix J. The CRC Working Group agreed to use the recommendations in this plan as they set priorities.

When looking at the recommendations from the CRC Pedestrian and Bicycle Plan, the Working Group recommends improvements that:

- Provide connectivity (systems, not segments)
- Are high quality and promote usage
- Focus on connections to and from the Town Center core

C. Community Use Projects

1. Develop community gathering places within the CRC area
 - Improve or expand on existing parks, open spaces and recreational facilities
 - Develop plazas in conjunction with private developments
 - Incorporate water features, artwork and other interactive features
2. Develop gateways to the Regional Center

D. Development and Redevelopment Projects

1. Facilitate multi-use development
 - Leverage private investment
 - Stimulate job creation
 - Reduce auto related trips
2. Stimulate low and moderate housing development
 - Provide a diversified housing stock
3. Develop a façade or property beautification program
 - Focus on a specific area to maximize impact
 - Be inclusive and encourage participation
 - Be easily understood and accessible for potential participants

POTENTIAL PROJECTS

Because the primary source of funding is urban renewal, the CRC Working Group recommended that only projects consistent with the objectives of the Urban Renewal Plan and within the urban renewal district boundary be considered for funding and inclusion in the Work Program. The following projects meet those criteria.

TRANSPORTATION: STREET NETWORK	
Monterey Extensions	New 2-lane extension from 82 nd to Fuller Road
	New 2-lane extension from Schumacher to Stevens
Boyer Drive	New 2-lane extension from 82 nd to Fuller Road
Otty Street Realignment	Realign Otty St. with Otty Rd at 82 nd
Otty Road	82 nd to 92 nd - widen; add turn lanes, sidewalks, on-street parking, central median and landscaping
Fuller Road	Otty to Johnson Creek Blvd. - widen street; add turn lanes, sidewalks, on-street parking, central median and landscaping
Harmony Road	Improvements to accommodate existing and future traffic volumes, and multi-modal travel
Southgate and Sunnyside	Road closures to westbound through traffic at 80th Ave. to help reduce traffic impacts.
Sunnyside Road	Roadway and pedestrian improvements necessary to assure efficient circulation

82 nd Ave/Johnson Creek Blvd. Intersection	Extend westbound left turn queue storage, rebuild median, increase storage from 200 ft to 350 ft minimum.
82 nd Ave	Widen to 7 lanes with boulevard from Sunnyside Rd to Sunnybrook Blvd
	Add second southbound left turn lane at 82 nd Ave & Johnson Creek Blvd intersection
	Widen to 5 lanes + bike lanes from Johnson Creek Blvd to Causey Ave.
TRANSPORTATION: BIKE AND PEDESTRIAN PROJECTS	
Clackamas Regional Center Bike/Pedestrian Corridors	Provide bike and pedestrian connections in the Regional Center
CRCA Pedestrian and Bicycle Sign Plan	Way-finding system as outlined in the Clackamas Regional Center Area Pedestrian Bicycle Plan
Sunnyside Road	82 nd to 97 th - study to evaluate traffic operations, median beautification, bike lanes, parking in strategic sections, assess lane design, modify Comp Plan standard section
	Modified boulevard treatment including lane redesign, medians, beautification, curb extensions, reconstructed sidewalks, landscaping, south side bike lanes
85 th Ave	Improve with sidewalks from Causey Ave to Monterey Ave
Phillips Creek Trail	Construct trail through Town Center for access to light rail
Phillips Creek Greenway	Construct Regional Center path
Causey Ave	Widen and add bike lane from Fuller Rd to I-205
Sunnyside Ped-Bike Overpass	Construct a ped-bike overpass; location TBD
I-205 Ped-Bike Overpass	Construct a ped-bike overpass, location TBD
I-205 Multi-Use Path Connections	Complete connections from Clatsop to Mt. Scott Creek
Clackamas Regional Park Trail	Construct multi-use trail within proposed regional park
82 nd Avenue	Causey to Sunnyside Rd - boulevard treatment
	Sunnyside to Monterey - restripe for bike lanes
	Sunnyside north to County line - add bike lanes
	I-205 north to Sunnyside Rd - Add bike lanes
	I-205 north to Sunnyside Rd - Add sidewalks
	Clatsop to Monterey -- multi-modal: widen to add sidewalks, lighting, central median, planting strips, landscaping.
	On west side from Causey to Sunnyside -- fill in sidewalk and landscaping gaps
	On east side from King to Orchard - fill in sidewalk and landscaping gaps

COMMUNITY USE	
Day Care Sites	Assist in developing day care facilities in the Town Center area
Develop Public Spaces and Parks	Develop in needed areas or in conjunction with new development
DEVELOPMENT AND REDEVELOPMENT	
Facilitate Multi-Use Development	Market and feasibility analysis, public uses and facilities, and circulation improvements associated with developments
Low and Moderate income Housing Subsidy	Provide land write-downs, loans, grants and other authorized subsidies to the County Housing Authority to develop low-to-moderate income housing
Public Improvements in Conjunction with New Development	Construct necessary public improvements to help facilitate new development
CTC Master Plan Development	Construct facilities that serve the public and help to carry out the CTC Master Plan

WORK PROGRAM

The Work Program is a prioritized list of projects consistent with the overarching goals and objectives for the Clackamas Regional Center, and are located within the Clackamas Town Center Urban Renewal District, which is the primary source of funding. A draft Work Program was presented for consideration to the CRC Working Group and community at large prior to inclusion in this document.

It is important to note that this plan is considered a living document. The County will continue to meet with the CRC Working Group regularly to review project implementation and adjust the work program as needed.

TRANSPORTATION / STREET NETWORK PROJECTS

Each transportation-related project was filtered through the established evaluation criteria to provide an initial ranking of priority. The projects were then evaluated to see how many areas of need were met with the goal of implementing projects that serve multiple areas of need. Finally, they were categorized into three tiers with the first tier being the highest priority. Those projects are:

Tier One

- Monterey Extension – 82nd Ave. to Fuller Road
- Sunnyside/Stevens Intersection Improvements
- Southwest Connector Improvements
- Fuller Road Improvements – Otty to Johnson Creek Blvd.
- Otty Road Improvements – 82nd Ave. to 92nd Ave.
- Monterey Extension – Schumacher to Stevens

Some pedestrian and bicycle improvements identified in the routes will be completed as part of the Tier One transportation/street network projects. A more detailed description of the recommended improvements within each route is in Appendix J.

Allocation: \$4,960,000

If other funding becomes available, the following two multi-modal projects could also be considered for implementation:

Install bike lanes on existing streets within the Clackamas Regional Center	\$150,000
Way-finding sign network within the Clackamas Regional Center	\$150,000

DEVELOPMENT / REDEVELOPMENT PROGRAM

A Property Enhancement Program will be developed as part of this Work Program. The program will provide incentives for business owners within the Regional Center area to upgrade the appearance of their property, such as building façade or landscaping improvements. The details of the plan will be developed in consultation with the CRC Working Group in 2013. Willing participants will be able to utilize the program in 2014.

Allocation: \$750,000

COMMUNITY USE PROJECTS AND PROGRAMS

The community consistently expressed the desire for more parks and open space within the Regional Center. This could be in the form of recreational areas, natural areas, linear parks or public plazas. Two significant obstacles inhibit the ability to develop additional parks or open space: the lack of available land and the need for ongoing maintenance/operations of the improvements. This Work Program will seek partnerships with other jurisdictions, private property owners and/or developers to provide the desired improvements while fulfilling the long-term maintenance requirements.

Allocation: \$500,000 available as a match with other jurisdictions

A Public Plaza Development Program will be developed in early 2014 to provide incentives to new or existing developments with an interest in providing public plaza space within their development.

Allocation: \$250,000

Funding Allocation Summary

The initial allocation of remaining urban renewal funds for the above project types is:

Transportation/ Street Network	\$33,800,000
Multi-Modal	\$ 4,960,000
Development/Redevelopment	\$ 750,000
Community Use	\$ 750,000
Total	\$40,260,000

Tier Two

Sunnyside Road -- Modified Boulevard Improvements
Boulevard Improvements on 82nd -- Causey to Sunnyside
Johnson Creek Blvd. -- I-205 Interchange Improvements
Improve Fuller/King-82nd Intersection
Boyer Drive Extension -- 82nd Ave. to Fuller Rd.

Tier Three

Extend Westbound Left Turn on Johnson Creek Blvd. at 82nd Ave.
Add Second Southbound Left Turn on 82nd Ave. at Johnson Creek Blvd.
Widen 82nd Ave. from King to Causey
Otty Street Realignment
Closures of Southgate Road and Sunnyside Street

Allocation: \$33,800,000 for Tier One projects.

A map of each transportation project can be found in Appendix G. Detailed descriptions of the projects can be found in Appendix H.

MULTI-MODAL PROJECTS

The Clackamas Regional Center Pedestrian and Bicycle Plan, adopted by the Board of County Commissioners in September 2012, was developed to create safe and efficient connections to the Regional Center's many key destinations. This was accomplished through many meetings with community members to identify deficiencies in the system. A list of key routes and recommended improvements was developed and prioritized by the community (Appendix I).

The intent is to incorporate the recommendations and priorities in the Pedestrian and Bicycle Plan into this Work Program with the goal of completing systems or routes and not just segments. The following routes are recommended for implementation as part of this Work Program:

Route 1 -- Connections from Town Center Light Rail Station to Kaiser Sunnyside Hospital

Route 3 -- Improvements in the mixed housing area north of the Town Center

Route 6 -- Connections from the Harmony Campus to Town Center Light Rail Station

Route 7 -- Complete connections from the Harmony Campus to Kaiser Sunnyside Hospital

Establish a Program to Assist with On-Site Pedestrian Improvements

Cost estimates for construction-related projects are preliminary. As the scope of each project is refined, estimates may be adjusted. The estimates assume no other financial contribution from other jurisdictions or grants. The Development Agency will seek to leverage other funds for each project. A Tier Two project may be recommended for funding if there are cost savings through scope refinement or other financial partners on Tier One projects.

IMPLEMENTATION TIMELINE

This Work Plan will be implemented over the next six years. Transportation and multi-modal improvements will be staggered so as not to create unnecessary strain on traffic movement in the area. The programs for off-site pedestrian improvements, property enhancement and public and plaza development will be developed by early 2014 and available to willing participants shortly thereafter. A timeline of this Work Plan can be found in Appendix K.

APPENDIX A

CLACKAMAS REGIONAL CENTER WORKING GROUP MEMBERS

Member	Representation
Kaiser – Jim Gersbach	Medical
Clackamas Town Center – Dennis Curtis	Retail
Eastside Athletic Club – Jennifer Harding	Small Business
Geller Silvis & Associates – Anna Geller	Affordable Housing
Miles Fiberglass – Lori Luchak	Small Business
Thomas Joseph Dry Cleaning – Thomas Joseph	Small Business
North Clackamas Chamber – David Kelly	Chamber of Commerce
Doug Bean & Associates – Doug Bean	Leasing
Clackamas Community College – Shelly Parini	Continuing Education
Happy Valley – Jason Tuck	Adjacent City
Milwaukie – Bill Monahan	Adjacent City
North Clackamas Schools – Joe Krumm	K-12 Education
Clackamas County Fire District – Ken Horn	Public Safety
Clackamas County Sheriff – Matt Ellington	Public Safety
Cyndi Lewis-Wolfram	North Clackamas CPO
Patricia Holloway	Southgate CPO
Martha Waldemar	Sunnyside CPO

APPENDIX B

GUIDING PLANS SUMMARY

1. Clackamas Regional Center Area Design Plan

Adopted in the Clackamas Comprehensive Plan on December 23, 1998, this plan is the community design plan for the Clackamas Regional Center.

- **VISION:** Over the next 20 to 50 years the Clackamas Regional Center Area will be:
 - The dominant commercial and business center for the east Portland metropolitan area;
 - A cultural, civic and transportation center for the east Portland metropolitan area;
 - An area of diverse residential neighborhoods, commercial districts, natural features, and public attractions and spaces that serve both the local community and the region.

- **GOALS:** To achieve this vision, the Clackamas Regional Center Area Design Plan describes policies to guide decisions on land use, transportation, housing and urban design that:
 - Allow and promote compact development as a means to encourage efficient use of land, promote non-auto trips, and protect air quality.
 - Promote development patterns which use land efficiently and support transportation investments.
 - Transition towards more intensive use of land through infill and redevelopment, and phased development of infrastructure and urban design improvements.
 - Accommodate and encourage appropriate land uses in the Regional Center, along Corridors and in the Station Community.
 - Balance growth with the preservation of existing neighborhoods and affordable housing.
 - Create districts and neighborhoods.
 - Provide a range of housing types and density.
 - Provide for more efficient parking.
 - Provide or enhance public amenities such as open space, neighborhood parks, and public gathering places.
 - Preserve and enhance natural features.
 - Increase community attractions.
 - Provide attractive streetscapes.
 - Create civic spaces.
 - Create a safe and pleasant environment.
 - Incorporate design standards and guidelines that promote urban character.
 - Increase visual identity. Provide a transportation network that provides for all modes of transportation.
 - Improve circulation and connections for all modes of transportation.
 - Maintain excellent regional access.

2. Clackamas Town Center Urban Renewal District Plan

The guiding document for the Clackamas Town Center Urban Renewal plan, purpose and objectives include:

- Provide public facilities and an economic climate to encourage private investment in housing and support of the County's housing policy.
- Complement and support public improvements installed by the developer of the Clackamas Town Center Shopping Center.
- Economically support the 82nd Avenue business district.
- Provide public access to, and recreational use of, open space retained within the Development Area.
- Eliminate blighting influences, such as traffic congestion, poor storm drainage, substandard and/or obsolete buildings, nonconforming land uses, lack of public recreation areas, and underutilized land.
- Modify the street system to provide for safe and efficient traffic circulation in and around the Development Area.
- Install or improve public facilities, such as transit improvements, streets, curbs, sidewalks, and street lighting where necessary to provide both short- and long-range mobility and safety needs of the Development Area.
- Rehabilitate and conserve properties compatible with this Plan.
- Develop economically sound residential, commercial, industrial, and recreational facilities that satisfy the principles of good urban design and are mutually supportive and compatible with the surrounding area.
- Develop and encourage private development of land in the Development Area in an efficient and timely manner.
- Create new taxable value to reduce the long-term tax burdens of County residents and other taxpayers.

3. Clackamas County Strategic Plan, 2011-2016

Adopted in 2011, this plan highlights the Vision, Mission, Principles, and Areas of Focus for the Clackamas County Board of County Commissioners over the next five years.

- **VISION:** Urban, suburban, rural and wild: opportunities for all
- **MISSION:** Provide active and responsible leadership through focused investments, innovative partnerships, and citizen empowerment to create healthy, safe, and sustainable communities.

- **PRINCIPLES:**
 - Focus on jobs and a vibrant economy for all communities
 - Keep vulnerable residents safe and healthy
 - Foster a culture of trust, communication, diversity, and innovation

- **AREAS OF FOCUS:**
 - Keep our residents safe, healthy and secure
 - Create a network of vibrant communities
 - Provide financial stability and leadership

4. Harmony Community Campus Vision

A two phased focused community effort initiated jointly by Clackamas Community College, North Clackamas Parks and Recreation District, Clackamas County Development Agency, and Clackamas County to develop a unified vision and plan for the future of a 100-acre site at Harmony Road, Sunnybrook Boulevard and 82nd Avenue.

- **VISION:** The Harmony Community Campus is a model for sustaining the vitality of the economy, environment and community in Clackamas County and the Region.

- **PURPOSE:** To increase opportunities for community members to learn, enhance health and fitness, observe and enjoy nature and gather together.

- **MISSION:** The Harmony Community Campus will be a model for a healthy economy, incorporating a variety of educational opportunities, alternative energy uses and green development practices. It will provide resource protection, conservation and alternative transportation, and will enhance natural habitats and the ecology of the area. People will be encouraged to use public transportation, bicycles, walk or carpool to access the area.

- **GUIDING PRINCIPLES:**

What we do:

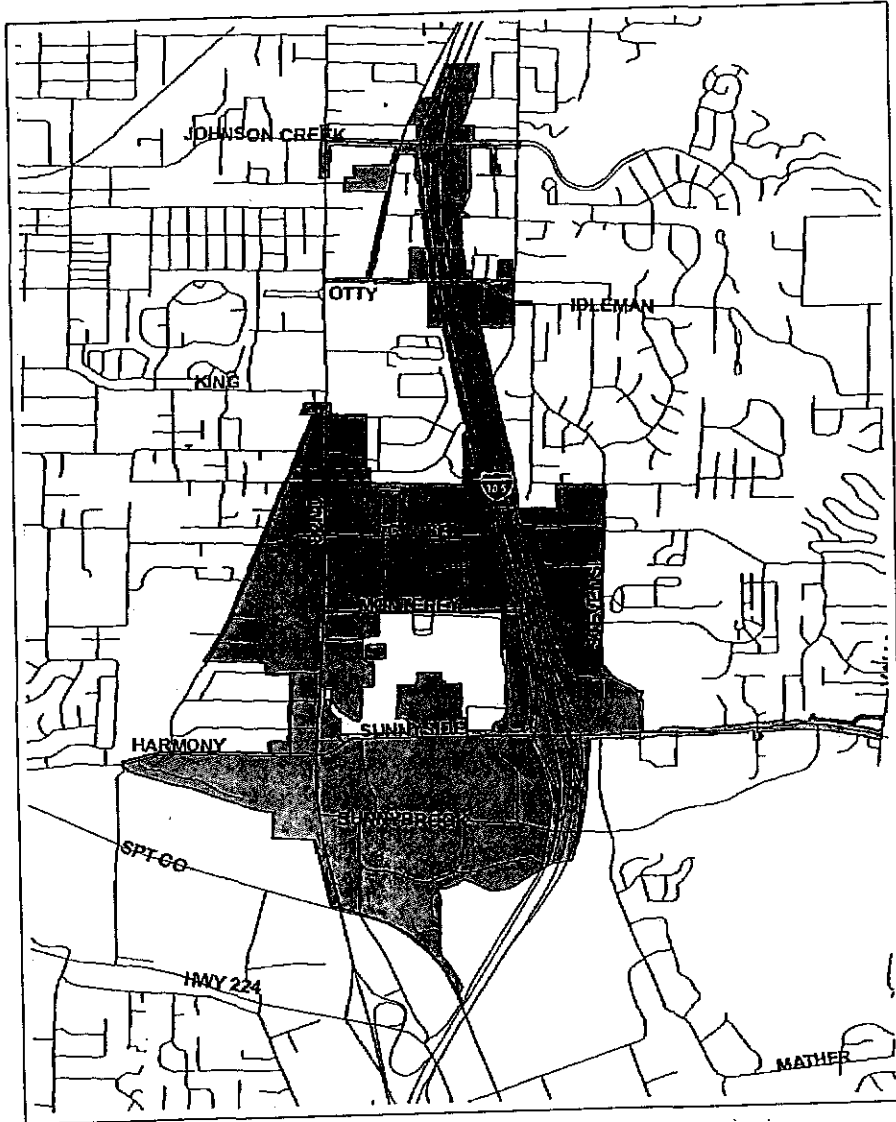
- Provide Lifelong Learning
- Demonstrate Sustainability
- Ensure Environmental Stewardship
- Support Economic Development
- Engagement
- Promote Healthy Living

How we do it:

- Ensure Transportation Choices and Accessibility
- Utilize Smart Growth Principles
- Demonstrate Shared Leadership and Responsibility
- Model Collaboration, Cooperation, and Civic

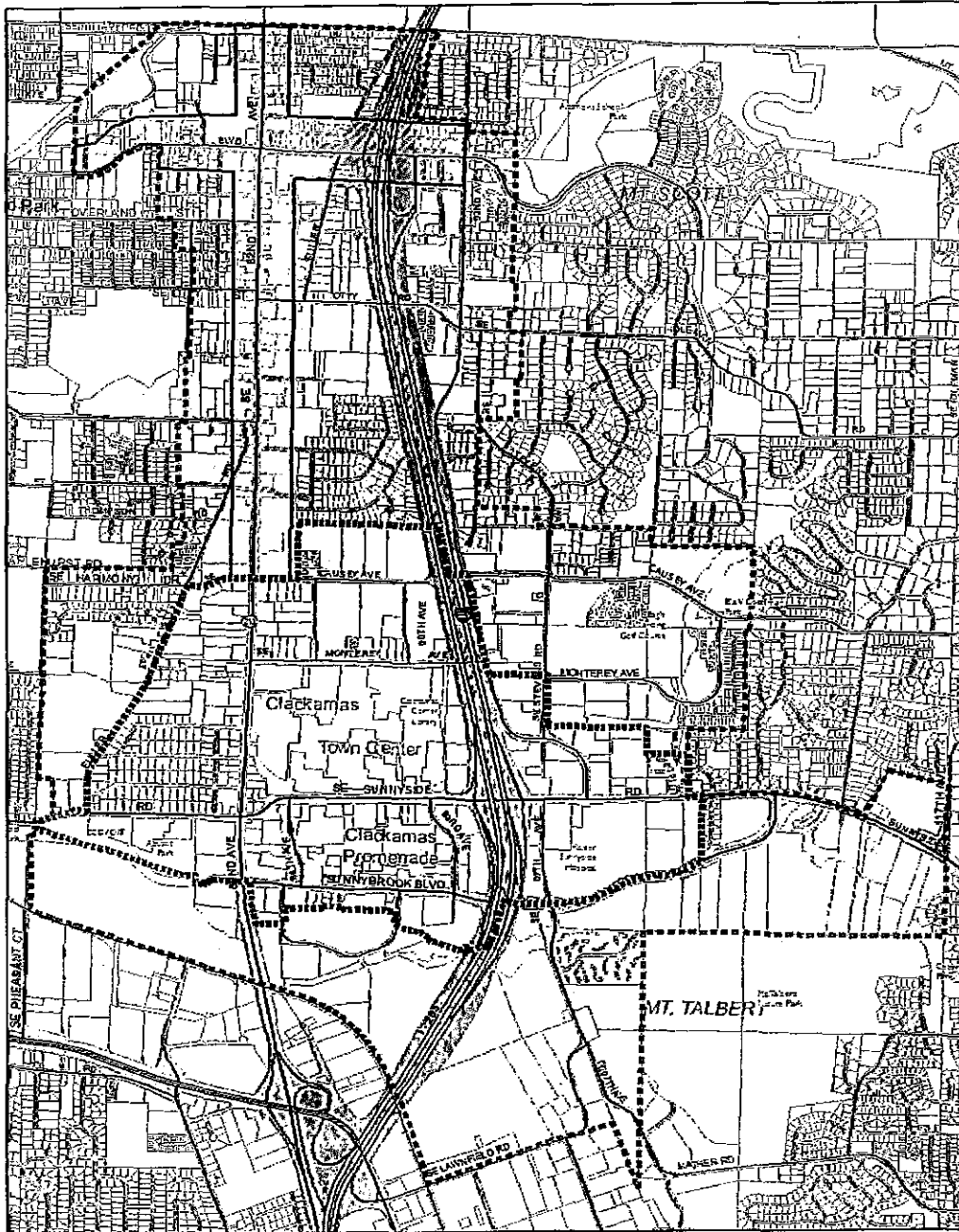
APPENDIX C

CLACKAMAS TOWN CENTER URBAN RENEWAL DISTRICT BOUNDARY MAP



APPENDIX D

CLACKAMAS REGIONAL CENTER AREA MAP



APPENDIX E

CLACKAMAS TOWN CENTER URBAN RENEWAL DISTRICT COMPLETED PROJECTS

Project	Project Description	Year Complete
Transportation Improvements		
Stevens/Sunnyside Realignment	Realignment of Stevens Rd to intersect with Sunnyside Rd. at the entrance to Kaiser Hospital	1982
Causey Extension	Extension of Causey west of 82 nd Ave. to Fuller Rd.	1983
Monterey & Causey Connections	Full improvement of Monterey & Causey and connections between Monterey & Causey	1984
84 th , 86 th and 90 th Street Improvements	Constructed improvements to facilitate better access and circulation in the Town Center area	1984
Sunnybrook Blvd.	Full improvements between 84 th & 93 rd south of Clackamas Promenade	1986
Sunnyside Rd/Harmony Rd re-alignment	Previously offset intersection realigned at 82 nd Ave.	1987
93 rd Avenue Realignment	Reconstruction to facilitate better access and circulation in the Town Center area	1987
82 nd Ave Improvements	Construction of street and storm drainage improvements	1988
Boyer Road	Constructed street improvements from 82 nd to 85 th Ave.	1988
Johnson Creek Blvd./I-205 Interchange	Partnered on construction of new I-205 Interchange at Johnson Creek Blvd	1990
Monterey Overpass & I-205 Frontage Rd.	New overpass and 6,000 ft. frontage road	2001
Stevens Road Widening	Part of Monterey Overpass/I-205 Frontage Rd. project	2001
Sunnybrook East Extension	Partnered in extension of Sunnybrook Ave. east to connect with Sunnyside at 108 th Ave.	2002
Causey Extension	Extension of improvements to Causey Ave. from I-205 to Stevens Rd.	2003
Sunnybrook Split Diamond Interchange	New interchange at I-205 and Sunnybrook Blvd	2003
Sunnyside Widening Project Phase I	Road widened to 5 lanes from I-205 to 108 th , then to 7 lanes from 108 th to 122 nd	2004
TriMet Green Line	Provided local match for extension of light rail from Gateway to the Town Center Mall	2009
Monterey Ave. Widening and Improvements	Reconstruction of Monterey from 82 nd Ave. to I-205 to Main Street standards to accommodate increased traffic generated by the redevelopment of the Town Center	2009
Pedestrian-Bikeways	Pedestrian and bicycle improvements incorporated into plans of most CTC area road projects	1980 - 2009

Drainage and Utility Improvements		
Flood Control Facility - 84 th & Ambler	Storm water detention facility to handle increased run-off in the Phillips Creek Basin	1987
Water Pump and Mainline	Assisted with a new Clackamas Water District Storage Reservoir at 92 nd & Otty	1999

Community Facilities		
Branch Library at Clackamas Town Center	Partial funding for establishment of branch library in the Town Center area	1981
Fuller Rd. Fire Station	Assist with construction of new fire station to serve the expanding Town Center area	1984
Ickes & Harmony School Noise Mitigation	Completed in connection with Harmony widening (82 nd to Fuller)	1987
CCC/OIT	Joint CCC/OIT campus for an educational/industrial training and employment/business center	1988
Stevens Road Site Improvements and Excess Property Purchase	Purchased ROW from NCSD12 for extension of Causey from I-205 to Stevens. Donated excess property to FD1 for new fire station. Three-party development agreement	1990
North Clackamas Regional Park/Swim Center Land Acquisition	Property acquired for swim center facility and additional land to the south for public parks and recreational facilities	1991
Ickes/Harmony Schools Acquisition	CCC/OIT Campus (80,000 sq. ft.)	1991
Joint Use Community College & Sheriffs Facility Land Acquisition	Assist with construction of a joint Sheriff's precinct and Law Enforcement Training Center on Agency-owned land	1999
Sunnybrook Service Center / Brooks Building	Assist with construction of a 4-story, 73,340-square-foot office building for use as the County Development Services building.	1999
Causey Fire Station	3-party development agreement (D.A., School District, Fire District)	2003

Development and Redevelopment		
Clackamas Promenade	Development agreement for Promenade shopping area; land acquisition that facilitated Agency's development of Sunnybrook Blvd.	1993
Sisters of Providence Medical Center	Development agreement for a 34,000-sq.-ft. medical office building	1995
Marriott Courtyard Hotel	Development agreement for a 75,000-sq.-ft. 4-story hotel (136 rooms)	1998
Monarch Phase I Office Building	Development agreement for a 76,000-sq.-ft. Class A office building	1999
Sunnybrook Office Building (Specht)	Development agreement for a 103,000-sq.-ft. Class A office building	2000
Battin Elementary School Acquisition	Clackamas Crossing Development Agreement/Shopping Center (317,104 sq ft)	2001

Mt. Scott Medical Office Building	Development agreement facilitating development of medical office building (39,700 sq. ft) at 92 nd & Johnson Creek Blvd.	2002
Monterey Medical Office Building	Development agreement facilitating development of medical office building at 84 th & Monterey; 36,000 sq. ft.	2005
Mt. Scott Medical Office Building 2	Development agreement facilitating development of a 53,000-sq-ft. medical office building on 92 nd	2009
Clackamas Town Center Expansion	Development agreement facilitating Mall Expansion including 245,00 sq ft. of new retail and entertainment space.	2009
Monarch Future Phases	Subsequent phases totaling approximately 200,000 sq. ft. of office/retail	Pending

Throughout the life of the Urban Renewal District, there has been a concerted effort to leverage other funds for projects. The level of urban renewal funds used toward the total cost of these completed projects varies.

TRANSPORTATION / STREET NETWORK EVALUATION SUMMARY

Each potential project was evaluated against the established criteria listed on page 3 of this document. The numbers reflected below are based on a 1-5 ranking with a score of 5 meaning it meets the evaluation criteria entirely. There is also a desire to move projects forward that provide multiple benefits. Therefore, each was evaluated to determine the areas of need addressed and the number of multi-modal improvements included.

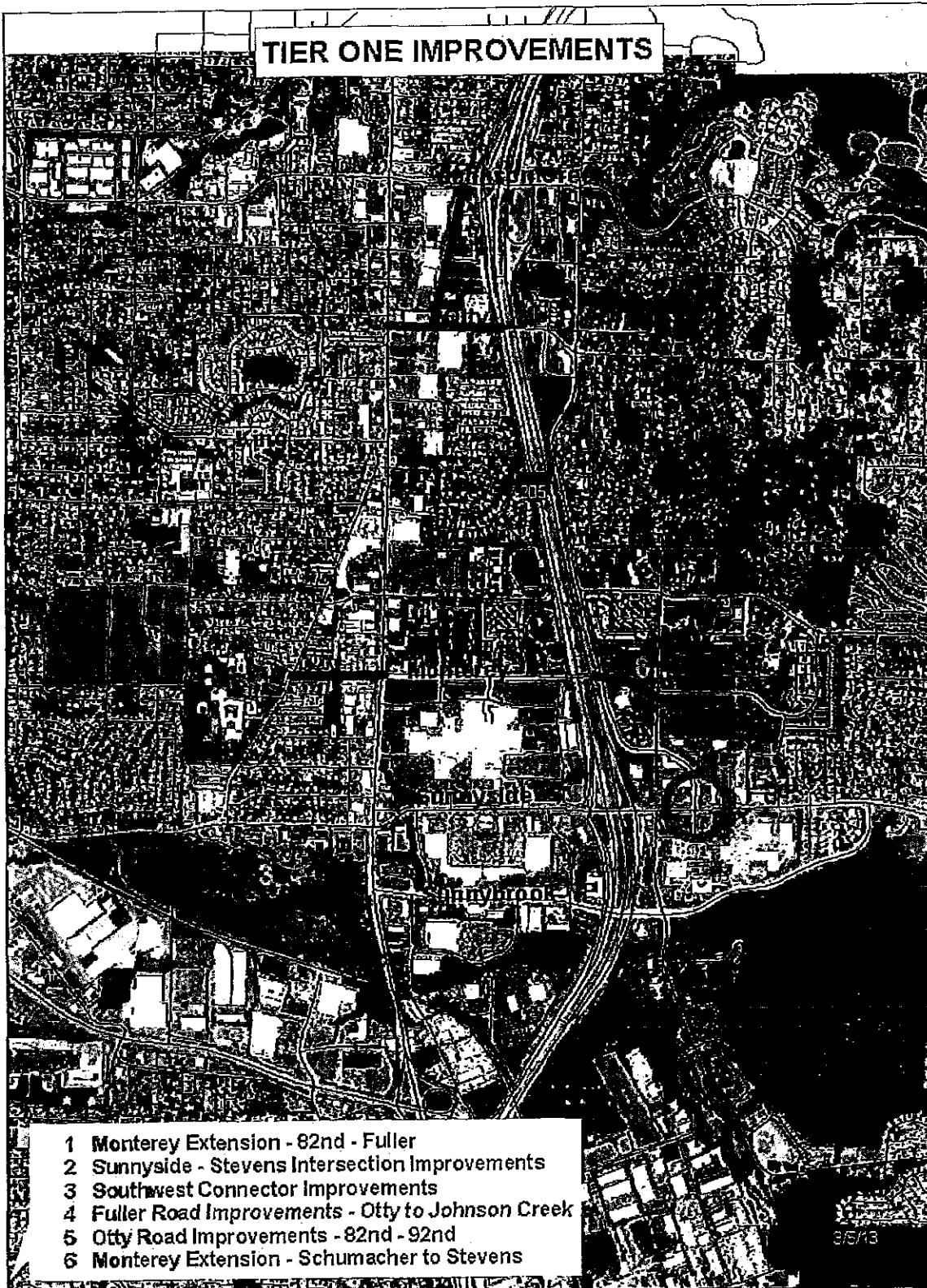
	In Close Proximity to CRC Core Area?	EVALUATION CRITERIA				ADDRESSES THE FOLLOWING AREAS OF NEED				# of Identified Bike/Ped Improve. Included
		Improve Economic Health	Improve Physical Health	Provide Transp. Network for All Users	Overall Evaluation Criteria Score	Connectivity	Capacity or Congestion Relief	Safety	Multi-Modal	
Tier One										
Southwest Connector Improvements	Yes	3.7	3.6	4.8	4.0	4.0	✓	✓	✓	8
Monterey Extension - 82nd to Fuller	Yes	4.2	2.8	4.4	4.0	4.0	✓	✓	✓	1
Sunnyside / Stevens Intersection Improvements	Yes	4.3	3.0	4.2	3.3	3.7	✓	✓	✓	0
City Road Improvements - 82nd to 92nd	No	4.0	2.9	3.8	4.0	3.7	✓	✓	✓	0
Fuller Road Improvements - City to Johnson Creek	No	4.2	2.8	3.8	4.0	3.7	✓	✓	✓	0
Monterey Extension - Schumacher to Stevens	Yes	4.3	3.0	4.6	3.0	3.7	✓	✓	✓	0
Tier Two										
JCB / I-205 Interchange Improvements	No	3.7	3.0	3.4	3.5	3.4	✓	✓	✓	0
Sunnyside Road - Modified Boulevard Improvements	Yes	2.8	3.0	4.2	3.3	3.3	✓	✓	✓	6
Boulevard Improvements on 82nd - Causeway to Sunnyside	Yes	3.0	2.9	3.2	3.3	3.1	✓	✓	✓	5
Extend Westbound Left Turn on JCB at 82nd	No	1.7	2.5	3.6	4.8	3.1	✓	✓	✓	0
Improve Fuller / King / 82nd Intersection	No	2.0	2.8	2.8	4.5	3.0	✓	✓	✓	0
Tier Three										
Add Second Southbound Left Turn on 82nd at JCB	No	1.7	2.5	3.6	3.8	2.9	✓	✓	✓	0
Widen 82nd from King to Causeway	Yes	2.2	2.8	3.8	2.5	2.8	✓	✓	✓	0
Boyer Drive Extension - 82nd to Fuller	No	2.8	2.4	3.2	2.8	2.8	✓	✓	✓	0
City Street Realignment	No	2.3	1.5	3.0	3.0	2.5	✓	✓	✓	0
Southgate / Sunnyside Closures	Yes	1.2	2.1	2.4	3.0	2.2	✓	✓	✓	0

Indicates top 5 ranking

APPENDIX G

TRANSPORTATION / STREET NETWORK MAPS

TIER ONE IMPROVEMENTS



- 1 Monterey Extension - 82nd - Fuller
- 2 Sunnyside - Stevens Intersection Improvements
- 3 Southwest Connector Improvements
- 4 Fuller Road Improvements - Otty to Johnson Creek
- 5 Otty Road Improvements - 82nd - 92nd
- 6 Monterey Extension - Schumacher to Stevens

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